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EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL PERFORMANCE OF BERHANENA SELAM PRINTING ENTERPRISE

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**EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZTIONAL
PERFORMANCE OF BERHANENA SELAM PRINTING
ENTERPRISE**

**A Thesis Submitted to the School of Graduate Studies of St. Mary's
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Degree of Master of Business Administration (MBA)**

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DECLARATION

I declare that the Research Report entitled "**Effect of organizational culture on Performance of Berhanena selam printing enterprise.**" Submitted is original and it has not been submitted previously in part or full to any University.

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Acronyms

B.S.P.E:	Berhanena selam printing enterprise
KPI:	Key Performance Indicator
SPSS:	statistical package foe social science
ANOVA:	Analysis of variance
OC:	Organizational consistency
OM:	Organizational mission
INV:	employee involvement
AD:	organizational adaptability
TQM:	Total quality management
BPR:	Business Process Reengineering
RIO:	Return on Investment
BSC:	Balanced score card

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Abstract

This study with the title of “The Effect of organizational culture on organizational performance at Berhanena selam printing Enterprise” has an objective of examining the Effect of organizational culture on the performance at Berhanena Selam printing Enterprise. The study used explanatory research design with quantitative research approach. The data had been gathered using structured questionnaire from 241 permanent employees of BSPE selected with stratified simple random sampling technique. The instruments were measured by using a Likert’s five-point rating scale. The collected data were analyzed using statistical package for social Science (SPSS). Descriptive statistics/frequency distribution and tables were used. The study concludes that there is strong positive correlation between culture and organizational performance at Berhanena selam printing enterprise. The study also concludes that there is a positive relationship between Organizational Consistency, Organizational Mission, Involvement and Adaptability culture trait and organizational performance. According to the result of the study organizational mission and involvement/empowerment are the first and the second weak effect on the performance of Berhanena selam printing enterprise respectively. The study recommends that Berhanena Selam printing enterprise should give more attention to its mission by helping its employees to connect their own goals to the mission, vision and strategy. And also the organization should provide employees the feeling that they are part of the team and help them believe they add value to the organization. Finally, expanding the study to include other culture traits would give more direction to the company and the sector. Further, the study was a case study of only Berhanena selam printing enterprise, including other printing firms would be welcome. Moreover, organizational culture is highly dynamic, studies in other time zones and sectors would provide empirical evidence to further ground the theory.

Key words: Organizational culture, Organizational Performance, Berhaena Selam printing Enterprise.

CHAPTER ONE

1. INTRODUCTION

In this chapter a brief description of background of the study and organization, statement of the problem, general and specific objectives the research questions and limitation & scope of the study are included.

1.1. Background of the study

Productivity of an organization is greatly affected by its culture (Ogbor, 2003; Schein, 2004). Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. Organizational culture stands as the center from which all other factors of human resource management drive (Bashayreh, 2009). It is believed that culture influences individuals' attitudes towards outcomes such as commitments, motivation, morale and satisfaction.

Organizations, today, are increasingly challenged with changing their organization's culture to support ways of accomplishing work. Organizational culture plays a very significant role in an organization. The importance of organizational culture in establishing competitive advantage for business firms and its influence on organizational performance has been documented in literature (Yesil & Ayab, 2013). Most organizational scholars and observers now recognize that organizational culture has a powerful effect on the performance and long-term effectiveness of organizations. More specifically, organizational culture represents perceptions of organizations member hold in common (Person, 2015) and it also leads an organization and its activities, shaping the way employees think, work and how they feel. However, organizational culture is dynamic and complex. Due to this dynamic nature and inconclusive results found in different studies about impact of organizational culture on performance of business firms, the importance of its study increased (Garvic, et.al. 2016).

Research indicates that organizational culture is associated with the success of the organization (Darmawan, 2013). That indicates every organization should take keen attention to employees performance with organizational culture to improve their productivities. Thus, employee performance would be considered as backbone of the organization as it leads to development if employee's performance will be improved through establishment of a strong and positive culture.

In this regard, involvement, consistency, adaptability, and mission are main components of cultural dimensions considered as the key determinant of organizations performance (Denison and Neale, 2011). Moreover, the adoption of culture of the organization is helpful for the employees to do their work efficiently and effectively (Shahzad and et al, 2012)

The concept of organizational culture and its influence on performance has gained a lot of tractions since the 1980s when Japanese companies known for strong and cohesive culture, made a boom with their productivity and began to suppress western companies (Gavric, et al. 2016). Where western companies then focused on functional effects of individuals, Japanese companies incorporated elements of flexibility, adaptability, and teamwork to achieve huge success. Since then, several models for exploring the link between organizational culture and firm performance have been proposed.

Researchers developed and used different model in order to understand the influence organizational culture has on the performance of business organizations. Since Mugure and Doris model provides organization with an easy-to-interpret, business-friendly approach to performance improvement based on sound research principles and have been deployed successfully in thousands of organizations around the world in wide variety of situations, from strategic Alignment to Mergers & Acquisitions to Transformation & Turnaround to new leader Transitions this study used Mugure and Doris model which asserts four general dimensions namely consistency, Mission, Adaptability and involvement.

Moreover, the model is behaviorally based, designed and created within the business environment and it uses business language to explore business-level issues. It is also linked to bottom- lines

businesses result is fast and easy to implement this makes the model applicable to all levels of the organization.

There is inadequacy of research made on effect of organizational culture on organizational performance of printing enterprises in Ethiopia. Moreover the studies suggest inconclusive result on the effect of organizational culture on performance. Ahmet & Salih affirms this they said that although numerous studies have been conducted to explore the relationship between organizational culture and performance, empirical findings seem to be mixed and inconclusive (2013). Thus, in this research an attempt is made to further investigate the impact of organizational culture on organizational performance of Berhanena selam printing enterprise.

1.2. Background of the organization

Berhanena Selam Printing Enterprise (B.S.P.E) is the pioneer enterprise in Ethiopia. It was established in 1914 by the crown prince of Ethiopia, 'Leul Alga Worash Ras Teferi Mekonen' (source: organizations' profile).

At the beginning, it was known by the name "Ethiopian Government Regent Ras Teferi Mekonen printing press." Then the name changed to " Haile Selassie I Emperor of Ethiopia printing press" (source: organizations' profile).

After February 1974, Ethiopian revolution (During the Derg regime) in August the printing press becomes nationalized. In August 1975, B.S,P.E., like other printing enterprises, started to be managed under the Ethiopian printing corporation. however, after the arrival of the new regime is under the management of the federal government, a Board of Directors Controls the enterprise.

When it was first setup, 9 decades ago, the printing press was originally designed to carry on the printing of printing of religious books. At that time books on religious subjects were the only works sought by churches and other individual leaders. These books had to be produces as manuscripts and, this was a laborious task, the people who were engaged in this work were few. It took a long time for the books to be available and was expensive to buy. At the beginning, Berhanena Selam was mainly engaged in the printing of religious books, produced in both Ge'ez and Amharic versions and which were sold at reasonable low price, thus minimizing the problems previously

encountered, the press also entered in to the printing of various forms and records for use by public and private organizations as well as news papers. With further improvements in its organization the printing press succeeded in offering the nation the service expected of it. Starting with humble beginning using hand operated machines, with very few impressions per hour and staff of 7 -12 persons, the printing press has now grown in to a modern complex employing around 810 people operating modern web offset printing machines one of which can produce 30,000 copies of a 32-page newspaper in an hour.

The enterprise has 843 employees (line stuff 478 and support staff 365) from this 326 are females and the rest 517 are males. In general the enterprise is profitable, and its current capital is around 41 million birr.

1.3. Statement of the problem

Increased competition, globalization, and alliances have led to a greater need for a performance-based organizational culture. This has become necessary because organizations are saddled with a lot of management crises that stem from their organizational culture (Agwu, 2014). These problems tend to impede progress toward achieving high employees' performance. A lot of attention has been given to organizational culture and related studies (Ojo, 2010; Omoniyi, Salau, &Fadugba, 2014). Theoretical arguments as well as empirical evidence lend credence to the view that organizational culture is related to employees' performance. However, Ojo (2010) argues that there is no clear conclusion on the exact relationship between organizational culture and employees' performance. Similarly, Ogbonna and Harris (2000) despite many research works done in this area and contributions from various fields, there is no generally acceptable causal relationship between organizational culture and employees' performance. Therefore, more research is needed in understanding and establishing relationship between organizational culture and employees' performance.

It is known that business environment has been characterized by entry of new aggressive competitors in the market place alongside the growing sophistication customers and the greater and more efficient use of information technology (Zakari, Poku, & Owusu-Ansah, 2013). Due to this

fact companies are exposed to highly competitive pressures. Printing enterprises in Ethiopia will not be out of the hook.

In order to have competitive advantage and better performance organizations tried different means both globally and locally. Among the methods restructuring, merger, re-engineering and implementing total quality management are found. However, companies still need to improve their performance level. To improve their performance and gain competitive advantage organizations should give due emphasis for organizational culture

According to Kandula (2006), the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual performance and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement.

Most of the time organizational culture issues considered non-essential and attention are given for tangible resources in business organizations. Moreover, the quantitative studies that have been conducted on organizational culture have generally been performed in the developed countries and very little has been done in developing countries such as Ethiopia, especially in the printing industry. Moreover, the studies conducted in this area show inconclusive results. The above three points were among the reasons to initiate this study. Thus, this research tries to fill both the study area gap and conceptual gap .in Berhanena selam printing enterprise which is our concern there are cultural problems like favoritism in workplace, unfriendly employee competition, lack of team bonding and communication, competition over collaboration.

This study based on Denison model to broaden the evaluation of the effect of organizational culture on performance of Berhanena Selam printing enterprise by measuring organizational culture from both internal and external perspectives. This would give more complete view of the effect of organizational culture on performance. Further, cultural traits in themselves are highly dynamic and shapes by a series of continuously changing interactions between complex factors within and without the organization. The study sought to investigate the effect of organizational culture (involvement,

consistency, adaptability and mission) on performance (customer satisfaction, and organizational learning) at Berhanena Selamat printing enterprise.

1.4. Research Questions

The study is guided by the following research questions;

- What is the influence of Organizational Consistency culture trait on organizational performance at Berhanena Selamat Printing Enterprise?
- What is the effect of Organizational Mission culture trait on organizational performance at Berhanena Selamat Printing Enterprise?
- What is the influence of Involvement culture trait on organizational performance at Berhanena Selamat Printing Enterprise?
- What is the effect of Adaptability culture trait on organizational performance at Berhanena Selamat Printing Enterprise?

1.5. Objective of the study

1.5.1 General objective

The purpose of the study is to assess the effect of organizational culture on performance at Berhanena Selamat printing enterprise.

1.5.2. Specific objective of the study

- To examine the effect of organizational consistency on performance of B.S.P.E.
- To evaluate the effect of involvement culture trait on performance of B.S.P.E.
- To examine the effect of organizational mission on performance of B.S.P.E
- To analyze the effect of adaptability culture trait on performance of film.

1.6. Significance of the Study

The study would be of important to managers and decision makers of the company in particular and the industry in general, by revealing the major Organizational Cultural traits which significantly influence organizational performance. This would be important in providing strategies for enhancing those traits with positive effects while eliminating the effects of those traits with negative impacts. It also would be useful for those companies involved in similar industry. Moreover, the findings of the study go a long way in providing the much-needed empirical evidences in the field of organizational culture.

The Data collected and obtained during the study would be beneficial to various learning institutions especially Human Resources Managers and Public Administration Officers acting as a center of acquiring knowledge on organizational cultural and its impacts on organizational performance. Finally, this research also serves as a reference for researchers who are interested to conduct a research on the topic and is helpful for others to conduct such practical researches.

1.7. Limitation of the study

This study has limitations like most of the informations were questionnaire-based so, questions that required a good memory are vulnerable to recall bias. Moreover, the study findings cannot be generalized about the entire printing companies in Ethiopia; because, the study was only emphasized in the employees working in Berhanena selam printing enterprise.

1.8. Scope of the Study

Like any other research work the study had its own limitation interms of scope, geography and data. The conceptual scope was limited to the independent and dependent variables and methodologically the research used explanatory research method. The study was limited to investigating the effect of Organizational Culture with respect to Consistency, Mission, Involvement and Adaptability. Organizational performance was investigated with respect customer satisfaction and organizational learning. Geographically, the study dealt with Berhanena Selam Printing Enterprise in Addis Ababa.

1.9. Organization of the Paper

This work was divided into five chapters. The first chapter was an introduction of the study. It presents the background, objectives, research questions, scope, and limitation in this study. Chapter two discussed about the organizational culture theories and empirical studies which contain organizational culture and its effect on performance of the firms' reflections. The third one was about the research methodology. In chapter four, critical discussion according the collected data and the presentation of all data collected were made. Finally, a conclusion and recommendation of the study were made including for further study.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 Theoretical Literature

2.1.1 What is Culture?

According to John R. Schermerhorn and James Hunt (2000), organization Culture is the system of shared actions, values, and beliefs that develops within an organization and guides the behavior of its members. They also state that as no two individual personalities are the same, no two organizational cultures are identical.

Organizational Culture is also defined as shared philosophies, ideologies, values, beliefs, expectations, attitudes and norms (John. Schermerhorn, 2000). It also includes observed behavioral regularities, norms that are shared by working groups throughout the organization, dominant values held by an organization, the philosophy that guides an organization's policy toward employee and customers, the rule of the game for getting along in the organization, the feeling or climate that is conveyed in an organization (Hellriegel Don, Slocum, & Woodman, 1989).

The mental ability of human which helps in enhancing thinking and decision making depends on the organization culture (Pettigrew,1979).According to (Schein, 1990) culture is a collection of various values and behaviors that may be considered as a guide to success. As per (Kotter&Heskett, 1992), culture is collection of beliefs, behaviors and values which society contains normally. In simple we can say that culture is knowledge, explanations, values, beliefs, communication and behaviors of many people, at the right time and right place. In present era the concept of culture is used as a concept of organization (Kotter & Heskett, 1992). Organizational culture may be consist of two important elements of social group; structural stability of number of peoples and assimilation of an individual item in good standard (Schein, Organizational culture, 1995). According to (Stewart, 2010), organization's norms and values have a great impact on those who are fully devoted to the organization. According to him norms are unable to be seen but if the

organizations want to increase the profits and productivity of the employees norms comes first to be considered.

Therefore, from the above statements we consider two things, one Organizational Culture is not only about intangible things but it is also tangible actionable things. It is concerned with actions, since action is a result of how we think and give value. The next thing is about the difference between Organizational Culture among organizations. Organization within the same industry may behave differently. No two organizations will have identical culture.

According to Robbins Organizational Culture is a system of shared meanings held by members that distinguishes the organization from other organizations (Robbins, 2015). And he also describes the seven primary characteristics seems to capture the essence of an organization's culture, these are innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability (Robbins, 2015). These seven characteristics help to appraise the organization to get a composite picture of its culture and a basis for the shared understanding members have about the organization (Robbins, 2015).

As we have seen from the above discussion Organizational Culture has been variously defined. This may be because of the ambiguous nature of the concept of the organization (Schein, 1990) and the different understandings of what culture is (Brown, 1995). Even if it is impossible to reach consensus concerning the components of Organizational Culture, most scholars agree that it is holistic inter subjective and emotional, rather than strictly rational (Christensen, and Gordon 1999); historically determined and needs to be taught to new members as ‘the correct way’ to perceive things (McGregor, 1960; Schein, 1990). And it is difficult to change culture since it forms the foundation for the organization’s management system (Ouchi, 1990, Denison 1990) provides meaning to the members of the organization (Denison, 1990; Hofstede et al, 1990; Trice and Beyer, 1993) and outlasts organizational products, services, founders and leadership and all other physical attributes of the organization (Schein, 1992).

2.1.2 How Organization Culture Develops?

Edgar Schein suggests that Organizational Culture forms in response to two major sets of problems that confront every organization namely, problems of external adaptation and survival and problems of internal integration (Schein, 1992). We should remember that problems of external adaptation and survival have to do with how the organization will find a niche in and cope with its constantly changing external environment. Problems of external adaptation and survival includes: mission and strategy, goals, means, measurements and conclusions.

The organization’s primary mission and main tasks and the strategy the organization devices to pursuing this mission, the specific goals, and the means the methods it uses in achieving the goals, the established criterion to measure the performance of the employees and the firm as a whole plus the correlation method it uses to correct individuals mismatch with the organization goals all contribute for the development of culture of an organization.

Another two additional influences on the origin of Organizational Culture are the firm’s founder and the national culture. In the early development of company, the firm’s founder may largely determine the Organizational Culture. And the national culture, customs and societal norms of the country within which the firm operates also shape Organizational Culture (Don Hellrregel, 1987).

Concerning how culture begins Robbins claims that an organization's current customs, traditions and general way of doing things are largely due to what it has done before and how successful it was in doing it (2015, p505) and he strongly insists that the founders are the ultimate source of organization's culture.

From the definition of organization, we have the understanding that the reason members of an organization come together to solve two extremely important survival issues, namely the question of external adaptation (what precisely needs to be accomplished, and how can it be done?), the second is the question of internal integration: (How do members resolve the daily problems associated with living and working together.)

2.1.3 Function of Culture

Boundary defining role (creating distinction between one organization and the other), giving sense of identity for organization members, facilitating commitment to something larger than individual self-interest are some of the main functions of Organizational Culture. Culture also enhances the stability of the social system and defines the role of the game (Robbins, 2015).

2.1.4 Strong vs. weak culture

In a strong organizational culture, employees have similar views regarding the Organization, and they behave consistently with organizational values (Flamholtz & Randle, 2011). Business managers display a strong organizational culture to influence employees' work attitude and performance because culture engages and motivates employees (Simoneaux & Stroud, 2014). In a strong organizational culture, the members of the organization share the values and goals of the organization, and new employees quickly adopt these values (Kotter & Heskett, 1992).

Denison (1990) explained the impacts of organizational culture on business performance. A quantitative study results indicate a positive relationship between organizational culture and business performance (Han, 2012; Hartnell et al., 2011; Jofreh & Masoumi, 2013). A case study research results also show a strong culture as a driving factor for organizational performance (Pinho, Rodrigues, & Dibb, 2014; Simoneaux & Stroud, 2014).

New and historical literature showed the existence of a positive relationship between organizational culture and performance. For example, Flamholtz and Randle (2012) confirmed that the organizational culture has an impact on organizations process, employee performance, and overall organization productivity. Sharma and Good (2013) suggested that strong organizational culture is an important factor to improve and increase the organization's profitability and financial performance. Nwibere (2013) also indicated that a healthy and strong organizational culture is positive factors to increase organizational performance.

Strong organizational culture includes an important role in aligning the organization's current and future direction (Raza et al., 2014). In contrast, management with weak or ineffective organizational culture has the potential to affect profitability and productivity (Shahzad et al., 2012). In a weak organizational culture, employees have a problem to define the organization's values and to determine the right process of conducting business in the organization (Childress, 2013). Schein (2010) noted that management with weak organizational culture lacks transparent and consistent communication in the organization. In a weak organizational culture, employees behave in a manner inconsistent with the organization priorities because of insufficient communication and lack of uniform direction from the leadership (Flamholtz & Randle, 2011). When the organizational culture is weak, the organization existence is at risk because organization members have different values and beliefs, where they may work against the management's priority (Eaton & Kilby, 2015). In a strong organizational culture, business managers may develop and maintain a strong cultural foundation in the organization (Simoneaux & Stroud, 2014). The foundation work includes establishing the organization members' working culture and developing a set of rules and trends of doing business in the organization (Flamholtz & Randle, 2011). Customers and other stakeholders use the organization members' culture and their work trends to identify their organization from other organizations culture (Cian & Cervai, 2014). Customers and other stakeholders may perceive and use the organizational culture as a distinguishing factor in identifying a good organization from a bad organization (Childress, 2013).

2.2 Models of organization culture

There are different models of organization culture in literature. Different studies on Organizational Culture-performance use different models based upon the study approach and objectives. Among the models the most famous ones will be discussed below.

2.2.1 Schein's Theory of organizational culture

According to Schein's (1992), organizational culture is defined as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as a correct way to perceive, think and feel in relation to those problems (Schein, 1992). Schein (1992) argued that culture exists at three successive levels.

His first level of culture consists of visible organizational processes and various artifacts. For example, dress codes and the general tidiness of the workplace are artifacts' that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture. For example, behavior which is a cultural artifact is also influenced by countless factors other than a company's culture (Schein 1992).

The second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's official objectives, declared norms and operating philosophies. Espoused values, however, do not always reflect a company's everyday operations. Most important in terms of operations is the culture's deepest level, namely its underlying assumptions (Schein 1992).

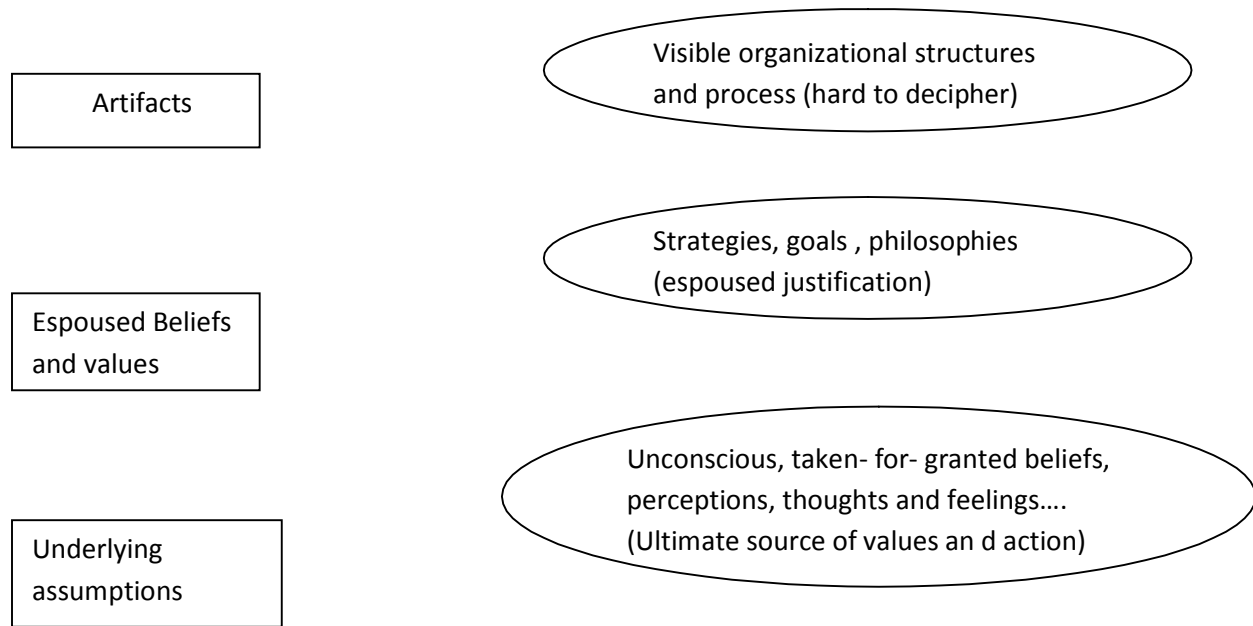


Figure 1 levels of culture (E.H. Schein, 1992)

2.2.2 Tharp’s theory of Organizational culture

Tharp (2009) has noted some common features among the definitions that have been given to organizational culture through the years. First of all, they all include the concept of sharing; indicating that organizational culture is only developed within groups (even small ones). Secondly, organizational culture is considered to be a social construction, related to each organizations and employees ‘location, history, working environment and specific events. Finally, many definitions imply that organizational culture is multidimensional and multileveled and includes many cognitive and symbolic strata. What is more, Schein (1984) has distinguished is that three locations where an organizational culture is likely to be found:

- 1) **Observable artifacts:** They refer to an organization’s specific attitudes, beliefs and behaviors and may include its location and architecture, technologies and products, mission statement and values, individual style (e.g. dress code of employees), language and jargon, practices and stories, and even the employees’ sense of humor, taboos, or special rituals and ceremonies.

- 2) Espoused values: They are vindicated by the organization's superiors and may or may not be reflected in the employee's actual behavior. An organization's leadership should have significant influential skills, in order to make such values acceptable by employees. These values allow organizational members to interpret signals, events and issues that guide behavior.

- 3) Basic underlying assumptions: they refer to interpretative personal schemes used for perceiving situations, creating the basis for collective action. They develop over time, while members of a group create strategies to face problems and pass them along incoming members. Should superiors of an organization succeed in passing their schemes and values to the employees, those values may become so ingrained and taken-for-granted that employees act in certain ways unconsciously, while they experience the feeling of security and the sense of belonging.

2.3 Competing value framework

Cameron and Quinn (1999) have developed an organizational culture framework built upon a theoretical model called the "Competing Values Framework." This framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is also based on six organizational culture dimensions and four dominant culture types (i.e., clan, adhocracy, market, and hierarchy) (Mariama Zakari, Kofi Poku & Wilberforce Owusu-Ansah, 2013). The competitive value framework receives some support even though it can't escape some critics. One of the critics is that it needs to ensure it is consistent with actual cultural values found in organization.

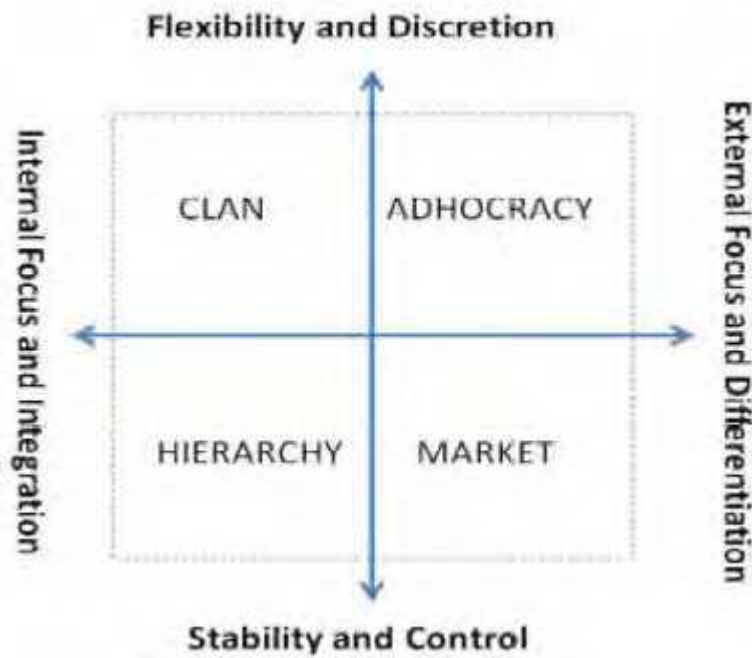


Figure 2 The competing values frame work (Cameron and Quinn, 2006, p35)

2.3.1 Denison’s Model Organizational Culture

Following Schien (1984) at the core of Denison’s model are the underlying beliefs and assumptions that represent the deepest levels of organizational culture. These fundamental assumptions provide the foundation from which (1) More surface-level cultural components such as values and observable artifacts – symbols, heroes, rituals, etc. – are derived, and (2) behavior and action spring (Denison, 2000).

In Denison’s model comparisons of organizations based on relatively more surface-level ‘values’ and their manifest practices are made. Such values are deemed both more accessible than the assumptions and more reliable than the artifacts (Denison, 2000). Denison’s organizational culture model is based on four cultural traits namely Involvement, Consistency, Adaptability, and Mission that have been shown in the literature to have an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995).

One of the strengths of the Denison model is its integrative nature and its emphasis on both internal and external factors. Due to this fact the study used Denison cultural model to examine the effect of Organizational Culture on performance of Behanena selam printing enterprise.

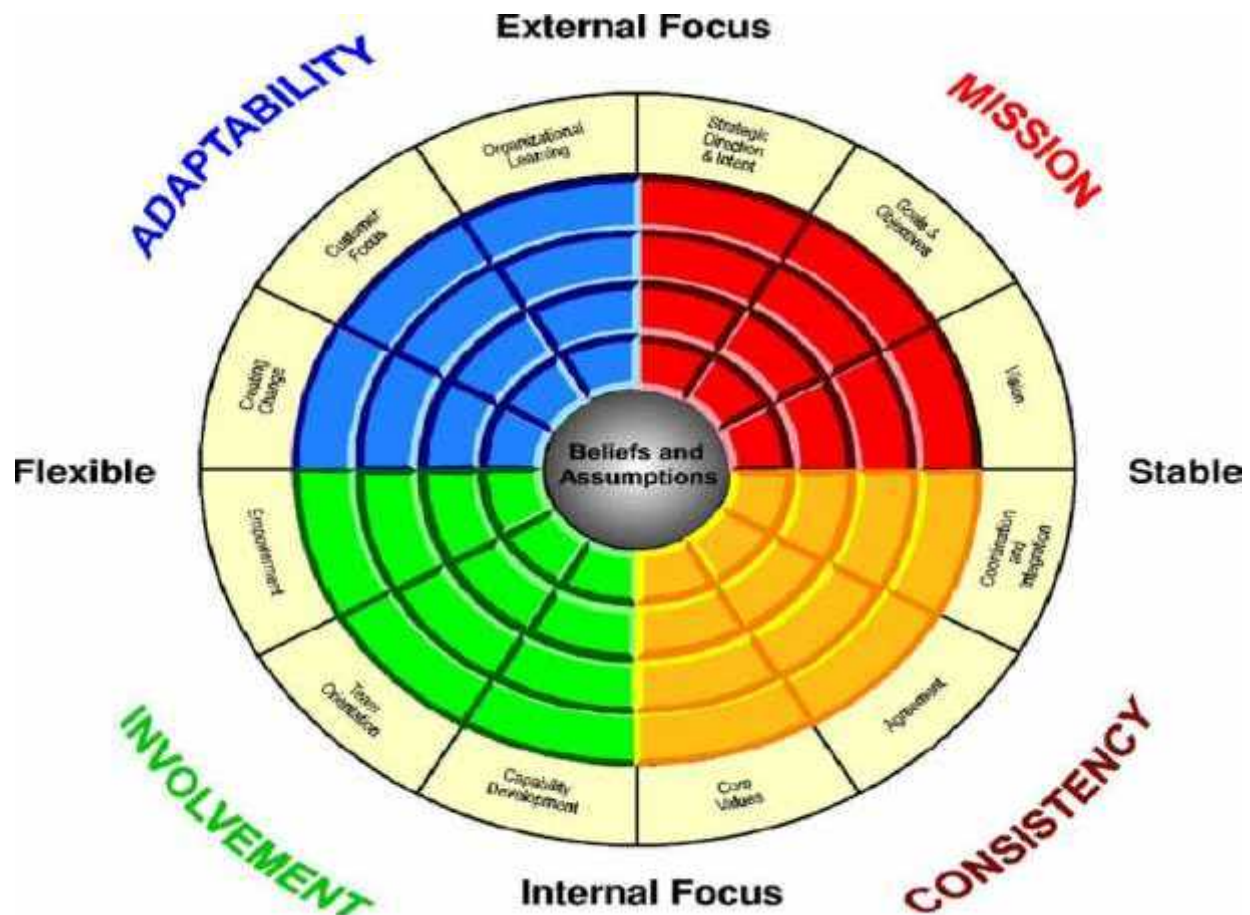


Figure 3 Denison's model of organizational culture

2.4. Consistency Trait

Consistency is the organization's core values and the internal system that support problem solving, efficiency, and effectiveness at every level and across organizational boundaries. Organizations also tend to be effective because they have strong cultures that are highly consistent, well-coordinated, and well-integrated (Scaffold, 1998). Consistency provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support (Denison, 1990).

The power of this method of operation is particularly apparent when organizational members encounter unfamiliar situations. It enables individuals to better react in a predictable way to an unpredictable environment by emphasizing a few general, value-based principles on which actions can be grounded. The indices/ key of the Consistency trait are: Coordination and Integration, Agreement and Core Values (Denison, 1990).

2.5. Mission Trait

A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state (Denison, 1990). Mission is the degree to which the organization and its members know where they are going, how they intend to get there, and how each individual can contribute to the organization's success (Mariam Zakari, 2013). The indices of the Mission Trait are: Strategic Direction and Intent, Goals and Objectives, Vision (Denison, 1990).

2.6. Involvement Trait

Organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. Out of this sense of ownership grows a greater commitment to the organization and an increasing capacity for autonomy (Denison, 1990). Involvement is the degree to which individuals at all levels of the organization are engaged in pursuit of the mission and work in a collaborative manner to fulfill organizational objectives (Mariam Zakari, 2013). The indices of the Involvement Trait are: Empowerment, Team Orientation, Capability Development (Denison, 1990).

2.7. Adaptability Trait

Adaptability is the ability of the company to scan the external environment and respond to the ever-changing needs of its customers and other stakeholders. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret and translate signals from its environments into internal behavior changes that increase its chances for survival and growth. The indices of the Adaptability trait are: Creating Change, Customer Focus and Organizational Learning (Denison, 1983).

2.8. Culture and Performance

Don Hellriegel states that the underlying assumption of an emphasis on cultural change is that there is some relationship between the type of culture possessed by an organization and its performance or effectiveness” (2000, p515). Cameron claimed that highly successful firms have capitalized on the power that resides in developing and managing a unique corporate culture (2006, p5). And he states this power abides in the ability of a strong unique culture to reduce collective uncertainties create social order, create continuity, create a collective identity and commitment and elucidate a vision of the future (2006, P5).

From the above statements we can see clearly what scholars think about the relationship between Organizational Culture and performance. Most scholars now recognize that Organizational Culture has powerful (effect) on the performance and long-term effectiveness of organization (Cameron, 2006, p5).

Organizations used different methods and tactics to improve their effectiveness (performance). In the past as history shows they use TQM, BPRE, and Downsizing as a means to improve their effectiveness. But these methods alone couldn't create the aimed purpose. Cameron claimed that “without another kind of change, namely, a change in Organizational Culture, there is little hope of enduring improvement in organizational performance. He indicates that many efforts to improve organization performance failed due to the fundamental culture of the organization remain the same /unchanged (2006).

So here we can conclude that culture change is the key for improvement of firm's performance and we can see clearly the relationship between Organizational Culture and performance. Don Hellriegel also agrees with this view. He states well-developed cultures are important characteristics of organization with a record of high performance (1987, p15).

2.8.1 Performance Indicators of Organizations

Firm performance reflects the extent of goal achievement in the organization's workforce, capital, marketing, and fiscal matters (Marcoulides & ect, 1993). Various performance measures are used by researchers to assess different types of organization. Ambastha and Momaya (2004) consider profitability/financial measures, value creation, customer satisfaction and Competitiveness as

measures of performance of organizations. Studies investigating the relationship between culture and performance tend to use several performance measures (Abu-Jarad, 2010; Lim, 1995). Reviewing the culture-performance relationship, Abu-Jarad (2010) noted that the most common measures of organizational performance are financial profitability and growth. Organizations in today's worldwide competitive environment, must be able to evaluate their objectives such as unit cost, profit, subjective (e.g. quality, satisfaction) performances and setup appropriate strategies to reach their goals. A business process is a set of activities performed in order to reach common goals based on well-defined company objectives (Hammer & Champy, 1994; Keung & Kawalek, 1997). These processes contribute towards the achievement of aims and necessary objectives. Magretta and Stone (2002) stated that indicators and performance measurement were critical elements in translating an organization's mission or strategy, into reality. Indicators and strategy are tightly and inevitably linked to each other. Strategy without indicators is useless and also indicators without a strategy are meaningless. Edwards and Thomas (2005) argued that KPIs were compilations of information used to measure an assess performance. In addition, they indicate the final mark of a company's efficiency and effectiveness. Vucomanovic et al. (2010) stated that KPIs represent the basis for measuring business and project success. They enable the measurements of performance within firms, industry, and to initiate benchmarking. In addition, KPIs are implemented as a means of communication within stakeholders to inform them about improvement of endeavors constantly. Parmenterg (2007) noted that KPIs should have characteristics such as: nonfinancial measure, frequently measured, acted by the CEO (Chef Executive Officer) and the senior management team, understood by all employees, ties responsibility to the individual or team, and significant and positive impact. Išoraite (2010) mentioned the best value performance indicators at five dimensions of: (1) Strategic objectives: why the service exists and what it seeks to achieve, (2) Costs/efficiency – the resources committed to a service: the efficiency with which they are turned into inputs, (3) Service delivery outcomes – how well the service is being operated in order to achieve the strategic objectives, (4) Quality – explicitly reflecting user's experience of services, (5) Fair access – relating to case and equality of access to service. Performance measurement in organizations is still largely concentrated on financial data for the purposes of coordination and control (Atkinson & McCrindell, 1997; Atkinson et al., 1997). Several researches investigated the effectiveness of balancing financial and non-financial measures on performance evaluation systems (Bremser & Barsky, 2004; Hudson et al., 2001; Kanji & Sa', 2002; Kerssens-van et al., 1999; Savioz & Blum, 2002). Making the connection among performance, strategy and organizational purpose is a

challenging task. Taking into consideration the complexity of the phenomenon, many are in favor of using multiple perspectives and multiple measures of Organizational performance (e.g., Barney, 2010; Chakravarthy, 1986; Venkatraman & Ramanujam, 1986; Bentes et al., 2012). The choice of important indicators has influenced on the operation and the direction of the organization. In addition, the identification of clear goals, matching the strategy and acceptance of those involved is required (Işoraitea, 2010). Measuring and improving performance also depends on the proper selection of effective performance models and indicators (Meng & Minoque, 2011). The previous studies indicated the positive relationship between managerial perception and the implementation of key performance indicators within a firm (e.g. Cox et al., 2003; Kaplan & Norton, 1993). Sawang (2011) explored the relationship between perceived importance and the actual use of financial and non-financial indicators capturing technical and administrative innovation performances among small and medium sized organizations in Thailand. Jovanovic and Krivokapic (2008) identified key performance indicators for the perspectives of balanced scorecard (BSC). Konsta and Plomaritou (2012) examined the applicability and usefulness of performance indicators in shipping management performance and evaluation. Delgado and Santiago (2014) introduced a set of KPIs considered essential to allow TETRA operators to be aware of whether or not provided services meet the quality of service requirements established by end users.

2.9 Empirical Literature Review.

Empirical studies made previously by different researchers and their findings will be presented in this section.

The relationship between Organizational Culture and performance of business organizations are well documented in literature. As Denison and Fey state, the central issue associated with organizational culture is its linkage with organizational performance (Denison and Fey, 2003).

Most of the studies disclose a strong/ significant effect Organizational Culture had on performance. Kotter and Heskett (1992) found that corporate culture has a significant positive impact on a firm's long-term economic performance. Mangui and Mbugua in their study entitled organization culture and performance of real estate firms in Kenya concludes that Adaptability, Consistency, Mission

and Involvement all influenced performance (2017). The result found by ZakariPoku and Owusu-Ansah revealed that there was a positive relationship between Organizational Culture and Performance in the Banking Industry in Ghana. In all cases, Mission was the Culture Trait with the strongest potential of impacting positively on Performance (Mariam Zakari, 2013).

Denison's research of 34 large American firms found that companies with a participative culture reap a Return on Investment (ROI) that averages nearly twice as high as those in firms with less efficient cultures (Denison, 1990). Denison's study provides empirical evidence that the cultural and behavioral aspects of organizations are intimately linked to both short-term and long-term survival. Again Denison (1990) examined the relationship between corporate culture and performance. In that study, corporate culture was based on the perceptions of organizational practices and conditions, to characterize the organizational culture. He found that the organization with participative culture performed better than other cultural types.

In another research Cheng, Wong and Lam (2012) while studying the relationship between Organizational Culture and performance of construction organization in Hong Kong, showed that innovation was found to be the most pivotal cultural factor, apparently for its decisive role in supporting creativity. Thus, proper recognition should be an integral part of performance evaluation. Another study made in China by Zhao, Teng and Wu (2018), suggests that corporate culture promotion is negatively related to firm market value, positively related to innovation output and not significantly related to firm financial performance. In Nigeria a study conducted by Olanipekun, Aje and Abiola-Falemu (2013), on the effect of Organizational Culture on the performance of quantity surveying firms reveals that Organizational Culture exerts influence on the performance of the firms in the area of reward, stability, and competitiveness and performance orientation. And the researchers conclude that the quantity surveying firms can be more efficient and achieve sustainable performance.

In Kenya, a study by Wangui and Mbugua (2017), on relationship between Organizational Culture and performance of real estate companies in Kenya, reveals that adaptability, employee involvement, organization consistency and organizational mission all influenced performance of real estate companies.

In Ethiopia, a study by Rahma (2016), on the effect of Organizational Culture on organizational effectiveness with special reference to ERCA, shows that the predictive value of the four traits on the four indicators of organizational effectiveness of ERCA on employee satisfaction and organizational commitment. These studies have made significant contributions to their lines of

research and shaped research agenda. However, there lacks research made on effect of Organizational Culture on performance of printing firms in Ethiopia. Moreover, the studies suggest inconclusive result on the effect of Organizational Culture on performance .Ahmet&Salih affirms this they said that although numerous studies have been conducted to explore the relationship between organizational culture and performance, empirical findings seem to be mixed and inconclusive (2013).

2.10 Conceptual Framework

Conceptual frameworks of the study have independent variables which are organizational culture and dependent variable organizational performance.

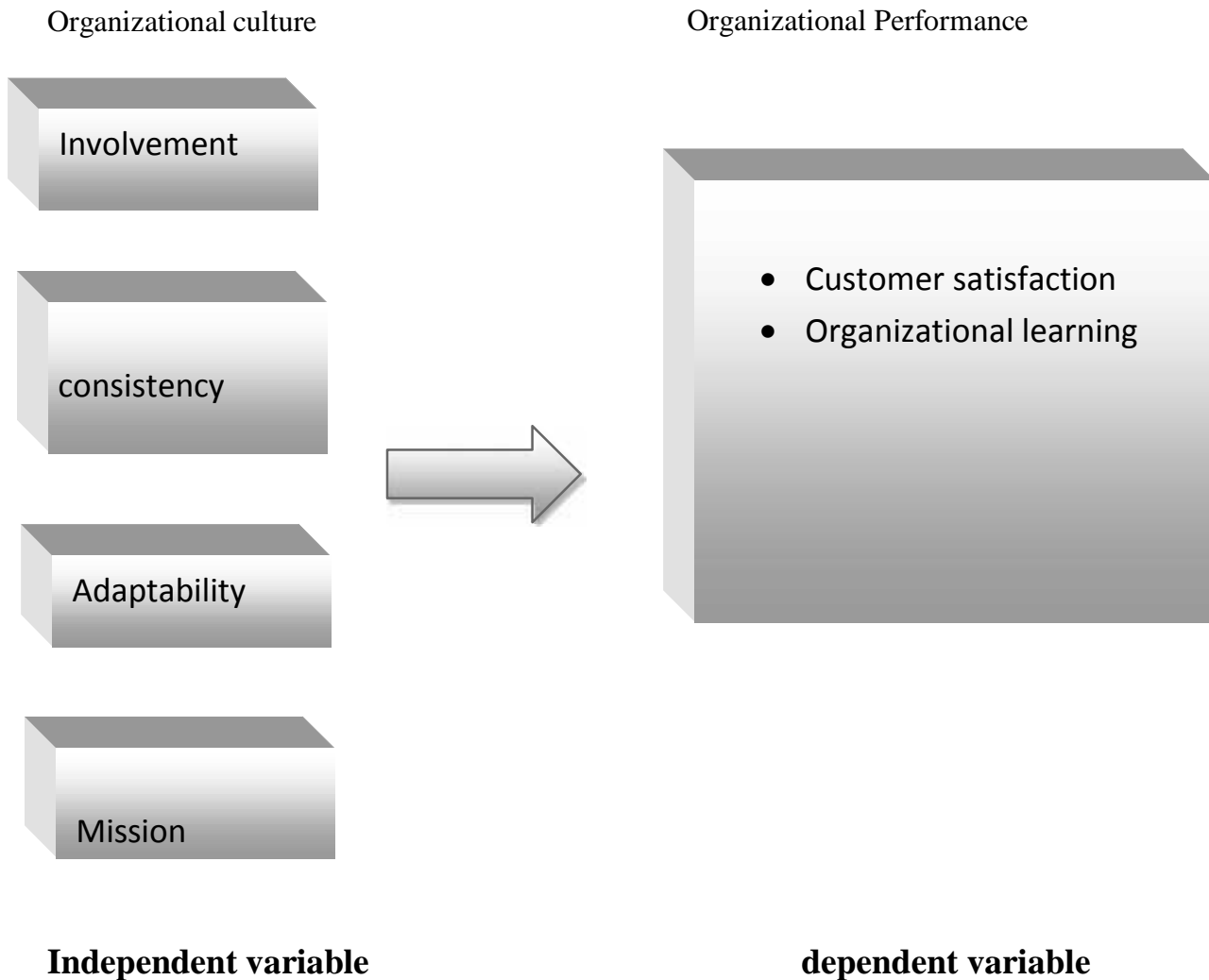


Figure 4 conceptual frame work of the study

Source: Denison, (1990)

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter discussed the methods, procedures and techniques used for sampling, data collection, manage and analysis so as to answer the study questions. The chapter identified the appropriate research design, study population and sampling technique.

3.1. Research Design

Research design is a comprehensive plan for data collection in an empirical research project. It is a “blueprint” for empirical research aimed at answering specific research questions or testing specific hypotheses, and must specify at least three processes: (1) the data collection process, (2) the instrument development process, and (3) the sampling process (Bhattacharjee, 2012) In order to examine the effect of organizational culture on Organizational performance, explanatory research design was applied; for the purpose of data collection the researcher used a structured questionnaire. And, before the data analyzed, appropriate data editing activities were carried out. Such kind of research design was used because the researcher has no control over the variables, only a report of what has happened in the area where the research is conducted is taken.

Thus, this study was focused on assessing the effect of organizational culture on performance of Berhanena selam printing enterprise. Therefore, this study used explanatory research design aiming at the relationship between organization culture and performance of Berhanena selam printing enterprise.

3.2. Research Approach

Depending on the method of establishing relationship between theory and empirical evidence there are two widely used research approaches which are considered scientific in attempt to explain empirical findings, namely Induction and Deduction (Capaldi& Proctor, 2008). Inductive approach

Will be applied when researchers execute a specific observation of reality adduce patterns and set up tentative hypothesis which is followed by broad generalization and creating a theory (Bryman& Bell, 2007). On the other hand, deductive approach is an opposite method to inductive and applied approach, whereas, when a researcher bases his study on existing theories establishes a logical relationship between concepts by developing hypothesis and then to concrete empirical evidence (Neuman, 1997); afterwards the assumed hypothesis is tested enabling scientists to verify whether the theory is in consistent with the reality. Having said that, this study used a deductive approach, whereas, the research findings were compared to the existing literature to draw conclusions and suggestions for further research.

Whereas, another approach to this topic can be an expansion to use quantitative research approach. Quantitative research approach aims towards the exploration of social relations, and describes reality as experienced by the participants (Johnet al, 2007). Creswell (2005) asserted that quantitative research is a type of educational research in which the researcher decides what to study, asks specific, narrow questions, collects numeric (numbered) data from participants, analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner.

Thus, this study used both explanatory research design and quantitative research approach to address the stated objectives and research questions.

3.3. Source of data

The necessary data for this study was collected mainly from primary data sources. According to Kothari (2004), primary data are fresh data that are gathered for the first time and thus happened to be original in character.

The primary data was collected from employees from Berhanena selam printing enterprise through standardized questionnaire.

Moreover, secondary data was collected using available sources of information such as published and unpublished documents. This includes information from past research works and annual reports of organizational performance.

Thus, this study by using standardized questionnaires the primary data collected from B.S.P.E. In addition to primary data to improve the quality of the study the researcher reviewed both theoretical and empirical literatures such as different published books, internet websites, and journals, previous research papers regarding the study area.

3.4. Target population, Sampling size and sampling techniques

3.4.1. Population of the study

In statistics, the target population is the specific population about which information is desired (Ngechu, 2004). Mugenda (2007) explain that the target population should have some observable characteristics, from which the researcher intends to generalize findings of the study. Population and Sample as defined by Diamantopoulos & Schlegelmilch (2000), “population is the totality of entities in which we have an interest, i.e. the collection of individuals, objects or events about which we want to make inferences”; “sample is part of the population.” Hair *et al.* (2010) stated that target population is said to be a specified group of people or object for questions can be asked or observation made to develop required data structures and information.

Thus, the target populations for this study are permanent employees of Berhanena selam printing enterprise. According to the data obtained from the company's Manpower development department there are 627 permanent employees. Thus, to address the research objectives and research questions, this study targeted all permanent employees who stayed in the organization for more than a year. According to the manpower development department numbers of permanent employees worked more than a year are 627.

3.4.2. Target Population

The target populations of the study are all permanent employees of the company who worked more than a year in the company. Since employees can understand and explain the culture of the organization better as they stay longer in the organization the researcher used this exclusion

Criteria. As per the manpower development department the number of permanent employees worked more than a year are 627.

3.4.2.1 Sample size

Sample size refers to the number of items to be selected from the universe to constitute a sample.

Kothari (2004)

$$\frac{N}{1+N(e^2)}$$

$$n = \frac{627}{1+N(0.05)^2}$$

$$n = \frac{627}{1+N(0.0025)}$$

$$n = 244.206$$

Therefore sample size is 245.

3.4.3. Sampling Technique

Since the study population is not manageable a stratified random sampling which is a type of probability sampling was used by branching off the entire population into multiple non-overlapping, homogenous groups (strata) and choosing randomly final members from the various strata

Table 1 stratified random sampling

Departments	Population	Percent (%)	sample
Administration	20	3	8
Human resource	52	8	20
Marketing	78	12	30
Accounting	84	14	34
Operation engineering	98	16	39
Production department	228	36	88
Customer service	67	11	27
Total	627	100	245

Source: company profile, 2023

3.5. Data Collection Tools/Instruments

To collect relevant data from the primary source this study used mainly standardized and closed ended questionnaires as a data collection tool or instrument. Basically, the questions were used to examine the effect of Organizational Culture on Organizational performance of Berhanena selam printing enterprise. The data that was collected through questionnaire are measured using 5-point likert-scale ranging from 1=strongly disagree to 5=strongly agree with reference to the forwarded questions. It is also included demographic questions which used for descriptive analysis.

Moreover, the questionnaires were designed and formulated to answer the objectives of the research and questions. The questionnaire had been designed to be easy to fill and understand

it. Therefore, a total number of 245 copies of the questionnaires were distributed to collect relevant information regarding the study area.

3.6. Data Measurement and Analysis

3.6.1. Data measurements

The data obtained from Five-point Likert scale being one of the most reliable measurement scales and very popular in most of current studies, this scale will be applied to present in this study. Information was collected from different sources, mainly the information obtained through questionnaire were scaled, once the information was scaled then the researcher organized in appropriate categories related to respondents view in general and in terms of the research variables in particular.

3.6.2. Data Analysis

The data collected through standardized questionnaires were coded and analyzed using Statistical Package for Social Sciences (SPSS) version 20 software. Both descriptive and inferential statistics applied in order to come up with a better result. Descriptive statistics was used to describe a set of data in terms of its frequency of occurrence, percent, central tendency (mean), and its dispersion (standard deviation). Inferential statistics like multiple linear regression analysis and correlation analysis and reliability tests were examined. The result presented in the form of tables and figures.

3.7. Reliability and Validity of the study

3.7.1. Validity

The quality of the research tools will inevitably determine the quality of information collected. In cases where the research instrument or the data collection tool is a questionnaire its' quality could be measured in terms of validity and reliability of the questions. Furthermore, the quality measurement could be seen from two faces: the quality of the questions and the quality of the data collected. Validity is basically about the soundness of the

data collected in terms of making sure the data collected is really what will be intended to be gathered (Kline, 2005; Punch, 1998). Moreover, analyzing each question in terms of its' content in the questionnaire designing time could provide a better ground to get valid information. Measures have been taken to insure the validity of the questions for this research. . Accordingly, this study used content validity to check the validity of the questionnaires. In order to ensure the quality of this research, content validity of the instruments of the research was checked. The content validity was verified by the advisor, who looked into the appropriateness of the questions and the scales of measurement. Peer discussion with other researchers was conducted since it is another way of checking the appropriateness of the questions. Moreover, copies of the questionnaire were distributed to twenty respondents as a pilot test.

This is done to decide whether the developed instruments measure what it meant to measure and also to check the clarity, length, structure and wording of the questions. This test helps the research to get variable feedbacks to modify some questions.

3.7.2. Reliability Test

Reliability is defined as be fundamentally concerned with issue of consistency of measures. (Bryman and Bell, 2003). The reliability analysis measures the degree to which the data collection methods or scales used will yield consistent findings. This study used Cronbach's coefficient alpha in order to measure the reliability of the scales used by using SPSS (Statistical Package for the Social Sciences) version 20.0. Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of internal consistency or reliability of a psychometric test score for sample of examinees. Cronbach's alpha is a coefficient of reliability normally ranges between 0 and 1 (Julie, 2005).

According to Hair, et al. (2006), if Cronbach's coefficient alpha is greater than 0.7, it means that it has high reliability and if alpha less than 0.3, then it imply that there is low reliability. Different authors accept different value of this test in order to achieve internal reliability, but the most Accepted value is 0.7 as it should be equal or higher than to reach internal reliability (Hair et al., 2006).

Table 2 below indicate that the Cronbach's Alpha values are greater than 0.7, this implies that the gathered data had relatively high internal consistency and could be generalized to reflect

opinions of all respondents' in the target population.

Table 2 Reliability statistics

Variables	Cronbach's Alpha	No of items
Consistency	.837	5
Involvement	.750	7
Mission	.859	6
Adaptability	.823	5
Customer satisfaction	.811	5
Organizational learning	.926	8

Source: own data, 2023

3.8. Model Specification

The following model was formulated for this research in order to give right answer for the issued objectives. The independent variables included in the model are

Organizational consistency (x_{1i}), Organizational mission/ goal (x_{2i}), Involvement (x_{3i}), and Adaptability/Innovativeness (x_{4i}). However, the dependent variable is Organizational performance (Y_i).

The following regression model was used to indicate how the dependent variable predicted by the independent variables.

$$Y_i = \beta_0 + \beta_1 x_{1i} + \beta_2 x_{2i} + \beta_3 x_{3i} + \beta_4 x_{4i} + \epsilon_i$$

Where the variables are defined as:

Y_i = Organizational performance

α = Constant term

β_i = Coefficients

x_{1i} = Organizational consistency

x_{2i} = Organizational mission/ goal

x_{3i} = Involvement

x_{4i} = Adaptability/ Innovativeness

ϵ_i = Error term

Under the assumptions of:

- $\epsilon_i \sim N(0, 1)$ mean zero and variance 1
- Linear relationship between outcomes (y) and explanatory variable x
- Outcome variable (y) should be normally distributed for each value of explanatory variable (x)
- Standard deviation of y should be approximately the same for each value of x
- Fixed independent observations
- The observations (explanatory variables) should be independent

3.9. Ethical consideration

Informed consent: Participants have given the choice up on their willingness to participate or not to participate, and furthermore the researcher informed in advance about the nature of the study. Right to privacy: Participants were informed about confidentiality of their responses and this was stated clearly in the questionnaire, that it's only for academy purpose. Honesty with professional colleagues: These findings will be reported in proper manner and honest

way, without misrepresenting.

3.10. Data Coding

Data coding was done as per the predetermined scale using SPSS.

CHAPTER FOUR

4. DATA ANALYSIS, RESULTS, AND DISCUSSION

4.1. Introduction

This chapter presents the results of the findings and provides the analysis and discussion of findings in order to satisfy the objective of the study. Thus, analysis and interpretation of data collected from the respondents as set out in research methodology are presented.

4.2. Descriptive analysis

The response rate was 98.3%. Out of 245 distributed questionnaires (241) were properly filled by respondents and collected following administration of the questionnaires with cautious assistance of data gatherers. According to Dempsey (2003) a response rate above 50 percent of the total sample size contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents in the target population on the study problem. The remaining questionnaires (4) couldn't use in the analysis because they were incomplete. The data collected was analyzed using SPSS V20.

4.2.1. Demographic analysis

In this section of the chapter, the demographic backgrounds of the respondents are embodied. Gender, age of the respondents, work experience, and educational status are presented below.

SR.	Variables	Category	Frequency	%
1	Gender	Male	190	78
		Female	51	22
		Total	241	100
2	Age	20-25	-	-
		26-30	6	2.48
		31-40	99	41.07
		Above 40	136	56.43
		Total	241	100
3	Work experience	Less than a year	-	-
		2-4	25	10
		5-7	31	13
		Above 7	185	77
		Total	241	100
4	Educational level	Diploma	87	36
		Bachelor degree	111	46
		Second degree and above	43	18
		Total	241	100

Table 2 Demography of respondents

The table above depicts that the majority of the respondents (78%) are males as far as gender is concerned. This is attributable to the outweighing number of males than female employees in the population under study.

the relatively small age range in number is from, 2.4% (6) of the respondents are from 26 to 30 years of age ; and from 31 to 40 years old i.e. 41% (99) . Above half of respondents i.e 56.4% (136) are from ages above 40 years.

As far as work experience is concerned, more than half of the respondents i.e. 77% (185) have above seven years of experience. On the other hand, 13% (31) of the sample members are with experience of five to seven years. And 10% (25) have 2-4 years of experience there were no respondents with experiences less than 2 years due to exclusion reason that the more the experience and seniority, the better awareness on organizational performance. The other reason is based on the dominance of experienced workers in the organization.

In looking at the educational level, 36% (87) are Diploma holders, majority i.e. 46% (111) are Bachelor Degree holders, and 18% (43) have Second Degree. The background of participants indicates that various types of groups of employees were involved in the study.

4.2.2. Descriptive analysis of organizational performance

This part of the paper contains sub-categories such as customer related indicators and organizational learning as performance indicators. As an outcome variable, the analysis and interpretations of data in each sub-category are presented hereunder.

4.2.2.1. Customer satisfaction performance indicator

In this part, respondents' feedback on customer satisfaction as performance indicator is analyzed below.

In this part, respondents' feedback on customer as performance indicator is analyzed below

Table 3 frequency distribution and descriptive statistics of customer satisfaction

1	Customers satisfaction	Frequency	Percentage (%)
Item			
1.1	All members in Berhanena selam printing enterprise have deep understanding of customers wants and needs		
	1. Strongly disagree	37	15.4
	2. Disagree	49	20.3
	3. Neutral	67	27.8
	4. Agree	81	33.6
	5. Strongly Agree	7	2.9
	Total	241	100
1.2	Customers feedbacks are properly obtained and considered at the time of decision making		
	1. Strongly disagree	0	0
	2. Disagree	55	22.8
	3. Neutral	73	30.3
	4. Agree	94	39
	5. Strongly Agree	19	7.9
	Total	241	100

1.3	There are customer focused Objectives		
	1. Strongly disagree	7	2.9
	2. Disagree	6	2.5
	3. Neutral	66	27.4
	4. Agree	105	43.6
	5. Strongly Agree	57	23.7
	Total	241	100
1.4	Meeting the predetermined goals on organization's vision about customer service		
	1. Strongly disagree	7	2.9
	2. Disagree	42	17.4
	3. Neutral	60	24.9
	4. Agree	112	46.5
	5. Strongly Agree	20	8.3
	Total	241	100
1.5	The organization works to satisfy existing customers and attract prospect customers.		
	1. Strongly disagree	7	2.9
	2. Disagree	12	5
	3. Neutral	72	29.9
	4. Agree	86	35.7

	5. Strongly Agree	64	26.6
	Total	241	100

Source: primary data, 2023

The first indices of customer satisfaction was understanding customer needs and wants, Therefore 15.4 percent (37) strongly disagree and 20.3 percent (49) become disagree ,27.8 percent (67) neutral , 33.6 percent (81) agree and 2.9 percent (7) strongly agree that their organization give due emphasis for customer.

The second item was That means the organization understands the needs and wants of customers obtaining customers feedbacks according to table 3 no strongly disagree , 28.8 percent (55) become disagree ,30.3 percent (73) neutral , 39 percent (94) agree and 7.9 percent (19) strongly agree.

The third item was there are customer focused objectives, according to table 3, 2.9 percent(7) strongly disagree , 2.5 percent (6) become disagree ,27.4 percent (66) neutral , 43.6 percent (105) agree and 23.7 percent (57) strongly agree.

The forth item was meeting the predetermined goals on organization's vision about customer service according to table 3, 2.9 percent(7) strongly disagree , 17.4 percent (42) become disagree ,24.9 percent (60) neutral , 46.5 percent (112) agree and 8.3 percent (20) strongly agree.

The fifth item was working to satisfy existing customers and attract prospect customers. As shown in the above table 2.9 percent(7) strongly disagree , 5 percent (12) become disagree ,29.9 percent (72) neutral , 35.7 percent (86) agree and 26.6 percent (64) strongly agree.

Table 4 Statistics

		deep understanding of customer needs	c. feedbacks are obtained and considered	customer focused objectives	meeting predetermined goals on customer service	the org works to satisfy existing customers
N	Valid	241	241	241	241	241
	Missing	0	0	0	0	0
Mean		2.8838	3.3195	3.8257	3.3983	3.7801
Range		4.00	3.00	4.00	4.00	4.00

Source: primary data,2023

4.2.2.2. Organizational learning as performance indicator

This sub-category is about organizational learning as organizational indicator, the responses of respondents are analyzed and presented below.

Table 5 Frequency distribution and descriptive statistics on organizational learning

2	Organizational learning	frequency	Percentage (%)
Item			
2.1	The organization gives more attention to advancement of employees carrier development		
	1. Strongly disagree	19	7.9
	2. Disagree	18	7.5
	3. Neutral	42	17.4
	4. Agree	111	46.1
	5. Strongly Agree	51	21.2
	Total	241	100
2.2	Enhancement of employee training		
	1. Strongly disagree	19	7.9
	2. Disagree	18	7.5
	3. Neutral	30	12.4

	4. Agree	136	56.4
	5. Strongly Agree	38	15.8
	Total	241	100
2.3	Improvement of employee skill		
	1. Strongly disagree	19	7.9
	2. Disagree	24	10
	3. Neutral	42	17.4
	4. Agree	118	49
	5. Strongly Agree	38	15.8
	Total	241	100
2.4	Increase of employee satisfaction		
	1. Strongly disagree	13	5.4
	2. Disagree	30	12.4
	3. Neutral	49	20.3
	4. Agree	118	49
	5. Strongly Agree	31	12.9
	Total	241	100
2.5	Increase of employee corporation		
	1. Strongly disagree	13	5.4
	2. Disagree	36	14.9
	3. Neutral	42	17.4

	4. Agree	137	56.8
	5. Strongly Agree	13	5.4
	Total	241	100
2.6	Focused on success full team work		
	1. Strongly disagree	13	5.4
	2. Disagree	24	10
	3. Neutral	48	19.9
	4. Agree	136	56.4
	5. Strongly Agree	20	8.3
	Total	241	100
2.7	Innovation and calculated risk taking is encouraged and rewarded		
	1. Strongly disagree	38	15.8
	2. Disagree	56	23.2
	2. Neutral	42	17.4
	3. Agree	79	32.8
	4. Strongly Agree	26	10.8
	Total	241	100
2.8	The organization views failure and mistakes as opportunity for learning and improvement		
	1. Strongly disagree	37	15.4

	2. Disagree	38	15.8
	3. Neutral	54	22.4
	4. Agree	87	36.1
	5. Strongly Agree	25	10.4
	Total	241	100

Source: questioner, 2023

The first indicators of organizational learning was giving attention to advancement of employees career development, As indicated in the above table 7.9 percent (19) strongly disagree, 7.5 percent(18) disagree, 17.4 percent (42) become neutral, 46.1 percent (111) agree, and 21.2 percent (51) strongly agree .

The second item was enhancement of employee training, As indicated in the above table 7.9 percent (19) strongly disagree, 7.5 percent(18) disagree, 12.4 percent (30) become neutral, 56.4 percent (136) agree, and 15.8 percent (38) strongly agree .

The third item was improvement of employee skill, As indicated in the above table 7.9 percent (19) strongly disagree, 10 percent(24) disagree, 17.4 percent (42) become neutral, 49 percent (118) agree, and 15.8 percent (38) strongly agree .

The Forth item was increase employee satisfaction, , As indicated in the above table 5.4 percent (13) strongly disagree, 12.4 percent (30) disagree, 20.3 percent (49) become neutral, 49 percent (118) agree, and 12.9 percent (31) strongly agree .

The fifth item was increase employee corporation, , As indicated in the above table 5.4 percent (13) strongly disagree, 14.9 percent (36) disagree, 17.4 percent (42) become neutral, 56.8 percent (137) agree, and 5.4 percent (13) strongly agree .

The sixth item was focusing on successful team work As indicated in the above table 5.4 percent (13) strongly disagree, 10 percent (24) disagree, 19.9 percent (48) become neutral, 56.4 percent (136) agree, and 8.3 percent (20) strongly agree .

The seventh item was encouraging innovation and calculated risk taking As indicated in the above table 15.8 percent (38) strongly disagree, 23.2 percent (56) disagree, 17.4 percent (42) become neutral, 32.8 percent (79) agree, and 10.8 percent (26) strongly agree .

The eighth item was taking failure as opportunity for learning and improvement As indicated in the above table 15.4 percent (37) strongly disagree, 15.8 percent (38) disagree, 22.4 percent (54) become neutral, 36.1percent (87) agree, and 10.4 percent (25) strongly agree .

Table 6 Statistics

	carrier development	enhancement of employee training	employee skill	employee satisfaction	employee cooperation	successful teamwork	innovation and calculated risk taking	the org views failure as opportunity
Valid	241	241	241	241	241	241	241	241
N Missing	0	0	0	0	0	0	0	0
Mean	3.6515	3.6473	3.5477	3.5145	3.4191	3.5228	2.9959	3.1037
Range	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Source: primary data,2023

4.2.3. Descriptive analysis of organizational culture

4.2.3.1. Organizational consistency

This part of the analysis is about organizational consistency. The table below is descriptive portrayal and it is followed by interpretation.

Table 7 Frequency distribution and descriptive statistics on organizational consistency

1	Organizational consistency	frequen	Percentage
Item		cy	(%)
1.1	The organization's core values are shared among the majority of its members		
	1. Strongly disagree	7	2.9
	2. Disagree	48	19.9
	3. Neutral	24	10
	4. Agree	149	61.8
	5. Strongly Agree	13	5.4
	Total	241	100
1.2	There is a clear and consistent set of values in this organization that governs the way we do business		
	1 Strongly disagree	13	5.4

	6. Disagree	60	24.9
	7. Neutral	36	14.9
	8. Agree	101	41.9
	9. Strongly Agree	31	12.9
	Total	241	100
1.3	My supervisor always shows me in practice what she/he is saying in words		
	1. Strongly disagree	25	10.4
	2. Disagree	68	28.2
	3. Neutral	86	35.7
	4. Agree	56	23.2
	5. Strongly Agree	6	2.5
	Total	241	100
1.4	When disagreements occur, we work hard to achieve solution that benefits both parties in the disagreement		
	1. Strongly disagree	7	2.9
	2. Disagree	66	27.4
	3. Neutral	43	17.8
	4. Agree	88	36.5
	5. Strongly Agree	37	15.4

	Total	241	100
1.5	All departments work together to achieve goals of the organization		
	1. Strongly disagree	13	5.4
	2. Disagree	24	10
	3. Neutral	48	19.9
	4. Agree	99	41.1
	5. Strongly Agree	57	23.7
	Total	241	100

Source: questioner, 2023

The first item of the consistency trait was: the organization's core values are shared among the majority of the members, as shown in the above table 2.9 percent (7) strongly disagree, 19.9 percent (48) disagree, 10 percent (24) neutral, 41.1 percent (149) agree and 23.7 percent (13) strongly agree.

The second item was there are clear and consistent sets of values in the organization that govern the way we do business as shown in the above table 5.4 percent (13) strongly disagree, 24.9 percent (60) disagree, 14.9 percent (36) neutral, 41.9 percent (101) agree and 12.9 percent (31) strongly agree.

The third item was my supervisor always shows me in practice what she/he is saying in words as shown in the above table 10.4 percent (25) strongly disagree, 28.2 percent (68) disagree, 35.7 percent (86) neutral, 23.2 percent (56) agree and 2.5 percent (6) strongly agree.

The fourth item was working hard to solve disagreements in the way that benefits both parties as shown in the above table 2.9 percent (7) strongly disagree, 27.4 percent (66) disagree, 17.8 percent (43) neutral, 36.5 percent (88) agree and 15.4 percent (37) strongly agree.

The fifth item was all departments work together to achieve the goals of the organization, as shown in the above table, 5.4 percent (13) strongly disagree, 10 percent (24) disagree, 19.9 percent (48) neutral, 41.1 percent (99) agree and 23.7 percent (57) strongly agree.

Table 8 Statistics

		values shared	clear values	supervisor practice	disagreement occur	departments work
N	Valid	241	241	241	241	241
	Missing	0	0	0	0	0
Mean		3.4689	3.3195	2.7925	3.3402	3.6763
Range		4.00	4.00	4.00	4.00	4.00

Source: primary data,2023

4.2.3.2. Involvement/empowerment

This sub-section of the chapter is about employee involvement.

Table 9 Frequency distribution and descriptive statistics on employee empowerment

2	Employee	Frequency	Percentage
Item	empowerment/involvement		(%)
2.1	Everyone believes that they add value to the organization		
	1. Strongly disagree	6	2.5
	2. Disagree	12	5
	3. Neutral	55	22.8
	4. Agree	99	41.1
	5. Strongly Agree	69	28.6
	Total	241	100
2.2	information is widely shared so that everyone can get information s/he needed		
	1. Strongly disagree	13	5.4
	2. Disagree	62	25.7
	3. Neutral	66	27.4
	4. Agree	94	39

	5. Strongly Agree	6	2.5
	Total	241	100
2.3	The culture of the organization provides every employee the feeling that they are part of the team		
	1. Strongly disagree	26	10.8
	2. Disagree	75	31.1
	3. Neutral	54	22.4
	4. Agree	74	30.7
	5. Strongly Agree	12	5
	Total	241	100
2.4	The majority of the employees are highly involved in their work in working hours		
	1. Strongly disagree	0	0
	2. Disagree	12	5
	3. Neutral	31	12.9
	4. Agree	111	46.1
	5. Strongly Agree	87	36.1
	Total	241	100
2.5	The organization encourages employees to participate in decision making and planning process		

	1. Strongly disagree	37	15.4
	2. Disagree	106	44
	3. Neutral	42	17.4
	4. Agree	37	15.4
	5. Strongly agree	19	7.9
	Total	241	100
2.6	Employees duty and responsibility is clear		
	1. Strongly disagree	5	2.5
	2. Disagree	18	7.5
	3. Neutral	18	7.5
	4. Agree	124	51.5
	5. Strongly Agree	75	31.1
	Total	241	100
2.7	I am satisfied with the relationship with coworkers in the work place		
	1. Strongly disagree	13	5.4
	2. Disagree	24	10
	3. Neutral	31	12.9
	4. Agree	75	31.1
	5. Strongly Agree	98	40.7
	Total	241	100

Source: questioner, 2023

The first item was employees believe that they add value to the organization as shown in the above table 2.5 percent (6) strongly disagree, 5 percent (12) disagree, 22.8 percent (55) neutral, 41.1 percent (99) agree and 28.6 percent (69) strongly agree.

The second item was information is wide shared so that everyone can get information s/he needed organization as shown in the above table 5.4 percent (13) strongly disagree, 25.7 percent (62) disagree, 27.4 percent (66) neutral, 39 percent (94) agree and 2.5 percent (6) strongly agree.

The third item was the culture of the organization provides every employee the feeling that they are part o the team as shown in the above table 10.8 percent (26) strongly disagree, 31.1 percent (75) disagree, 22.4 percent (54) neutral, 30.7 percent (74) agree and 5 percent (12) strongly agree.

The forth item was the majority of employees are highly involved in their work in working hours as shown in the above table no strongly disagree, 5 percent (12) disagree, 12.9 percent (31) neutral, 46.1 percent (111) agree and 36.1 percent (87) strongly agree.

The fifth item was the organization encourages employees to participate in decision making and planning process as shown in the above table 15.4 percent (37) strongly disagree, 44 percent (106) disagree, 17.4 percent (42) neutral, 15.4 percent (37) agree and 7.9 percent (19) strongly agree.

The sixth item was employees duty and responsibility are clear as shown in the above table 2.5 percent (5) strongly disagree, 7.5 percent (18) disagree, 7.5 percent (18) neutral, 51.5 percent (124) agree and 31.1 percent (75) strongly agree.

The seventh item was I am satisfied with the relationship with coworkers in the work place as shown in the above table 5.4 percent (13) strongly disagree, 10 percent (24) disagree, 12.9 percent (31) neutral, 31.1 percent (75) agree and 40.7 percent (98) strongly agree.

Table 10 statistics of organizational involvement

Statistics

	everyone believes	information shared	culture of org	employees are highly involved	org encourage employees to participate	duty and responsibility are clear	I am satisfied with rln i have with coworkers
Valid N	241	241	241	241	241	241	241
Missing	0	0	0	0	0	0	0
Mean	3.8838	3.0747	2.8797	4.1328	2.5643	4.0124	3.9170
Range	4.00	4.00	4.00	3.00	4.00	4.00	4.00

Source, questionnaire, 2023

4.2.3.3. Organizational Mission/goals

This sub- section of the chapter is about organizational mission/goals.

Table 11 Frequency distribution and descriptive statistics of organizational mission

3	Organization mission/goals	Freque	Percen
Item		ncy	tage
			(%)
3.1	The organization have a clear mission and realistic goals and my performance is mission oriented		
	1. Strongly disagree	13	5.4
	2. Disagree	24	10
	3. Neutral	61	25.3
	4. Agree	106	44
	5. Strongly Agree	37	15.4
	Total	241	100
3.2	There is a widespread agreement about goals ambitious and realistic		
	1. Strongly disagree	7	2.9
	2. Disagree	24	10
	3. Neutral	36	14.9
	4. Agree	117	48.5
	5. Strongly Agree	57	23.7
	Total	241	100

3.3	The organization continuously track the progress against stated goals		
	1. Strongly disagree	13	5.4
	2. Disagree	49	20.3
	3. Neutral	30	12.4
	4. Agree	93	38.6
	5. Strongly Agree	56	23.2
	Total	241	100
3.4	I know what I do to achieve sustainable success		
	1. Strongly disagree	6	2.5
	2. Disagree	6	2.5
	3. Neutral	18	7.5
	4. Agree	111	46.1
	5. Strongly Agree	100	41.5
	Total	241	100
3.5	The mission of the organization is aligned to the expectation of its customers		
	1. Strongly disagree	0	0
	2. Disagree	24	10
	3. Neutral	67	27.8
	4. Agree	95	39.4
	5. Strongly Agree	55	22.8

	Total	241	100
3.6.	We have shared vision of what the organization will be like in the future		
	1. Strongly disagree	7	2.9
	2. Disagree	12	5
	3. Neutral	42	17.4
	4. Agree	137	56.8
	5. Strongly Agree	43	17.8
	Total	241	100

Source: questioner, 2023

The first item was Having clear mission and realistic goals and my performance is mission oriented as shown in the above table 5.4 percent (13) strongly disagree, 10 percent (24) disagreement, 25.3percent(61) neutral, 44 percent(106) agree and 15.4 percent (37) strongly agree.

The second item was there is a widespread agreement on goals, as shown in the above table 2.9 percent (7) strongly disagree, 10 percent (24) disagreement, 14.9 percent (36) neutral, 48.5percent (117) agree and 23.7 percent (57) strongly agree.

The third item was the organization continuously truck the progress against stated goals, as shown in the above table 5.4 percent (13) strongly disagree, 20.3 percent (49) disagreement, 12.4 percent (30) neutral, 38.6 percent (93) agree and 23.2 percent (56) strongly agree.

The forth item was I know what to do to achieve success, as shown in the above table 2.5 percent (6) strongly disagree, 2.5 percent (6) disagreement, 7.5 percent (18) neutral, 46.1 percent (111) agree and 41.5 percent (100) strongly agree.

The fifth item was the mission of the organization align with customer expectations, as shown in the above table no strongly disagree, 10 percent (24) disagreement, 27.8 percent (67) neutral, 39.4 percent (95) agree and 22.8 percent (55) strongly agree.

The sixth item was have shared vision about what the organization will be like in the future, , as shown in the above table 2.9 percent (7) strongly disagree, 5 percent (12) disagreement, 17.4percent (42) neutral, 56.8 percent (137) agree and 17.8 percent (43) strongly agree.

Table 12 Statistics

		mission of org	goals agreement	truck progress	sustainable success	mission aligns with customer expectation	shared vision
N	Valid	241	241	241	241	241	241
	Missing	0	0	0	0	0	0
Mean		3.5394	3.8008	3.5394	4.2158	3.7510	3.8174
Range		4.00	4.00	4.00	4.00	3.00	4.00

Source: primary data, 2023

4.2.3.4. Adaptability

This part of the chapter is about adaptability.

Table 13 Frequency distribution and descriptive statistics of organizational adaptability

4	Adaptability	Frequency	Percentage
Item			(%)
4.1.	The organization continuously adapts new and improved ways to do work		
	1. Strongly disagree	19	7.9
	2. Disagree	80	33.2
	3. Neutral	30	12.4
	4. Agree	56	23.2
	5. Strongly Agree	56	23.2
	Total	241	100
4.2	The organization encourages employees creativity and innovation in the work place		
	1. Strongly disagree	38	15.8
	2. Disagree	74	30.7
	3. Neutral	12	5
	4. Agree	98	40.7
	5. Strongly Agree	19	7.9

	Total	241	100
4.3	The organization is very responsive and changes easily		
	1. Strongly disagree	25	10.4
	2. Disagree	55	22.8
	3. Neutral	60	24.9
	4. Agree	64	26.6
	5. Strongly Agree	37	15.4
	Total	241	100
4.4	Customer input directly influences organization's decision making		
	1. Strongly disagree	0	0
	2. Disagree	36	14.9
	3. Neutral	72	29.9
	4. Agree	114	47.3
	5. Strongly Agree	19	7.9
	Total	241	100
4.5	Customer comments and recommendations have positive feedback		

	1. Strongly disagree	7	2.9
	2. Disagree	18	7.5
	3. Neutral	78	32.4
	4. Agree	107	44.4
	5. Strongly Agree	31	12.9
	Total	241	100

Source: questioner, 2023

The first item was the organization continuously adopts new and improved ways to do work As per the above table 7.9 percent (19) strongly disagreement response, 33.2 percent (80) disagree, 12.4percent (30) neutral, 23.2 percent (56) agree, 23.2 percent (56) strongly agree.

The second item was the organization encourages creativity and innovativeness of employees, As per the above table 15.8 percent (38) strongly disagreement response, 30.7 percent (74) disagree, 5 percent (12) neutral, 40.7 percent (98) agree, 7.9 percent (19) strongly agree.

The third item was the organization is very responsive and changes easily, As per the above table 10.4 percent (25) strongly disagreement response, 22.8 percent (55) disagree, 24.9 percent (60) neutral, 26.6 percent (64) agree, 15.4 percent (37) strongly agree.

The forth item was customer input directly influence organization's decision making As per the above table no strongly disagreement response, 14.9 percent (36) disagree, 29.9 percent (72) neutral, 47.3 percent (114) agree, 7.9 percent (19) strongly agree.

The fifth item was customer comments and recommendations have positive feedback As per the above table 2.9 percent (7) strongly disagreement response, 7.5 percent (18) disagree, 32.4 percent (78) neutral, 44.4 percent (107) agree, 12.9 percent (31) strongly agree.

Table 14 Statistics

	Organization adopts improves ways	Organization encourage employees	responsive and change easily	customer input directly influences decision making	customer comment and recommendat ions
Valid N	241	241	241	241	241
Missing	0	0	0	0	0
Mean	3.2075	2.9419	3.1369	3.4813	3.5685
Range	4.00	4.00	4.00	3.00	4.00

Source: primary data, 2023

Table 15 Mean score and standard deviation

	Mean	Std. Deviation	N
organizational consistency	3.3195	.83146	241
employee empowerment	3.4950	.58655	241
Organizational mission			
organizational adaptability	3.7773	.76223	241
Organizational performance	3.2672	.87157	241

Source: survey, 2023

4.3. Inferential analysis

4.3.1 Correlation Analysis

Correlation is a bivariate analysis that measures the strength of association between two variables and the direction of the relationship. In terms of the strength of relationship, the value of the correlation coefficient varies between +1 and -1. A value of ± 1 indicates a perfect degree of association between the two variables. As the correlation coefficient goes towards Zero, the relationship between the two variables will be weaker. The direction of the relationship is indicated by the sign of the coefficient; a + sign indicates positive relationship and a – sign indicates a negative relationship. (Noe, Hollenbeck, Gerhart and Wright, 2011).

Basically, the test helps to identify important factors which capable to affect the dependent variable, organizational performance. Therefore, the results of correlation analysis show that the entire explanatory variables are linearly associated with organizational performance with a 0.05 level of significance. Moreover, those variables develop a positive association with the dependent variable, because the correlation coefficients of the selected explanatory variables are positives.

Table 16 Correlation matrix

Correlations

		Organizational Consistency	employee empowerment	Organizational mission	Organizational Adaptability	Organizational performance
		1	.613**	.748**	.661**	.795**
		241	.000	.000	.000	.000
Organizational Consistency	Pearson Correlation	.613**	241	241	241	241
	Sig. (2-tailed)	.000	1	.721**	.648**	.720**
	N	241		.000	.000	.000
employee empowerment	Pearson Correlation	.748**	241	241	241	241
	Sig. (2-tailed)	.000	.721**	1	.763**	.806**
	N	241	.000		.000	.000
Organizational Mission	Pearson Correlation	.000	.721**	1	.763**	.806**
	Sig. (2-tailed)	241	.000		.000	.000
	N	241	.000		.000	.000
organizational Adaptability	Pearson Correlation	.000	241	241	241	241
	Sig. (2-tailed)	241	.648**	.763**	1	.838**
	N	241				

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

Source: primary data,2023

4.3.1.1 Organizational culture and Organizational Performance

The table of Correlation result above shows a Pearson's coefficient of correlation matrix for Organizational culture trait. In order to examine strength and the direction of the association between variables in Organizational culture traits and the dependent variable Organizational performance Pearson correlation test was made in SPSS.

The result indicated that the Organizational culture traits and Organizational performance as shown by p values for all variables that are all $p=.000$. All variables are statically significant.

And also, the direction between the independent and dependent variables is positive. . Moreover, the value of r falls between .720 and .838 which shows the magnitude of association is strong.

4.3.2. Diagnostic tests

Before running the regression models, the data sets were tested for the classical linear regression model assumptions. In this study various diagnostic tests were carried out to ensure that the data fits the basic assumptions of classical linear regression model. The test results for each assumption regarding the data are presented as follows:

4.3.2.1

Normality

Normality is defined as the “shape of the data distribution or an individual metric variable and its correspondence to the normal distribution, which is the benchmark for statistical methods” (Hair et al., 2006). Normality can be diagnosed through visual check or by graphical analysis such as histogram and normal probability plot that compare the observed data values with a distribution approximating the normal distribution. If the observed data distribution largely follows the diagonal line then the distribution is considered normal (Hair et al., 2006).

Table 17 case processing summary Case Processing Summary

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
organizationalculture	241	100.0%	0	0.0%	241	100.0%

Source: survey, 2023

Table 18 descriptive

Descriptives

			Statistic	Std. Error
Organizational culture	Mean		3.4648	.04322
	95% Confidence Interval for Mean	Lower Bound	3.3796	
		Upper Bound	3.5499	
	5% Trimmed Mean		3.4907	
	Median		3.5333	
	Variance		.450	
	Std. Deviation		.67090	
	Minimum		4.52	
	Maximum		2.75	
	Range		.93	
	Interquartile Range		-.633	.157
	Skewness		-.249	.312

Source: primary data,2023

Table 19 test of normality

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Organizational culture	.099	241	.000	.949	241	.000

a. Lilliefors Significance Correction

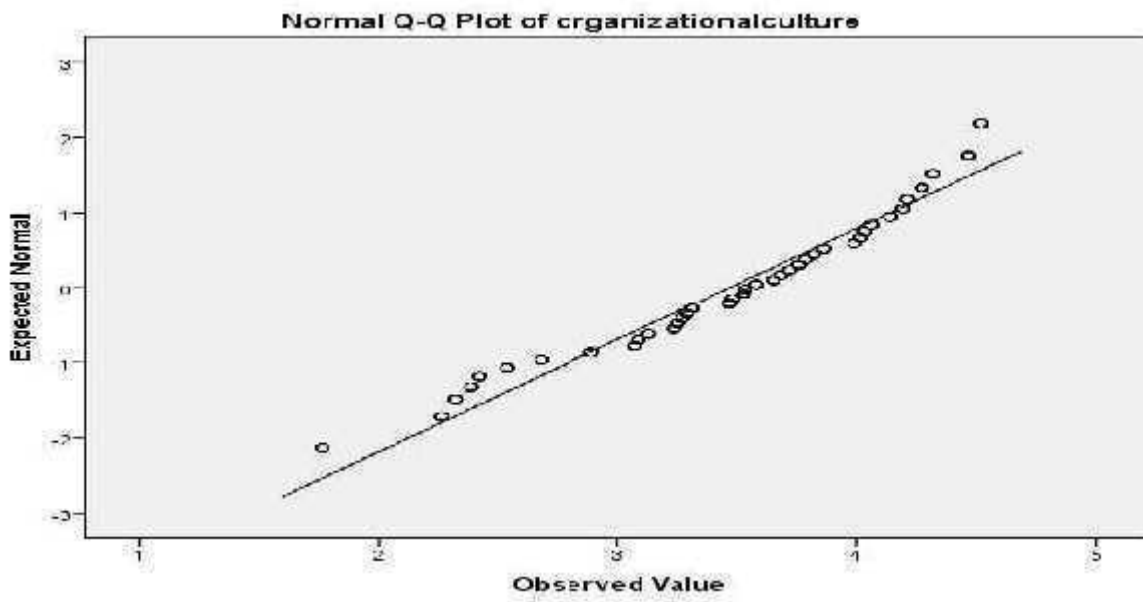


Figure 5 normality plot

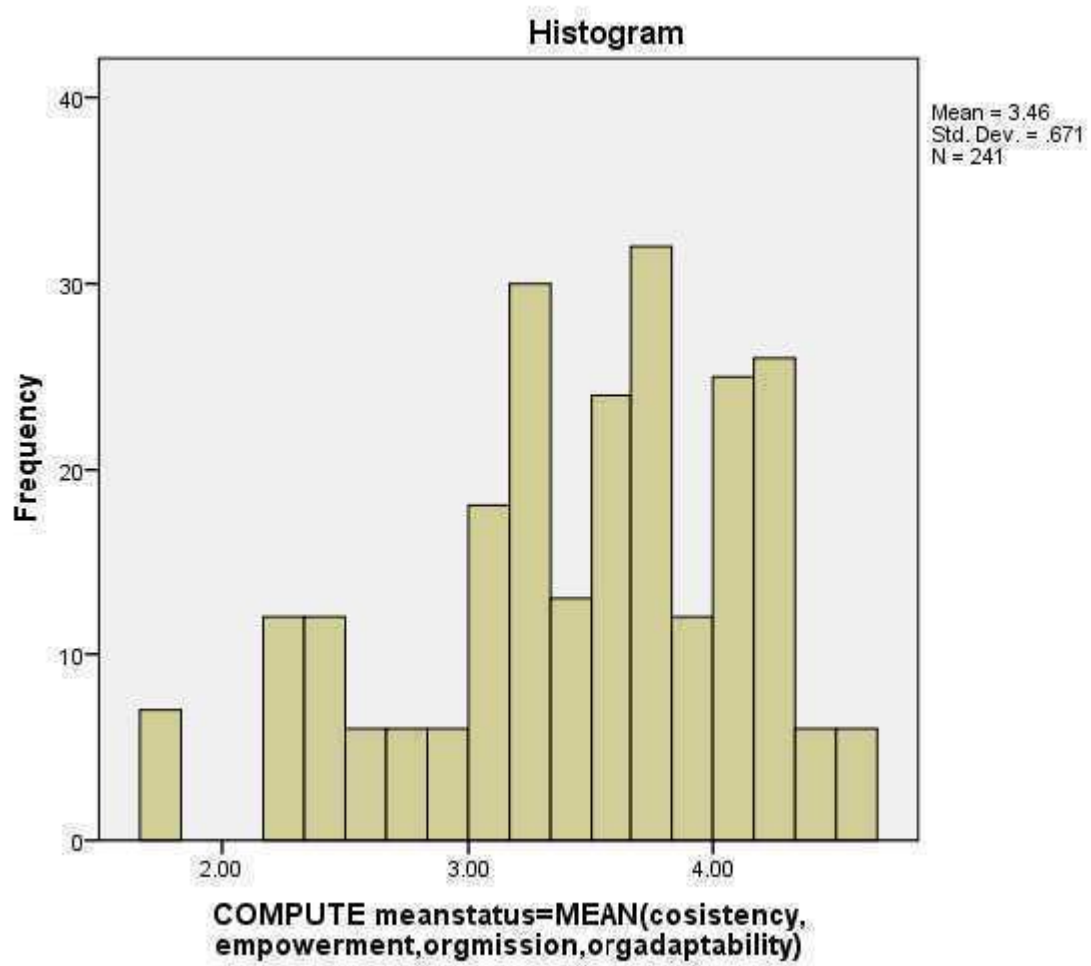


Figure 7 test of normality histogram

3.2.2 Linearity

Linearity test aims to determine that whether the relationship between independent variables and dependent variables is linear or not. The linearity test is a requirement in the correlation and linear regression analysis. The model is good if there is a linear relationship between the independent and dependent variables.

Table 20 case processing Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Organizational culture organizational performance	241	1000%	0	0.0%	241	100.0%

linearity for all variables has been met (Hair et al., 2010)

Table 21 ANOVA

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
(Combined)			104.813	33	3.176	204.685	.000
organizational culture *	Between	Linearity	88.434	1	88.434	5699.078	.000
organizational performance=MEAN(customerfo	Groups	Deviation from Linearity	16.379	32	.512	32.986	.000
cus,orglearnin)	Within Groups		3.212	207	.016		
Total			108.025	240			

Table 22 Measure of association

Measures of Association

	R	R Squared	Eta	Eta Squared
Organizational culture organizational	.905	.819	.985	.970

4.3.3. Multicollinearity test

Multicollinearity exists when there are strong correlations among the predictors. If the tolerance value below 0.10 or the variance inflation factor (VIF) greater than 10, Multicollinearity problem would be a serious problem for the distribution (Field, 2009). Tolerance is a test statistic used to indicate the variability of the specified independent variable whether explained by other independent variables in the model or not.

4.3.4. Multiple linear regression analysis

In this study multiple regression analysis was run to get the predictive value of the constructs considered. The table below summarizes the results from the multiple regressions carried out using the four constructs namely organization consistency, organizational mission, Involvement and Adaptability.

The beta (B) value as coefficients to complete the previously formulated regression

Model $Y_i = \beta_0 + \beta_1 x_{1i} + \beta_2 x_{2i} + \beta_3 x_{3i} + \beta_4 x_{4i} + \epsilon_i$. Where β_0 = Constant term,

β_i = Coefficient

x_{1i} =OC

x_{2i} =OM

x_{3i} =INV

x_{4i} =AD

Thus, the regression model becomes as follows:

$$Y = .113 + 0.323OC + 0.130OM + 0.152INV + 0.427AD + i$$

Where

.113 = constant value of Organizational culture when the value of OC, OM, , INV, AID is zero.

0.323 = coefficient of Organizational consistency. For every unit increase in Organizational consistency trait, we expect 32.3 percent increase in Organizational performance.

0.130 = coefficient of Organizational mission. For every unit increase in Organizational mission trait, we expect 13 percent increase in Organizational performance.

0.152 = coefficient of Organizational involvement. For every unit increase in Organizational involvement trait, we expect 15.2 percent increase in Organizational performance

0.427= coefficient of Adaptability trait. For every unit increase in Adaptability trait, we expect 42.7 percent increase in Organizational performance.

From the multiple regressions table (Table 4.14) it can be inferred that all Organizational cultural traits are significant and positively related since the B value is less than 0.5. Generally, the relation that organizational performance has with the factors is shown in the regression equation below. The equation indicates that adaptability, innovativeness and employee empowerment/involvement have more influence of performance. Hence the organization shall give due attention in boosting these aspects.

In summary, the study sought to identify the influence of organizational culture on performance of Berhanena salam printing enterprise. The study explored four dimensions of organizational culture. That is, organizational consistency, organizational mission, employee empowerment and adaptability. The findings indicate that while majority agreed all dimensions of organizational culture contribute to the performance of the company.

The regression analysis showed strong positive relationship between organizational culture and performance.

Table 23 Model summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.910 ^a	.828	.825	.31300

a. Predictors: (Constant), organizational adaptability, employee empowerment/involvement, organizational consistency, organizational mission

Table 24 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	111.377	4	27.844	284.220	.000 ^b
	Residual	23.120	236	.098		
	Total	134.497	240			

a. Dependent Variable: organizational performance=MEAN(customer focus, organizational learning)

b. Predictors: (Constant), organizational adaptability, employee empowerment/ involvement, organizational consistency, organizational mission

Result of regression analysis presented in table below also provides more comprehensive and accurate examination of the research questions. Therefore, the regression analysis is used to test the developed questions based on the specific objectives and investigate the contributions of the independent variables over the dependent once. The following table shows the regression analysis results.

Table 25 coefficients

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.113	.125	.903	.367			
organizational consistency	.290	.038	.323	7.697	.000	.415	2.411
employee empowerment	.193	.051	.152	3.769	.000	.450	2.220
organizational mission	.128	.051	.130	2.515	.013	.272	3.681
Organizational adaptability	.367	.037	.427	9.808	.000	.385	2.600

a. Dependent Variable: COMPUTE organizational performance=MEAN(customer focus, organizational learning)

Table 26 Co linearity Diagnostics

Model	Dimension	Eigen value	Condition Index	Variance Proportions	(Constant)	organizational consistency	employee involvement	Organizational mission	organizational adaptability
						ency	nt/involvement	n	tabil
1	1	4.923	1.000	.00	.00	.00	.00	.00	.00
	2	.037	11.466	.39	.08	.02	.00	.18	
	3	.021	15.298	.00	.69	.00	.00	.48	
	4	.011	21.442	.58	.13	.49	.16	.27	
	5	.008	24.956	.03	.10	.49	.83	.06	

a. Dependent Variable: COMPUTE
 organizational performance=MEAN(customer focus, organizational learning)

4.4. Discussion

The first study objective sought to establish the influence of Organizational Consistency culture trait on organizational performance at Berhanena Selam printing enterprise. The presence of Organizational Consistency was measured by five indicators. The indices of the Consistency trait were clear and consistent set of values, there is integrity of supervisors, working hard to solve disagreements in the way that benefits both parties and all departments work together to achieve the goals of the organization. The study concludes that there is a positive significant influence on performance at Berhanena selam printing enterprise. However, compared to the other two culture traits (organizational mission, involvement,) organizational, Consistency culture trait was the higher influential culture trait on performance at Berhanena selam printing enterprise.

The second study objective sought to determine the effect of Organizational Mission culture trait on organizational performance at Berhanena selam printing enterprise. Presence of Organizational Mission culture was measured by having clear mission widespread agreement on goals, tracking the progress against stated goals, alignment of mission with customer expectations and having shared vision on future of the company. The study concludes that Organizational Mission culture trait has a positive significant influence on performance at Berhanena selam printing enterprise. This culture trait was identified to have least influence on performance at Berhanena selam printing enterprise.

The third study objective sought to explore the impact of Involvement culture on organizational performance at Berhanena selam printing enterprise. Involvement culture trait was measured by the seven indices which are Empowerment, widespread information, feeling of part of the team,

Involvement, participation, having clear responsibilities and duties and having good relationship with coworkers. The study concludes that Involvement culture has a positive significant influence on performance at Berhanena salam printing enterprise PLC. Compared to other traits this cultural trait identified to have moderate influence on performance at Berhanena salam printing enterprise.

The fourth study objective sought to determine the effect of Adaptability culture trait on organizational performance at Berhan ena salam printing enterprise. Presence of Adaptability culture was measured by adopting new and improved ways to do work ,encouraging creativity and innovativeness of employees, being responsive to changes easily , taking customers comments and recommendations and give positive feedback. The study concludes that Adaptability culture trait has a positive significant influence on performance at Berhanena salam printing enterprise PLC. This culture trait was identified to have the highest influence on performance at Berhan ena salam printing enterprise.

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a summary of conclusions and recommendations of research findings. This is followed by recommendations and suggestions for future research.

5.2 Summary of Major Findings

The main objective of the study was to examine the effect of organizational culture on Organizational performance at Berhan ena selam printing enterprise. The study had four research questions. What is the influence of Organizational Consistency culture trait on organizational performance at Berhanena Selam Printing Enterprise? What is the effect of Organizational Mission culture trait on organizational performance at Berhanena Selam Printing Enterprise?

What is the influence of Involvement culture trait on organizational performance at Berhanena Selam Printing Enterprise? What is the effect of Adaptability culture trait on organizational performance at Berhanena Selam Printing Enterprise?

The first study objective sought to establish the Effect of organizational consistency trait on organizational performance at Berhanena selam printing enterprise . The study established a positive significant influence of organizational consistency on performance at Berhanena sela, printing enterprise.

Results obtained from correlation model revealed a strong positive correlation between performance of Berhanena selam printing enterprise and Organizational consistency (correlation coefficient = .795, p value = .000). Test regression results also show that a unit increase in Consistency would enhance the performance of the firm by a factor of 0.323. This finding shows that the Consistency trait's effect on performance is the second most when compared to the remaining cultural traits. The finding of this study goes in line with Mariama Zakari & Kofi Poku (2013) found that consistency trait is the second most associated with performance in their study. In other hand Denison, (1998) assertion which states that Consistency is the trait with the narrowest scope of short-term effect. Its main impact is on quality and employee satisfaction. This inconsistency in empirical findings is the reason which makes the study on Culture-performance relationship more important.

The second study objective sought to determine the effect of Organizational mission trait on Organizational performance at Berhanena selam printing enterprise. The study finds a positive significant influence of organizational mission on performance at Berhan ena selam printing enterprise. Compared to the other three organizational culture trait, organizational mission was identified to have the least influence on performance at Berhanena selam printing enterprise.

Results obtained from correlation model revealed a strong positive correlation between performance of Berhan ena selam printing enterprise and Organizational mission (correlation coefficient = .806, p value = .000). Test regression results also show that a unit increase in Mission would enhance the performance of the firm by a factor of 0.130.

The third study objective sought to explore the impact of Involvement culture trait on organizational performance at Berhanena salam printing enterprise. The study showed a positive significant influence of Employee empowerment culture trait on performance at Berhanena salam printing enterprise. Compared to the other three culture traits employee empowerment /involvement has moderate impact on organizational performance.

Results obtained from correlation model revealed a strong positive correlation between performance of Berhanena salam printing enterprise and Employee Empowerment/Involvement cultural trait (correlation coefficient = .720, p value = .000). Test regression results also show that a unit increase in Consistency would enhance the performance of the firm by a factor of 0.152. As the result indicates Involvement is the third most significant variable in this study. The finding of this study goes in line with Mariama Zakari& Kofi Poku (2013) found that involvement is the third most associated with performance.

The fourth study objective sought to explore the impact of Adaptability/Innovativeness culture trait on organizational performance at Berhanena salam printing enterprise. The study showed a positive significant influence of Adaptability/Innovativeness culture trait on performance at Berhanena salam printing enterprise. Compared to the previous three culture traits, Adaptability/Innovativeness had the highest influence on performance at Berhanena salam printing enterprise. Results obtained from correlation model revealed a strong positive correlation between performance of Berhanena salam printing enterprise and Organizational Adaptability (correlation coefficient = .838, p value = .000). Test regression results also show that unit increases in Adaptability would enhance the performance of the firm by a factor of 0.427. The finding of this study is consistent with the finding of Mariama Zakari& Kofi Poku (2013) found that Adaptability were the most associated traits to performance.

5.3. Conclusions of the findings

The study concludes that there exists a positive and strong relationship between Organizational culture and Organizational performance at Berhanens selam printing enterprise. The study also concludes that organizational adaptability was a key factor that promoted positive performance in Berhanena selam printing enterprise. This shows that the company had established work cultures, systems and processes that values its employees and encourage them to be creative and innovative to find new and improved ways to do work, and have problem solving mind set . this can help the organization to adjust its business process quickly and improvise itself to achieve its goals.

The study also concludes that Organizational mission has been identified as the weakest link in promoting organizational performance at Berhanena selam printing enterprise. This shows that the company lacks clear and realistic mission, mission oriented performance of employees, alignment of customer expectation with the mission of the organization and shared vision about the future of the organization. The company should give employees clear reasons their job benefits a larger goal and clear mission that helps them to see the positive aspects of their daily activities, align its services and solutions with the objectives of its customers solicit feedback and measure results.

5.4. Recommendation

Companies should reflect the four dimensions of cultural traits. As the result of this study shows Organizational mission and involvement/empowerment cultural traits have weak effect on the performance of Berhanenaselam printing enterprise.

Organizational mission has been identified as the weakest link in promoting organizational performance at Berhanenaselam printing enterprise. This indicates that Mission is not very meaningful to many employees and the long-term purpose of the organization is not very inspiring. Here are several suggestions about how the sense of mission can be improved in the organization. Therefore, the study recommended that Berhanenaselam printing enterprise:

- Give the future the attention it deserves. Top executives need to adopt long-term strategy and direction as their highest priority. It is clear that the company will succeed when the top executives are spending most of their time on issues that have a time horizon of five years or longer.
- Develop a philosophy that long and short-term interests can be reconciled. Concentrating on the long term does not mean neglecting short term. Finding ways to serve both at the same time needs to become second nature.
- Concentrate on changing the rules of the game in the industry. The most successful organizations are always those that change the rules of competition in their industries. Then everyone else is forced to follow their lead and react to their moves. This requires an almost obsessive focus on competitors outside the organization and continuous rethinking about how the organization creates value.

- Make everyone in the organization familiar with the strategy and vision. When everyone shares a mental model of a desired future state, the effects are very powerful. It establishes a standard of excellence that redefines ambition.
- Involve others in defining and redefining your mission. Good ideas can come from anywhere, inside or outside of your organization. Involve managers, executives, and employees, as well as stakeholders and customers, in your discussion. Engage them in a discussion of how the organization creates value for society. You will know that you have succeeded when everyone is pleased with the mission, but no one is exactly sure where it came from.
- its advisable for everyone to connect their own goals to the mission, vision and strategy.

Global strategy and vision are not enough. Everyone in the organization, from the boardroom to the mailroom, better be able to define individual goals in terms of the overall mission, vision and strategy of the organization. Strategic direction must be supported at all levels. You will know that you have succeeded when the top executives and shop floor workers can talk about their joint progress toward the same goals.

The second cultural trait that Berhanena selam printing enterprise should consider to evaluate is its involvement/empowerment trait. As per the study involvement has the second smallest amount effect on performance of the company. This indicate that the culture of the organization is not providing its employees the feeling that they are part of the team, and employees do not believe that they add value to the organization. Here are several suggestions about how the sense of involvement/empowerment can be improved in the organization. Therefore, the top executives of the company recommended to:

- Build a culture of trust is important to lead by example and keep promises, tell the truth, and encourage open dialogue and debate to solve conflicts.
- Enable the team members to do their best work. To make employees feel empowered in their roles by being clear and specific when providing feedback and making it a point to highlight employees' strength to boost motivation. Try to understand employees point of view regarding of their role and contribution in the work place by fostering open communication to make them feel like they are understood and valued.
- Support growth opportunities encourage employees to seek out ways to professionally develop themselves.

5.4.1. Recommendations for Further Studies

The study only explored the effect of four cultural traits based on Denison model. Expanding the study to include other traits would give more direction to the company and the sector. Further, the study was a case study of only Berhanena selam printing enterprise. Including other printing companies would be welcome.

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Appendix
St. Mary's University
School of Graduate Studies
Department of MBA

Questionnaire to be filled by employees of Berhanena Selam Printing Enterprise

Dear Respondents!

I am currently conducting a Masters of Business Administration (MBA) thesis at St. Mary's University. The aim of this questionnaire is to study the "Effect of Organizational Culture on Performance of Berhanena selam printing enterprise. However, for such a research program to be successful, I need your support. This questionnaire is required to be filled with exact relevant facts as much as possible. The questionnaire has two parts. Part I deals about demographic characteristics, whereas part II deals with effects of organizational culture on performance.

All data included in this questionnaire will be used only for academic research and will be strictly confidential. After all questionnaires are collected and analyzed, interested participants of this study will be given feedback on the overall research results.

Also, you are kindly request to respond to each item as frankly as you can.

Thank you for your cooperation!

Sincerely,

General Directions

1. No need of writing your name
2. Please put a tick (✓) mark in the box for your answer and for the number of your choice for the alternatives given.

Part I- General questions about the respondents

1-Your gender

- A. Male B. Female

2-Your age

- A. between 20- 25 years C . between 31 – 36 years
B. between 26 - 30 years D. above 40 years

3-Your work experience in printing sectors

- A. less than a year B. 5- 7years
B. 2- 4 years D. above 7 years

4-Educational back ground

- A. Diploma B. Bachelor degree C. Masters and above

Part two: The five-point scale ranging from strongly disagrees to strongly agree. The objective is to assess key dimensions of the culture at your organization. So, you are requested to indicate your perception using the following rating scale. SD = Strongly Disagree (1), D = Disagree (2),

N = Neutral (3), A = Agree (4) and SA = Strongly Agree (5),

1	Organizational consistency	SD (1)	D (2)	AV (3)	A (4)	SA (5)
1.1	The organization's core values are shared among the majority of its members					
1.2	There is a clear and consistent set of values in this organization that governs the way we do business					
1.3	My supervisor always shows me in practice what she/he is saying in words					
1.4	When disagreements occur, we work hard to achieve solution that benefits both parties in the disagreement					
1.5	All departments work together to achieve goals of the organization					
2	Employee empowerment/involvement	SD (1)	D (2)	AV (3)	A (4)	SA (5)
2.1	Everyone believes that they add value to the organization					
2.2	information is widely shared so that everyone can get information s/he needed					
2.3	The culture of the organization provides every employee the feeling that they are part of the					
2.4	The majority of the employees are highly involved in their work in working hours					
2.5	The organization encourages employees to participate in decision making and planning					
2.6	employees duty and responsibility is clear					
2.7	I am satisfied with the relationship with coworkers in the work place					

3	Organization mission/goals	SD (1)	D (2)	AV (3)	A (4)	SA (5)
3.1	The organization have a clear mission and realistic goals and my performance is mission oriented					
3.2	There is a widespread agreement about goals ambitious and realistic					
3.3	The organization continuously track the progress against stated goals					
3.4	I know what I do to achieve sustainable success					
3.5	The mission of the organization is aligned to the the expectation of its customers					
3.6	We have shared vision of what the organization will be like in the future					
4	Adaptability	SD (1)	D (2)	AV (3)	A (4)	SA (5)
4.1	The organization continuously adapts new and improved ways to do work					
4.2	The organization encourages employees creativity and innovation in the work place					
4.3	The organization is very responsive and changes Easily					
4.4	Customer input directly influences organization's decision making					
4.5	Customer comments and recommendations have positive feedback					
5	Performance indicators					
A	Customers satisfaction	SD (1)	D (2)	AV (3)	A (4)	SA (5)
	All members in Berhanena selam printing enterprise have deep understanding of customers wants and needs					

	Customers feedbacks are properly obtained and considered at the time of decision making					
	There are customer focused objectives					
	Meeting the predetermined goals on organization's vision about customer service					
	The organization works to satisfy existing customers and attract prospect customers.					
B	Organizational learning	SD	D	AV	A	SA
		(1)	(2)	(3)	(4)	(5)
	The organization gives more attention to advancement of employees carrier development					
	Enhancement of employee training					
	Improvement of employee skill					
	Increase of employee satisfaction					
	Increase of employee corporation					
	Focused on success full team work					
	Innovation and calculated risk taking is encouraged and rewarded					
	The organization views failure and mistakes as opportunity for learning and improvement					