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EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES PERFORMANCE
(A CASE IN ETHIOTELECOM AT DEBREBERHAN REGION)

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EFFECTS OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE (THE
CASE OF ETHIO TELECOM CNR, DEBRE BERHAN)

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(MBA)

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Declaration Approval

This is to certify that the thesis/dissertation entitled: “The Effect of Organization Culture on Employee performance: The Case of Ethio Telecom in Debre berhan Town” submitted in partial fulfillment of the requirements for the degree of Masters Business Administrations post Graduate Program of Management *Department*, College of Business and Economics, Debre Berhan University and is a record of original research carried out by Gashaw Anashamm, *Id. No*, DBU1400342, under my supervision, and no part of the thesis/dissertation has been submitted for any other degree or diploma.

The assistance and help received during the course of this investigation have been duly acknowledged. Therefore, I recommend that it to be accepted as fulfilling the thesis/dissertation requirements.

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We, the undersigned members of the boarded of the examiners of the final open defense by Gashaw Anasham have read and evaluated his thesis/dissertation entitled: “The Effect of Organization Culture on Employee performance: The Case of Ethio Telecom in Debre berhanTown and examined the candidate. This is therefore to certify that the thesis/dissertation has been accepted in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA). Complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Acronyms

SPSS – Statistical package for social science

HR. – Human resource

INV - Involvement

CON - consistency

MIS - Mission

AD – Adaptability

VIF – Variance inflations factor

ANOVA – Analysis of variance

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Abstract

The purpose this research was to examine the effect of four organizational culture traits namely involvement, consistency, adaptability, and mission on employee performance in the case of Ethio Telecom at Debre Berhan region. The study adopted a quantitative research approach and the nature of the study was descriptive and explanatory. Stratified and simple random probability sampling design is used. The total sample of the study was 191 respondents with a response rate of 97.5%. The primary data needed for this purpose is collected using structured questionnaires. In the study both descriptive and inferential statistics such as mean, standard deviation, correlation, and multiple regression analysis used through SPSS soft wear. The finding of the study depicted that mission and involvement cultures have strong relationship and effect on employee performance. However, consistency and adaptability culture slightly lower effect with employee performance. The finding of the study indicated that mission culture was the dominant culture of Ethio Telecom. The overall finding of the study suggests that all have statistically positive significant effect on employee Based on the finding the study recommended that one of the factors for high employee performance came from the existence of good organization culture and if this does not persist, employee performance would be lower and the organization existence would be at bad position. It is better creating awareness and communicating the organization's goals, objectives, vision, and strategic direction. And intents with long-term purpose and direction, mission to make everyone in the organization familiar and also given attention for employees and considering them as an important asset, should fill the gap shown on the employees' capability development through training, and skill development programs, empowering them in participating in various decision making processes for improving employee performance.

Key Word: employee performance, Consistency, Involvement, Mission, Adaptability.

CHAPTER ONE

INTRODUCTION

1. 1. Background of the study

Organization culture is the underlying belief, assumption, values, and ways of interacting that culture to the unique social and psychological environment of the organization. It includes an organizational expectation, experience, philosophy as well as the values that guide member's behavior and is expressed member self-image, inner working, interaction with the outside world and written and unwritten rules that have been developed over time and are considered valid. Culture also includes the organization vision, values, norms, systems, symbols, language, assumption, belief and habits (kelliewong, 2020). Organization culture is a collection of shared assumption that guides what happens in an organization by defining appropriate behavior for various situations. These affect the way people and groups interact with each other with client and with stakeholder and may influence how much employees identify with their organization (Schultz, 2006).

According to kelliewong 2020, a great organizational culture is the one to growing the behavior necessary for business success. The company with good culture is 1.5 time more likely to experience revenue growth of 15 percent.

Organizational culture influences all dimension of our business, from punctuality and tone to contract term and employee benefits. When work place culture aligns with your employee, they are more likely to feel more comfortable, supported, and valued. Companies that prioritize culture can also weather difficult times, change in business environment, and come out strong. It is the first advantage when it comes to attracting talent and outperforming the competition. 77% of workers consider a company culture before applying and almost half of employees would terminate the current job agreement for small-paying opportunity at an organization that have a better culture. The culture of the organization is also one of the top indicators of employee

satisfaction and one of the main reasons that almost two-third employee stay in their job (kelliewong, 2020). One of the most important building blocks for a success full organization is organizational cultural.it is the only best sustainable point of difference for any organization, may the organization strategy copy by other but no one copy the culture. (Torben rick, 2015) For the modern leader the base for the success carefully chosen and enforces organization culture (Michael wagner2020). According to her company, structure will have significant impact on their organizational culture. Even with in organization that is more flexible there is some department that is rigid. Organizational culture is deep and powerful. For the employees, either glues that bonds people to tan organization or what drives them away. For the organizations, companies and business it is a power for success. Organizations, today, are highly challenged due to changing their organization’s culture to support ways of achieving work. Organizational culture plays a very significant role in an organization. It is a well-recognized measure, which helps in understanding the organization’s stability for the employee’s incentive, encouragement and contentment with their job. the initiatives to study at ethiotelecom, ethiotelecom has the most highly growing company and valuable contribution to the country’s economy in today context by expanding network coverage like 4G, 5G and use advanced technology to satisfy the demands of the customer. And also, the companies have also many changes in demand satisfactions of the customers, by improving the services to give the customer and change the way how to retain customers and stands for long term change and improvement in all aspects by considering the values of human centric, teamwork, innovation and integrity. So, generally I initiated to conduct this research at ethiotelecom has the company have shown strong success and have highly change in today’s by using advanced technology and strong contributions in the country’s economy.

1.2. Statement of Problem

The culture of an organization is very important for the progress of an organization because it affects employee performance and their retention as well. The highly growth globalization and competition have led to a greater need for a performance-based organizational culture. Strong

culture will make it easy to communicate openly and participate in most efficient and effective way in the decision-making and customer satisfaction (kellienwong 2020).

There are a number of studies conducted the effect of organizational culture on employee performance in the business and service-oriented organization over the entire world.

Terefe,A(2021) Research conducted the effect of organizational culture on employee commitment in the case of commercial bank of Ethiopia. From his study the four organizational culture dimensions including consistency, involvement, adaptability and mission had statistically significant contribution to employee commitment at 95% confidence level, since their p-values are .015, .000, 001 and 0.003. Involvement Culture traits can also have positive influence employee's commitment concludes that directors, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly linked to the goals of the organization. When capability development is higher than empowerment, this can be a sign that the organization does not assign capable employees with important decision making that influence their work. In general, consistency is the most significant independent variable which has significant statistical contribution to employee commitment with p-value of 0.000

Terefe,A(2021) investigates the effect of organizational culture on employee commitment in Central bank Ethiopia in Gonder city. To examine the effect of organizational culture on employee's commitment in Commercial Bank of Ethiopia by using explanatory type of research design and quantitative approach to meet his study. The total populations of for his study were 564 professional employees of central bank of Ethiopia in gonder city and standardized questionnaires' adapted to collect data from 222 samples respondents by using simple random sampling. Terefe,A(2021) Pearson correlations was used to analysis of the significant and relations of the variable the independent variable on dependent variable of employee performance. Based on his analysis the four dimensions the organizational culture (mission, consistency, involvement and adaptability) were to be positive and significance effect on employee commitment at 95%level of significance ($P<0.05$). So, this indicates that all of the four

organizational cultures had positive and statically significant effect on employee commitment. Generally, from his study consistency is the most contributions of employee commitment among other organizational culture.

Lema,S(2020) Research conducted on the effect of organizational culture on employee performance in the case of Wegagen Bank. From his study the four organizational cultures was positive relationship with employee's performance in Wegagen Bank. Among these Consistency, Adaptability and Mission had statistically significant contribution to employee performance at 95% confidence level, since their P-values are 0.018, 0.000 and 0.000 respectively and the significance level for them were less than 0.05 ($P < 0.05$). However, involvement had statistically insignificant contribution to employee's performance since its P-value was 0.085 which was greater than the significance level 0.05 ($P > 0.05$). Involvement has a positive but insignificant influential relationship (contribution) to employee's performance with $\beta = 0.183$, at 95% confidence level ($P > 0.05$). The Beta value ($\beta = 0.183$) shows that if there is one-unit increase in involvement, there will be 18.3% increase on employees' performance. This indicates that Involvement has a positive but statistically insignificant influential relationship (contribution) to employees' performance. Lema,S.(2020) To examine the effect of organizational culture on employee's performance in Wegagen Bank. He used explanatory research design and quantitative research approach to meet for his study. The target population was incorporated for his study 600 employees were included and out of 600 employee's 240 samples selected by using stratified random sampling techniques to examine the effect of the four organizational culture (Mission, consistency, involvement and Adaptability) on employee's performance Based on Dension Model. Lema,S(2020) He revealed that the four organizational culture dimensions had statically positive relationship with employee's performance in wegagen bank. In addition to this the three organizational culture dimensions (consistency, mission and adaptability) had statically significant and positive contribution to employee's performance at 95% level of significance, whereas involvement had positive and statically insignificant contribution to employee's performance at 95% level of significance($P > 0.05$).

According to (Olyad Ebba, 2020) investigates the impact of organizational culture on employees performance on employees performance in the case of ethiotelecom by using Hofstede national dimension model , which of them, power distance , feminist, uncertainty avoidance and collectivism among this dimensions when he look at hofsteeds research Arab and African country's large power distance feminism ,large uncertainty avoidance and collectivism ranked high scores compared to small power distance masculine small uncertainty avoidance and individualism. General he investigates power distance and uncertainty have no positive impact on performance whereas, collectivism and feminist cultural dimensions have had positive impact on employee's performance.

In addition, Elifneh, Y.W. and Embilo, T. (2023) the effect of organizational culture on employee's performance in Ethiopian research institute by using Cameron and quinn's power full models for analyzing cultural effect on employee's performance. The cameron's cultural models incorporated in to four, which is clan culture, adhocracy culture, market culture, and hierarchy culture. Generally, from his study the above four listed cultures had positive and significant impact on employee's performance.

Tesfaye,T(2020) Studies on the effect of organizational culture on organizational effectiveness in the case of Addis AbabaFistuila hospital by using organizational culture of(invovement, consistency, adaptability and Mission). According to her studies the two organizational culture(Adaptability and mission) had positive and significant effect on organizational effectiveness,whereas Mission and consistency had negative and insignificant effect on organizational effectiveness in Addiss Ababa Fistula Hospital.

Based on the previous studies on the effect of organization culture on employee performance are not enough. Few studies conducted on Ethio Telecom for the evaluation of effect of organization culture on employee motivation and project management performance. However, these studies have not addressed the effect of organizational culture on employee performance. Examine the effect of organization culture on employee performance is believed to generate strong evidence that support the efforts to improve employee performance and company success. The studies conducted on the subject, effect of organizational culture on employee performance

were limited to other companies and Ethio Telecom. so, it is not addressed. It is believed that Ethio Telecom has organizational culture which becomes too unique from other companies. This makes difficult to replicate research findings on other organization with the same subject to Ethio Telecom and thus necessitating further investigation on the effect of organizational culture on employee performance in Ethio Telecom. The main aim of the study would be to examine the effect of organizational culture on its employee performance and answers the questions of what the relationship between organization culture and employee performance, what the effect of organization culture on employee performance and the study would have been try to know the specific organizational culture and functions that lead to improve employee performance

This research differentiates from the other due to the scope that means it covers only ethio telecom at debre berhan region (central north region) with four organization culture traits namely involvement, mission, adaptability and consistency whereas the other researchers may use other organization culture trait. Based on my review of the previous studies there is different result by using the same variable on different researcher on different organizations. For example the researcher lema,S(2020) studies on the effect of organizational culture on employee Job performance in the case of Wegagen Bank, lema,A(2021) studies on the effect of organizational culture on employee commitment in the case of Commercial bank of Ethiopia and Tesfaye.T(2020) studies on the effect of organizational culture on organizational effectiveness in Addiss Ababa Fistula Hospital are different result on significance and effect of the independent variable on dependent variable of the study on the same organizational culture(densions Model) as the researcher expressed in the empirical literature review. So, these controversial results make me to initiate studies on effect of organizational culture on employee performance at ethiotelecom. This controversial result also creates the research gap differentiate from others and needs further investigation to confirm the result of the previous controversial results.

The researcher would be applied Denison cultural model for the research but the other may apply another cultural model like hofstead cultural model.

1.3. Research Questions

To achieve the below objective the research will address the following questions:

- ❖ What is the prevailing organizational culture within EthioTelecom?
- ❖ What is the effect of culture affect employee performance in EthioTelecom?
- ❖ Identify culture have the most significant effect on level of employee performance within EthioTelecom?
- ❖ What strategies can EthioTelecom adopt to enhance its organizational culture and improve employee performance?

1.4. Objective of the Study

1.4.1. General objective of the study

The general objective of the research is to investigate the effect of organizational culture on employee performance in ethio telecom at central north region or debre brehan towm.

1.4.2. Specific objective of the study

The main objectives of this research are as follows:

- ❖ To examine the existing organizational culture within EthioTelecom.
- ❖ Identify the effect of organizational culture on employee performance.
- ❖ To cultural factors identify that significantly affects level of employee performance.
- ❖ To recommend strategies for enhancing organizational culture to improve employee performance.

1.5. Hypothesis of the study

Ha 1: Organizational culture of consistency has positive and significant effect on the level of employee performance

Ha 2: organizational culture of involvement has positive and significant effect on the level of employee performance.

Ha 3: organizational culture of Adaptability has positive and significant effect on the level of employee performance

Ha 4: organizational culture of mission has positive and significant effect on the level of employee performance

1.6. Significance of the Study

The study would have been the following advantages for ethiotelecom under the study, the researcher and other researcher. After the study of the research would be provide to know the dominant culture practice in ethiotelecom, to know the correlation between organizational culture and employee performance. And also it is use for ethiotelecom as guideline to enhance organizational performance by improving organizational culture, where they have invest , in order to improve and get committed staff with stable ,productive and creative work environment, that contributes institutional development and success.

These improvement and success would have been benefiting the institutions' staff and ultimately local community, clients, who receives their services. It helps the researcher in identifying the real world problems through this study and broadens the understanding on how to cope up with such problems using academic concepts and theories obtained. It would be enhance experience of doing research and provides second degree for the researcher. And finally, the study would serve as a basic document for potential researchers as a reference and further detailed study on the same area.

1.7. Scope of the Study

To be manageable the study would be examine the effect of organizational culture on employee performance at debreberhan town (central north region) in 2024. The study would be limited to four selected organization culture traits that are involvement, consistency, mission, and adaptability in the organization that effect on the employee performance in Ethio Telecom. Therefore, the independent variable is the organizational culture and the dependent variable is the employee performance.

1.8. Limitation of the study

In conducting the study, there are some limitations against achieving its objectives effectively. This study only includes Ethio Telecom in Debre berhan Town and four-organization culture traits that are involvement, consistency, mission, and adaptability. As such, the finding of this study may not represent the entire Ethio Telecom throughout the country. Therefore, other researches need to be conducted for which the findings obtained in this study can be used as benchmark while investigating on the same topic. This study limited to investigating the effect of organizational culture on employee performance. The culture of an organization may affect other aspects of the organization like, job satisfaction, job evaluation and commitment and others. The current study focused only on the quantitative measure, so future approach should also include a qualitative inquiry for a better understanding of the issue under study. Future researchers can also apply various types of organizational culture models formulated by different authors other than the Denison model; therefore, their perspectives regarding organizational culture would be Widen.

1.9. Operational Definition terms

Organization culture is a set of expectation value and practice that guide, govern, inform and lead the action of all team members. Organizational culture is the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power.

Consistency is integration of activity coordination and control, and setting up an internal system of governance. It emphasizes on maintenance of the status quo by being well coordinated and well integrated also the organization devises clear agreement about the right way and the wrong way to do things.

Involvement is engaging and aligning people, creating a sense of ownership responsibility. People feel a commitment to the organization and a sense of autonomy. It is building human capability, ownership, and responsibility.

Adaptability is responding to the environment, costumer and adapting process and crucial behaviors if necessary. It is the ability of the organization in translating the demands of the

business environment into action through creating change, customer focus and organizational learning environment.

Mission it is long-term direction for the organization. A mission provides purpose and meaning by defining a social role and external goals for the organization.

Employ performance is refers to how our workers behave in work place and how will they perform the job responsibility that you have obliged to them.

Organization is where two or more people are working together cooperatively within identifiable boundaries to accomplish a common goal.

1.10. Organization of the research

This research thesis would be consisting of five chapters including references and appendixes. The first chapter include that the introduction of the research topic includes background of the study, statement of the problem, research question and objective of the study, hypothesis of the study, significance of the study, scope and limitation of the study and organization of the study. The second chapter focuses on the literature review; theoretical, empirical, and conceptual framework with the key finding of the study area including key variable theoretical review and definitions. The third chapter consists of overall research methodology of the study. The fourth chapter includes data analysis, and discussion of the results. The last chapter is about summary of major finding, conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Theoretical Literature Review

2.1.1. Organization Culture

Most of the time organizations focus on their performance using different physical measurements. For example, employee performance, output level of machines, office layout and some others. However, organizations also rely heavily on their organizational culture as an important tool in controlling and coordinating the activities of their members. This organizational culture was not seeing, measure, and expressed in numbers. Rather a shared norm and value grow in the organization by its members having different backgrounds. Simply culture can define as the way of life, especially the general customs and beliefs, of a particular group of people at a particular time (Kellienwong 2020).

The number of scholars, researchers, authors and other writers has given different definition for organizational culture. According to Kellienwong 2020, Organizational culture is a set of expectation, value and practice. That guide, govern, inform and lead the action of all team members. Organizational culture is the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. It based on the shared history and traditions of the organization combined with current leadership values

Organizational culture is the way that things done in an organization; it is the unwritten rules that influence individual and group behavior and attitudes. There are many Factors, which can influence organizational culture from this: the organization's structure, the system and processes by which work carried out, the behavior and attitudes of employees, the organization's values

and traditions, and the management and leadership styles adopted etc. (Kellie Wong, 2023) *Organizational culture* is the set of values, beliefs, attitudes, systems, and rules that outline and influence employee behavior within an organization. The culture reflects how employees, customers, vendors, and stakeholders experience the organization and its brand.

2.1.2. Significance of Organization Culture

Organizational culture is an effective control mechanism dictating employee behavior. Culture is best way of controlling and managing employee behaviors than organizational rules and regulations. Wong, K. (2020,) organization culture affects all aspect of our business, from punctuality and tone to contract term and employee benefit. When work place culture aligns with our employee, they are more likely to feel more comfortable, supported, and valued. The companies that prioritize culture can weather at difficult time you can change the business environment and come out strong. It is the key advantage when it comes to attracting talent and outperforming the completion.

Wong, K. (2023) Organizational culture affects all aspects of your business, from punctuality and tone to contract terms and employee benefits. When workplace culture aligns with your employees, they're more likely to feel more comfortable, supported, and valued. Companies that prioritize culture can also weather difficult times and changes in the business environment and come out stronger.

Wong,K.(2023) Culture is a key advantage when it comes to attracting talent and outperforming the competition. 77 percent of workers consider a company's culture before applying, and almost half of employees would leave their current job for a lower-paying opportunity at an organization with a better culture. The culture of an organization is also one of the top indicators of employee satisfaction and one of the main reasons that almost two-thirds (65%) of employees stay in their jo

2.1.3. Level of Organizational Culture

Culture is the way that an organization behaves, thinks, feels and understanding itself. Schein,E.(2023) there are different levels of cultures that have developed over a period in response to change stimuli. According to him the three level of culture are:

Level 1-The Artefacts

The visible manifestations of culture for example dress code and décor.

Level 2-Espoused Values

How an organization explains its culture, for example official policy and accepted beliefs. Discover through ‘why’ questions.

Level 3- Shared Tacit Assumptions

The hidden assumptions, values and beliefs. The understood, traditional and unofficial ways of being, doing and feeling.

2.1.4. Model of Organization Culture Dimensions

Different authors develop models on organizational culture dimension, which incorporate different traits or behaviors driven by beliefs and assumptions that create an organizational culture. From this:-

2.1.4.1. Hofstede model of culture

Hofstede (2010) classifies national culture into four cultural dimensions that lead to implement the strategies of the nations or the organizations with effective accomplishments of the stated objectives. This are discussed below:

Power distance: can define as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power distributed unequally. It is the willingness of a culture to accept status and power differences among its members. It reflects the degree to which people are likely to respect hierarchy and rank in organizations.

Individualism–collectivism: Individualism pertains to societies in which the ties between individuals are loose: everyone expected to look after him- or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people’s lifetime continue to protect

them in exchange for unquestioning loyalty. It is the tendency of a culture to emphasize individual versus group interests. It reflects the degree to which people are likely to prefer working as individuals or working together in groups.

Masculinity–femininity: it is the tendency of a culture to value stereotypical masculine or feminine traits. It reflects the degree to which organizations emphasize competition and assertiveness versus interpersonal sensitivity and concerns for relationships. A society called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, focused on material success, whereas women supposed to be more modest, tender, and concerned with the quality of life. A society called feminine when emotional gender roles overlap: both men and women supposed to be modest, tender, and concerned with the quality of life.

Uncertainty avoidance the extent to which the members of a culture feel threatened by ambiguous or unknown situations. It is a cultural tendency toward discomfort with risk and ambiguity. It reflects the degree to which people are likely to prefer structured or unstructured organizational situations.

2.1.4.2. **Denison model**

The Denison model provides organization with an easy to interpret business friendly approach to performance improvement based on sound research principle. This model links organizational cultures organizational performance metrics like sales growth, return on equity, return on investment customer satisfaction, innovation, customer satisfaction and more. Denison (2011) identifies four cultural traits Involvement, Consistency, Adaptability and Mission. These underlying traits expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model.

Involvement is engaging and aligning people, creating a sense of ownership responsibility. People feel a commitment to the organization and a sense of autonomy. Build human capability, ownership, and responsibility. Thus, 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 (Denison 2000). According to Denison 1999, the involvement includes:

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

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

Capability Development - The organization continually invests in the development of employees' skills in order to stay competitive and meet ongoing business needs.

Consistency According to Denison (2000) consistency is integration of activity coordination and control, and setting up an internal system of governance. It emphasizes on maintenance of the status quo by being well coordinated and well integrated also the organization devises clear agreement about the right way and the wrong way to do things. Furthermore, consistency deals with defining the values and systems that are the basis of a strong culture. It also 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 has clear set of do's and don'ts. Coordination and integration, agreement and core values are indices of the consistency trait (Denison 2000).

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

Agreement - The organization is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.

Core Values - Members of the organization share a set of values, which create a sense of identity and a clear set of expectations.

Adaptability is responding to the environment, customer and adapting process and crucial behaviors if necessary. It is the ability of the organization in translating the demands of the

business environment into action through creating change, customer focus and organizational learning environment (Denison, 2010).

According to Denison 2011, the adaptability trait is creating change, customer focus and organizational learning.

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

Customer Focus - The organization understands and reacts to their customer, and anticipates their future needs. It reflects the degree to which the organization driven by a concern to satisfy their customer.

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

Mission it is long-term direction for the organization. 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 (Denison, 2011). According to Denison, this trait clearly defines Strategic direction, Vision, Goals and Objectives of the company.

Strategic Direction and Intent- Clear strategic intentions indicate the organization's purpose and make it clear how everyone can contribute.

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

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

2.1.5. Employee Performance

According to Ashley Donohoe (2019), Employee performance is referring to how our workers behave in work place and how would they performs the job responsibility that you have obliged to them. The company sets performance target for individual employee and for the company as a whole. Due to this the performance of the person may refers to the work effectiveness, quality and efficiency at the task level. In order to measure the performance, we use metrics that monitors employee performance. The business should monitor the quality of work, individual employee goal, effectiveness of training and employee efficiency. This helps to prevent expensive mistake, makes it more likely that your employee meets deadlines and reduce wasted time, material and effort (Ashley Donohoe 2019). According to Shmailan, 2016, Employee performance is an action what employees do in carrying out the work done by the company. Performance in carrying out its functions always relates to employee job satisfaction and the level of reward given, and influenced by individual skills, abilities, and traits.

(Al Mehrzi & Singh, 2016) performance is about doing the job and the results achieved from the job. Performance is about what to do and how to do it. Measurements made only have an interest to measure what is important and relevant. Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Definition of performance (work performance) is the work quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him. According to (Al Mehrzi and Singh, 2016) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria

2.1.6. Relationship between Organization Culture and Performance

For many years, the research on relationship between organizational culture and employee performance has gained lot of interest in people. According to Kotter, 2012, Organization performance and organization culture are clearly affiliated and organizational culture has ability to increase job satisfaction, and awareness about problem solving and organization performance. If the organizational culture becomes inharmonious with the dynamic expectations of internal

and external stakeholders, the organization's success will decrease as it has happened with some organizations (Ernst, 2001).

The relationship influenced by an organizations' openness and the way in which look and use information in the market. The main concern is that, an organizational culture creates the value of an organization besides attitudes and actions of every individual in the organization as well through the shared approaches and conduct of the organization in carrying out its business (Aksoy, et al 2014).

According to Siew, Yu 2004, a strong organizational culture works as an instrument to implement innovative ideas, influences employee's behaviors as well as increases performance. When an individual's values and organizational practices are well integrated, it would affect the level of individual and organizational performance. Organizations focus on their culture in order to motivate and drive their employees performs to their very best. Most employees perceive that an organizational culture brings a continuous learning, discussion with employees and has a well-integrated structure with good leadership and the more committed they would be to the organizational goals (Joo, Lim, 2009, Joo, Shim, 2010). An organization with shared values and beliefs (culture) will improve its employees' performance. Employees would respond to the shared values through prioritizing the organizational goals by improving their performance and these results in survival chances of the organization.

The idea-maximizing employee's performance requires the execution of policies, practices and procedures that meet the employee's needs. The loyalty of employee relies upon knowledge and awareness of culture that improves behavior of organization. The belief that an organization can have a culture that influences the performance of its employees began when scholars within the field of sociology reacted to Max Weber's theory of bureaucracy. Weber explained that bureaucracy in employees subjected to formalized, together with classified administration through tight defined labor rules, fixed controls, a clear chain of command as well as rules of professional conduct to ensure consistent, objective application of rules to the governed (Nier 2009).

Organizational culture is more of a device that appreciates the determinations and contributions of the employees and gives a broad picture of what and how achieved, how goals are interrelated and how each worker should achieve goals. Hofstede (1980 :) in his definitions of cultural dimensions concluded that organization culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. This means that organizational culture could be the means of keeping employees in line and directing them towards organizational objectives. These organizational culture values will then go in line with organizational chosen strategies that led to successful organizations.

2.1.1.7. Factor Affecting Employee performance

There are number of factors that affect employee performance, from this:

Coaching In the thought of champathes 2006 Coaching has become an important technique to improve performance. Coaching addresses the belief and behaviors that hinder performance (Toit, 2007). It can further see that coaching is all about helping someone else to improve performance (Starr, 2004).

Empowerment is achievement, accomplishment and attainment which consequence of empowerment that means: first, Individual success in form of employee's role performance, second, Organizational success which is achieved as members of the organization accomplish collective organizational goals and objectives, and finally, As organizational members share a mutually beneficial and satisfying work experience meeting both social and personal growth needs (Duvall 1999). Further, empowerment had significant positive correlations with both performance and satisfaction and specifically empowerment were more strongly correlated with the in-role performance of followers than with satisfaction with the leader (Bartram and Casimir, 2007).

Leadership: According to Northouse 2001 Leadership is a process where an individual influence a group of individuals to achieve common goals. Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers, the

leadership style within an organization, has a bearing on encouraging or inhibiting employee's performance (Armstrong & Murlis 2004; Dubrin, 2004; Cronje et al 2001).

Participation management is about participating employees in the decision-making process where the employees feel that they have the opportunity to discuss problems and can influence organizational decisions (Chen and Tjosvold research 2006). Based on Carrel, Kuzmits & Elbert 1989, attitude Employee will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere subordinates and therefore will avoid engaging into counterproductive behaviors hence improved performance through timely achievement of organizational goals and objectives.

Organizational Culture Organizational Culture is common values and behaviors of the people that considered as a tool leads to the successful achievement of organization goals (Schein, 1990). Good and health culture in the organization is very important to develop the performance of the employees that and as a whole for the increment of overall performance of the organization (Deal and Kennedy, 1982). Norms and values of organizational culture have an effect on those who are directly or indirectly involved with the organization. These norms are invisible but it has a great impact on the performance of employees and profitability (Stewart 2010). According to Daft 1984, best and strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies.

2.1.8. The Effect of Organizational Culture dimension on Performance

Ayesha Rashid Khan 2012 conducted Impact of Organizational Culture on Organizational Performance. Her research aim was demonstrating conceptualization, measurement and examines various concepts on organization culture and performance. After her analyzing various literature, she understands that organizational culture has deep impact on the variety of organizations process, employees and its performance. Her research shows that if employee is

committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. Balance Scorecard is suggested tool to measure the performance in the performance management system. He recommended that managers and leader to develop the strong culture in the organization to improve the overall performance of the employees and organization.

Anozie Obinna Paschal (2016) conducted a research on Effects of Organizational Culture on Employees Performance in Singapore Telecommunication sector. The researcher was used Various independent variables to measure organizational culture like values, symbols, heroes and ritual and dependent variable employee's performance. The study analyzed primary data from field survey using the questionnaire instrument. Collected data analyzed using SPSS 20. He concludes that organizational culture such as ritual, value and heroes have a huge and significant impact on employee's performance and through this research which shows that symbols has little or no impact on employee's performance. This research work has cleared the fact that frequent ritual activities in the organization have a great and positive impact on employee's performance.

Mashal Ahmed and SaimaShafiq2014 conducted a research on the impact of organizational culture on organizational performance-based franchises of telecom companies. On his research balance scorecard used to measure the organizational performance and quantitative approach is applied in which questionnaire is used to collect the data. The result indicates that all the dimension of culture influences the different perspective of the organization performance. Research also indicates that if the norms and value of employees are according to organization then it is beneficial for achieving the organizational objective.

Kalkidan Amare 2019, research done on the effect of organizational culture element; that is organizational value, organizational climate and leadership style on employee creativity in ethio telecom. Descriptive and inferential data analysis made using SPSS 20. Preliminary analysis of testing the assumption of linear regression analysis made before major analysis. According to her the finding indicated that organizational climate and leadership style had significant and positive relationship with employee creativity. But there was no significant relationship between organizational value and employee creativity.

Mekonen Muaz 2013, examine the effect of organization culture on employee motivation at the manager and expert level, he concludes that majority of both manager and expert respondents did not motivate by company policy and majority of them motivated by boss, working condition, salary structure and relationship with their peers. Managers relatively motivated than experts by current job, work achievements, recognition, responsibility and advancement opportunities, existing hierarchy culture, and existing market culture have small and statistically not significant relationship with most of the motivation variables and existing adhocracy culture and existing clan culture have positive strong and statistically significant relationship with most of the motivation variables. Company policy, working condition, achievement, and recognition and advancement opportunity have strong and positive linear relationship with existing adhocracy culture and existing clan culture with working condition, salary structure and relationship with peers. Similarly, expert respondents existing hierarchy culture and existing market culture are the least and third preferred organizational culture of the corporation respectively and the correlation of these variables became very small. Existing adhocracy culture and existing clan culture are the first and the second preferred culture of ethio telecom respectively. Existing adhocracy culture has positive, strong and statistically significant relationship with most of the motivation variables like; company policy, current work, and achievement, recognition and advancement opportunity. In addition to this, it has positive, medium and statistically significant relationship with responsibility. According to him, existing clan culture has strong and significant relationship with some of the motivation variables, as if with boss working condition and relationship with peers and their relationship was statistically significant. Finally, he recommends that, to increase employee motivation and to bring creative employees, the corporation policy should be fair and clear, and to change the culture of the corporation, employee's current job should allow them to experiment and discover new things, to tackle new problems, to perform exciting and challenging work and to do different things.

The different values and beliefs of employee performance help in organization's association. The organizational culture helps in internalizing harmonious management and employee relationship that leads to effective organizational performance. The productivity and culture of organization

helps in improving performance. The positive association between culture and performance helps in improving results of an organization. The norms and values of organization, based upon different cultures influence on work force, have increased the output of the work force. In an organization, strong culture enables effective and efficient management of work force. The net profit in an organization helps in enhancing performance of employees. Because of some conditions, organizational culture is helpful in improving and providing competitive edge. As it is highlighted earlier that employee commitment and group efficiency help in improving performance based upon organizational sustainability. The nature and power of organization culture and influence upon sustainability are enormous in this contemporary time (mohamed, Jamil Idris, 2005).

According to Fakhar Shahzad 2012, every person or employee in the organization has own different values and beliefs that he/she works with them. Whenever join any organization he/she allowed himself to internalize first with the organization's culture to know whether he come up with them or not. Culture is being investigated to impact miscellany of organizational process. Organizational culture has a deep impact on the performance of employees that can cause to improve in the productivity and enhance the organizational performance. Organizational culture has a positive impact on the employee's job performance. Researches shows that every individual in the organization has different culture and he/she first try to adjust him with the norms and values of the or organization. The adoption of culture of the organization is helpful for the employees to done their work efficiently and effetely.

2.1.9. Employee Performance Measurement

According to Neely 2000, Performance measurement is a set of systems of metrics used to quantify both the efficiency and effectiveness of actions and Moullin (2003) defined performance measurement as „the evaluation of how well organizations are managed and the value they deliver for customers and stakeholders.

In order to measure the performance, we use many variables that include profitability, gross profit, return on asset (ROA), return on investment (ROI), return on equity (ROE), return on sale (ROS), revenue growth, market share, stock price, sales growth, export growth, liquidity and operational efficiency (Parnell & Wright, 1993). According to Kotter and Heskett 1992, there was also inconsistent measurement of organizational performance by using quantitative data like return on investments, return on sales and so forth. The definition of performance has included both efficiency-related measures, which relate to the input/output relationship, and effectiveness related measures, which deal with issues like business growth and customer satisfaction. Additionally, performance has also been conceptualized using financial and nonfinancial measures from both objective and perceptual sources. Objective measures include secondary source financial measures such as return on assets, return on investment, and profit growth.

Ghalayini and Noble, 1996 stated that Performance measurement had until the 80's a more traditional approach with financial focus. From that point on, the globalization introduced a non-traditional approach changing the strategic focus of low production costs into quality, flexibility and delivery focus, showing that traditional concepts were very limited and opening to new models. The traditional measure of performance based on non-traditional performance measures features - which is the current recommended model - aspects that make the process more productive and effective may guide organizations: directed to all employees; simple and easy to use; accurate; always revised; supporting continuous improvement. These measurements of performance are important to know about competitive business environment, an organization depends upon the decision-making ability of its managers, who in turn, depend upon the availability of usable information. Information about the employee performance is useful and important in different ways to the various stakeholders of the company. In other words, it is a monitoring mechanism employed by the organization for the formulation and implementation of business strategy. Neely 1998, states that the function of performance measurement can be categorized into four aspects like checking position, communicating position, confirm priorities and compel progress.

2.1.10. **Balanced Scorecard**

Based on the idea of Norton and Kaplan 1992, balance scorecard is financial measures that report results on customer satisfaction, internal processes, and the improvement activities – operational activities or measures that are drivers for the future financial performance. The Balance Scorecard suggests that managers should view the performance from four perspectives, namely; customer perspective, financial perspective, internal perspective and innovation and learning perspective. According to them the four perspectives in the Balance Scorecard model are regarded as a chain of cause-and-effect that means financial performance depends on a customer's loyalty, which is influenced by an enterprise's internal/business processes. Similarly, internal business processes are dependent on employee's skills that is leaning and growth.

2.1.2. **Empirical Literature Review**

In line with the specific objective of the study, the upcoming paragraphs shows research finding of different scholars who tried to examine the effect organizational culture (Involvement, consistency, adaptability and mission) on employee performance.

2.1.2.1. **Involvement and employee performance**

(Aynetu.Terefe, 2021) The effect of organizational culture on employee commitment in the case of commercial bank of Ethiopia. Involvement Culture traits can also have positive influence employee's commitment concludes that directors, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that would be affect their work and that their work is directly linked to the goals of the organization. When capability development is higher than empowerment, this can be a sign that the organization does not assign capable employees with important decision making that influence their work.

(Sntayehu.Lema, 2020) The effect of organizational culture on employee performance in the case of Wegagen Bank. Involvement has a positive but insignificant influential relationship

(contribution) to employee's performance with $\beta = 0.183$, at 95% confidence level ($P > 0.05$). The Beta value ($\beta = 0.183$) shows that if there is one-unit increase in involvement, there would be 18.3% increase on employees' performance. This indicates that Involvement has a positive but statistically insignificant influential relationship (contribution) to employees' performance.

According to (Olyad Ebba, 2020) investigates the impact of organizational culture on employees performance on employees performance in the case of ethiotelecom by using Hofstede national dimension model , which of them, power distance , feminist, uncertainty avoidance and collectivism among this dimensions when he look at hofsteeds research Arab and African country's large power distance feminism ,large uncertainty avoidance and collectivism ranked high scores compared to small power distance masculine small uncertainty avoidance and individualism. General he investigates power distance and uncertainty have no positive impact on performance whereas, collectivism and feminist cultural dimensions have had positive impact on employee's performance.

In addition, Elifneh, Y.W. and Embilo, T. (2023) the effect of organizational culture on employee's performance in Ethiopian research institute by using Cameron and quinn's power full models for analyzing cultural effect on employee's performance. The cameron's cultural models incorporated in to four, which is clan culture, adhocracy culture, market culture, and hierarchy culture. Generally, from his study the above four listed cultures had positive and significant impact on employee's performance.

(Sintayehu.Lema, 2020), to examine the effect of organizational culture on employee's performance in Wegagen Bank. He used explanatory research design and quantitative research approach to meet for his study. The target population was incorporated for his study 600 employees were included and out of 600 employee's 240 samples selected by using stratified random sampling techniques to examine the effect of the four organizational culture (Mission, consistency, involvement and Adaptability) on employee's performance Based on Dension Model.

(Sintayehu.Lema, 2020) He revealed that the four organizational culture dimensions had statically positive relationship with employee's performance in wegagen bank. In addition to this

the three organizational culture dimensions (consistency, mission and adaptability) had statically significant and positive contribution to employee's performance at 95% level of significance, whereas involvement had positive and statically insignificant contribution to employee's performance at 95% level of significance($P>0.05$).

(Aynetu.Terefe, 2021) investigates the effect of organizational culture on employee commitment in Central bank Ethiopia in Gonder city. To examine the effect of organizational culture on employee's commitment in Commercial Bank of Ethiopia by using explanatory type of research design and quantitative approach to meet his study. The total populations of for his study were 564 professional employees of central bank of Ethiopia in gonder city and standardized questionnaires' adapted to collect data from 222 samples respondents by using simple random sampling.

(Aynetu.Terefe, 2021) Pearson correlations was used to analysis of the significant and relations of the variable the independent variable on dependent variable of employee performance. Based on his analysis the four dimensions the organizational culture (mission, consistency, involvement and adaptability) were to be positive and significance effect on employee commitment at 95%level of significance ($P<0.05$). so, this indicates that all of the four organizational culture had positive and statically significant effect on employee commitment. Generally, from his study consistency is the most contributions of employee commitment among other organizational culture.

2.1.2.2. **Consistency and employee performance**

(Aynetu.Terefe, 2021) the effect of organizational culture on employee commitment in Central Bank of Ethiopia. Consistency is the most significant independent variable which has significant statistic effect on employee commitment. If there is a consistent set of values, clear agreement, coordination and integration among employees, they become more committed to the Commercial bank of Ethiopia. When employees internalize and identify the core values, ways of reaching on consensus even on conflicting issues and coordination and integration, it significantly contributes to employee commitment in the bank.

(Aynetu.Terefe.2021) His study on the effect of organizational culture on employee commitment in the case of central bank of Ethiopia in gonder city. From his study the relationship between organizational culture of consistency and the consistency of culture was positively effect on employee commitment employee's commitment were positive and statically significant. This means the independent variable of organizational culture (consistency) was highly positive and statically significant effect on employee commitment in central bank of Ethiopia in Gonder city. He concludes that all four organizational cultures had positive and statically significant but consistency is the most contribution of significance at 95% level of significance.

(Sintayhehu.Lema, 2020) effect of organizational culture on employee performance in the case of wegagen Bank in Addis Abeba. From his study the four organizational cultures (consistency, involvement, adaptability and Mission) were to be statically positive relationship with employee's performance in the case of Wegagen Bank. In addition to this the three organizational cultures (Consistency, adaptability, and mission) had positive and statically significant contribution to employee performance at 95% level of significance, whereas, involvement had positive but statically insignificant effect on employee performance at 95% level of significance.

(Sintayehu.Lema, 2020) Consistency is the significant predictor of employees' performance and has significant contribution towards employees' performance. Organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well-integrated Employee behavior was rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity.

2.1.2.3. Adaptability and employee performance

Adaptability is, thus, an important cultural variable. Adaptability helps firms to change norms and beliefs that support environmentally friendly practices and translate firm performance. Adaptability proved to be a significant factor especially for developing countries. It explains the

changes in the business environment would push the industry to adopt the environmental strategies. This would only be possible when firms are willing to adapt and avoid the uncertainty. Therefore, it can conclude that employee adaptability representing the flexible values of organization culture is effective and strengthens the performance of a firm (Tze San Ong and Ahmad Fahmi Sheikh Hassan).

(Aynetu, Terefe, 2021) adaptability is the significant predictors of employee's commitment and has significant effect on employee commitment. So, he concludes that the more the organization to adapt to changing circumstances, customer focus and promoting organizational learning, the more employees were committed to the company. Consequently, employees believe that the organization ability to respond to internal customers has significant effect on their commitment. Furthermore, organizations capacity to restructure a set of behaviors, ability to perceive and respond to the external environment enhances employee's commitment.

(Sintayehu.Lema, 2020) the effect of organizational culture on employee's performance in the case of Wegagen Bank. From his study adaptability has a positive and significant influential relationship (contribution) to employee's performance with $\beta = 0.609$, at 95% confidence level ($P < 0.05$). The Beta value ($\beta = 0.609$) shows that if there is one-unit increase in adaptability, there will be 60.9% increase on employee's performance. Therefore, the researcher accepted the hypothesis, and this indicated that adaptability has a positive and statistically significant influential relationship (contribution) to employees' performance

2.1.2.4. **Mission and employee performance**

(Aynetu.Terefe, 2021) the effect of organizational culture on employee commitment in Cental Bank of Ethiopia. Mission organizational Culture traits had positive significant contribution to employee commitment. This indicates that the degree to which employee's know and share the purpose, the goals and the vision of their organization (Mission) which tells that as the employee's understand the mission, their commitment increases. He concludes that when an organization underlying mission changes, changes also occur in other aspects of the organizations culture.

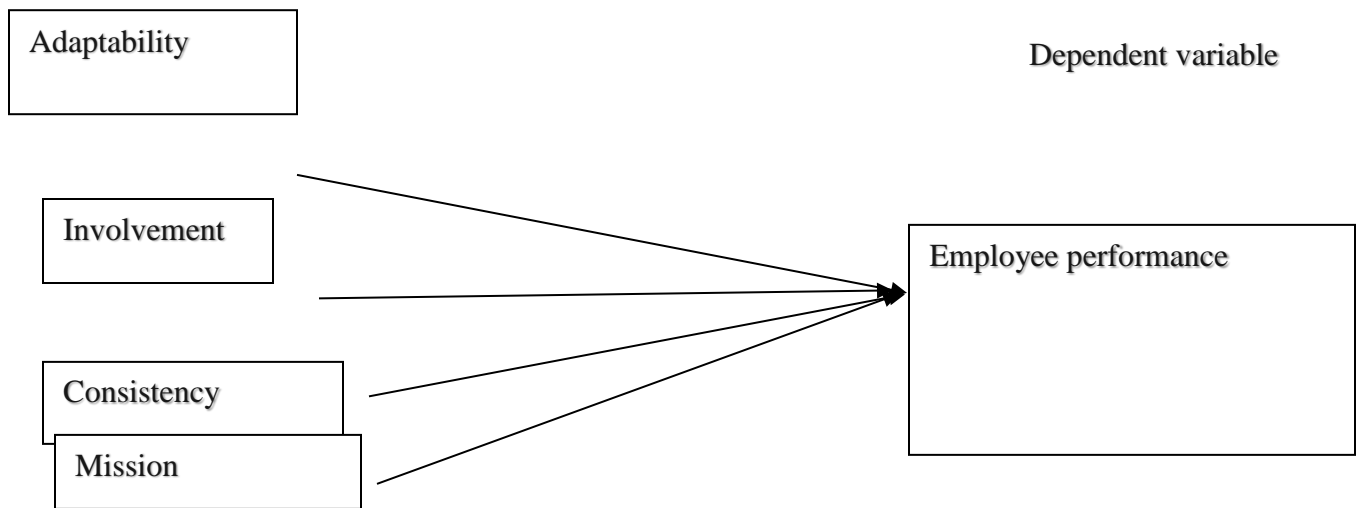
(Sintayehu.Lema, 2020) effect of organizational culture on employee performance in wegagen Bank. From his study that employees' performance identification of organizational mission has a positive and significant influential relationship (contribution) to employee's performance with $\beta = 0.609$, at 95% confidence level ($P < 0.05$)

2.1.3. Conceptual Frame Work

In general, all the above empirical studies have been done about the effect of organizational culture on employee performance in different countries both in developing and developed by using different culture variable that affect employee performance. The result of the study almost indicates that positive organizational culture has leads to best employee performance. Generally, the aim of this study is to examine the effect of organizational culture on employee performance in the Debre Berhan region Ethio Telecom. Due to this, the researcher will be developing a conceptual framework based on the relevant theoretical and empirical evidence that involve organizational culture that is involvement, consistency, adaptability, and mission as an independent variable and the employee performance as a dependent variable in the Debre Berhan region Ethio Telecom. According to Denison (2011) cultural traits dimension that created within the business environment, uses business language to explain business level issues, linked to business results through four main organizational traits. The reason why I select this model is as a conceptual framework, due to it tests the behavior of group, it is applicable to all of the hierarchy levels from viewpoint of the measuring indices and measurement of organizational culture dimensions, and it is a detailed model than other models. In addition, model has a direct impact on organizational culture and provides a framework over the other organizational culture models. The relationship between dependent and independent variables as follows based on Denison ideas.

Figure 1Relation of dependent and independent variable

Independent variable



Source: Adopted from literatures (Denision)

CHAPTER THREE

3. RESEARCH METHODOLOGY

On this chapter, the researcher provides the research methodology that use for this study would be discussed. The chapter covers area of the study, research design and approach employed in the study, population of the study, sample size and sampling techniques, data source, data

collection and data analysis, validity and reliability test and ethical considerations Budget and work plans are included.

3.1. Research Design

Research design is essentially a statement of the object of the strategies for collecting the evidence, analyzing the evidences and reporting the findings (Singh 2006) or it is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In order to address its objectives, the study use quantitative method. This research paper would be uses both a descriptive and explanatory research design. Descriptive research attempts to describe the information about the topic and Explanatory research design is employed to examine the effect of independent variables on the dependent variable. Structured questionnaire would be used to collect explanatory data and analyze the effect of organizational culture on employee performance. In addition, concerning time horizon, the study uses a cross-sectional study. Data would be collected from employees of ethio telecom in a particular time in debrerbrehan town (central north region).

3.2. Approach of the Study

In this study, quantitative approach would be adopted. In case of quantitative approach, the researcher determines what to study, asks the respondent close-ended questions, gather numeric data from the respondent, and analyze this numbers using statistics. In order to achieve the objective of the study, this study would be adopting quantitative approach to quantify the respondents' evaluation and examined the relationship between independent variable and dependent variable in Ethio telecom through generating numerical data by using close ended questionnaire.

3.3. Target Population and Sampling Design

Population is the total collection of individuals that would be under consideration of the studies and from that sample is selected (Sekaran, 2016). The target population for this research is the

ethio telecom employee in debreberhan region (central north region); due to this, the total populations of the study would be covering all employees of the Ethio Telecom in Debre berhan Region that employees with in all departments. In ethio telecom, generally there are nine departments' like legal, finance, supply chain, human resource, fleet and maintenance, network, sales, security and regional operations office. These all department or division have their own employees and include on the study.

Table 1the total populations in all departments

NO	Name of department	Number of employees
1	Legal	6
2	Finance	33
3	Network	165
4	Reginal operation office	4
5	Sales	124
6	Facility and fleet Management	31
7	Sourcing and supply chain management	12
8	Human resource	5
9	Security	4
Total number of employees		384

Source: Debreberhan Ethio telecom HR

The study would be covering the entire department with appropriate sample size. For selecting the appropriate sample, the same use Yamane's formula.

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

n= sample size

N, total populations, e sampling error with confidence interval

$$n = \frac{384}{1 + 384(0.05)^2}$$

n = 196, so this is my sample of the study from the total target populations.

For this study, stratified and simple random probability sampling design are would be used. Stratified sampling considered in order to ensure the sample includes representative study units from each division. Hence, stratified sampling used to distribute the survey questionnaires to acquire employee perception towards debrebrehan EthioTelecom organizational culture and their performance. After stratified the sample, simple random sampling technique used to select the sample respondents from the sample population, as this technique allows sample respondents selected based on equal chance with less bias. The below table shows the proportionate sample, from each department to represent for their divisions.

Table 2 Sample Size from each Department

No	Department/Division	Total number of employees	Rate of proportion	Sample taken from the total populations
1	Legal	6	0.0156	3
2	Finance	33	0.085	17
3	Network	165	0.43	84
4	Regional operations office	4	0.01	2
5	Sales	124	0.323	63
6	Fleet and Facility	31	0.081	16
7	Supply chain	12	0.031	6
8	Human resource	5	0.013	3
9	Security	4	0.01	2
	Total populations	384	1	196

Source: Debrebrehan Ethio telecom HR

3.4. Data Source and Data Type

In order to obtain clear and precise information on the topic studied we will assess different information that is related with our topics from different sources. The data source for our study is

both primary and secondary data. Primary data Sources would be collected through survey questionnaire from the sample respondent in Ethio Telecom at Debre berhan town (central north region).

3.5. Data Collection Methods

The primary source of data for this research would be collected from Ethio Telecom employees by using close ended questionnaires. The close ended questions would have been two parts. The first one would be being demographic data such as, gender, age category, educational level, Marital status, experience and the other ,a five point Likert scale that would have different levels of conformity; strongly agree, agree, neutral, disagree and strongly disagree. The questionnaires will be adapted from Allen and Meyer (1990) commitment scale items and from various previous studies. At that time, I would have to inform to the respondents that, the utilization of the data is confidential. After that, the questionnaire distributed to all respondents of the sample and the researcher would be giving some days to fill the entire questionnaire.

3.6. Method Data Analysis

The data that were collect from employees through questionnaires would be analyzed mainly by help of Statistical package for social sciences (SPSS 26). After the collected data was rearranged, edited and calculated in order to complete. It would be analyzed by using both descriptive and inferential statistics. Descriptive statistics has to do with calculating frequency, percentages, the mean and standard deviation is use to summarize and present the data. In addition, tables used to increase understanding and facilitate easy comparison of the data collected from the survey. About inferential statistics, Pearson correlation coefficient used to examine the relationship between organizational culture and employee performance. In addition to this multiple regression analysis is conducted to analyses the effect of each independent variable on the dependent variable. The multiple regression analysis used to understand how one or more independent variables would be affecting the dependent variable. That is, this analysis enables to understand the extent that the independent variables affect the prediction of the dependent variable.

Moreover, use Variance Inflation Factor (VIF) and tolerance in order to measure the degree of multicollinearity of the independent variable with the other variables in a regression model.

3.7. Data Validity and Reliability

Reliability and validity of the research determine quality and trustworthiness of the research. The reliability of a scale indicates how free it is from random error. According to Hair, 2003 validity and reliability of the measures need to be assessed before using the instrument of data collection. Validity concerns whether an instrument can accurately measure, while reliability pertains to the consistency in measurement. Due to the nature of the questionnaire construct, as varying ways are applied for measuring the different variables that are considered. In this research, the researcher would use questionnaires that their validity and reliability will be checked according to the specific topic. Reliability is tested by Cronbach's Alpha (α) which is an internal consistency test that measures the degree to which the items or measurements consistently measure the underlying construct. As a rule of thumb: if alpha value $>.9$ – Excellent, alpha value $>.8$ – Good, alpha value $>.7$ – Acceptable, alpha value $>.6$ – Questionable, alpha value $>.5$ – Poor, and alpha value $<.5$ – Unacceptable (George and Mallery 2003). Therefore, to test the internal consistency of the instrument, the researcher collected data from the respondents and coded it in SPSS and tested the coefficient alpha.

Table 3 Reliability Test for organizational culture and employee performances

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
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Involvement	17.2169	1.515	.847	.841
Consistency	17.2582	1.745	.639	.885
Adaptability	17.2384	1.633	.572	.894
Mission	17.2094	1.110	.820	.858
Employee Performance	17.1593	1.370	.905	.820

Source author computation from survey data 2024

Based on the table above, Cronbach's alpha for involvement, consistency, adaptability, mission and employee performance factor is 0.841, 0.885, 0.894, 0.858 and 0.820 respectively. Due to this the questionnaires is good and the reliability is acceptable. The output of the test as indicated Cronbach's alpha for the independent variable (Organizational Culture) and dependent variable (employee performance) is above 0.8. Therefore, as per George and Mallery, the result shows that the questionnaires are reliable. In case of validity, the term validity refers to the extent to which a questionnaire concept accurately measured in a quantitative study (Heale&Tulycross 2015).

3.8. Ethical considerations

All professional and research ethical values are fully recognized and assured, concerning ethical considerations , the research take in to account. Ethical considerations of confidentiality and privacy would be addressed. A guarantee would give to the respondents that their names would not expose in the research report. The researcher would tried to clearly inform to the respondents the purpose of the study is for academic purpose only.

Organizational approval: a written letter that explains the research idea as well as copy of proposal would be provided to the study site. The researcher would to obtain approval prior to any research activity at the specified location would be carried.

CHAPTER FOUR

4. DATA ANALYSIS OF RESULT AND DISCUSSION

On this chapter, the researcher present the data analysis and discussion of the research findings obtained from data collected from the survey questionnaire. Responses for the measures on the questionnaire summarized and presented using tables to facilitate easy understanding analysis of

data on the findings of the study and discussion on the findings. It consists of the response rate, descriptive analyses (i.e. the biographic information; mean and standard deviation of the respondents' responses) and inferential analysis, which conducted to achieve the mentioned objective

4.1. Rate of respondent

The researcher distributed 196 questionnaires for Ethio Telecom employees in Debre berhan region. As shown in Table below among the 196 questionnaires, only 191 (97.5%) were correctly and completely filled in, while the rest 5 (2.5) questionnaires were returned with incomplete responses and the questionnaires were not returned. A response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a rate of 70% and over is excellent. Based on this idea, the response rate (97.5%) for the data-gathering instrument was excellent (Mugenda and Mugenda 2003). Due to this the result analysis in this study based on data on 191 questionnaires.

Table 4Response Rate

Questionnaire of research	frequency	Percent
Total questionnaires distributed for analysis	196	100
Questionnaire useful for analysis	191	97.5

Returned but incomplete or rejected questionnaires and Not returned questionnaires	5	2.5
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Source; computation from HR. survey data 2024

4.2. Demographic Characteristics

For this study, the variables on demographic information like age, Gender, level of education, marital status and total years of experience are necessary. The result of this demographic presentation stated below using descriptive statistics analysis.

4.2.1. Gender of Respondent

Table 5 Gender of respondent

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	127	66.5	66.5	66.5
	Female	64	33.5	33.5	100.0
	Total	191	100.0	100.0	

Source: own survey HR data 2024

By referring the above table from 191 respondents 127(66.5%) are males, which is more than female respondents 64(33.5) in central north region (Debrebrehan town) ethiotelecom. Therefore, male employees are more than female employees on ethiotelecom in debrebrehan town region.

4.2.2. Age of Respondent

Table 6Age of Respondent

Age Of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	39	20.4	20.4	20.4
	31-35	84	44.0	44.0	64.4
	36-45	58	30.4	30.4	94.8
	46 and above	10	5.2	5.2	100.0
	Total	191	100.0	100.0	

Source: own survey HR data 2024

The above table shows that, majority of the respondents found between the age ranges of 31-35 years old, which consist of 84 (44%) respondents. Followed by age range of 36-45 years old which consists 58 (30.4%) respondents, the age range of 25-30 years old which consists 39 (20.4%), and then lastly 10(5.2 %) respondents were found at the age range of 46 and above years old. . From the above table shows that majority of the target population age range is between 31-35 years old, here is shows most of employees have young relatively productive.

4.2.3. Marital Status of Respondent

Table 7Marital Status

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	30	15.7	15.7	15.7
	Married	146	76.4	76.4	92.1
	Divorced	15	7.9	7.9	100.0
	Total	191	100.0	100.0	

Source: own survey HR data 2024

The marital status of the respondents was shown in Table 4.3. Indicated that 146 (76.4%) of the respondents had married, 30 (15.7%) had single and 15 (7.9%) divorced, so in this table clearly showed that most of the respondents married.

4.2.4. Educational level

Table 8Educational level

Educational level 1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	4	2.1	2.1	2.1
	BA/BSc	116	60.7	60.7	62.8
	MBA/MSc	71	37.2	37.2	100.0
	Total	191	100.0	100.0	

Source: own survey HR data 2024

The above table 4.4 indicates that, the educational level of respondents were 4 (2.1%) of respondents cover a diploma, 116 (60.7%) of a respondents were bachelor degree holder, 71 (37.2%) of the respondents has master's degree. This implies that the majorities of the respondents are bachelor degree. Next to that, master's degree is the second majority of the respondents.

4.2.5. Work Experience

Table 9 Work Experience

Work Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 3 years	21	11.0	11.0	11.0
	3-6 years	61	31.9	31.9	42.9
	7-10 years	43	22.5	22.5	65.4
	11 and above years	66	34.6	34.6	100.0
	Total	191	100.0	100.0	

Source: own survey HR data 2024

The table shows that 21(11%) of the respondents were for below 3 years, 61(31.9%) had serve for 3-6 years, 43(22.5%) serve 7-10 years and 66(34.6%) had serve for 11 and above years. Most of the employees are more experienced and working more attachment with the company

4.3. Descriptive Analysis

Table 10 the mean and standard deviations of organizational culture and employee performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Involvement	191	3.67	5.00	4.3037	.30369
Consistency	191	3.44	4.89	4.2624	.25466
Adaptability	191	3.33	5.00	4.2821	.33793
Mission	191	3.14	5.00	4.3111	.50624
Employee Performance	191	3.38	5.00	4.3613	.35224
Valid N (listwise)	191				

Source author computation from survey data 2024

As we seen on the Table above descriptive analysis shows the total means and standard deviation of each organizational culture dimension and employee performance. The four organizational culture traits help to determine the existing dominant culture type of the Ethio Telecom. The organizational culture trait like Involvement had a total mean of 4.3037 with a standard deviation of 0.30369, Consistency culture trait had a total mean of 4.2624 with a standard deviation of 0.25466, Adaptability culture trait had a total mean of 4.2821 with a standard deviation of 0.33793, and finally Mission culture trait had a total mean of 4.3111 with a standard deviation of 0.50624. And also the mean values of dependent variable 4.3613 and standard deviations 0.35224. The greater mean value of involvement and mission cultural trait indicates that the majority of respondents perceived the existing organizational culture and understands the empowerment, team orientation, and capability development, goal and objective, strategic directions and intent of Ethio Telecom. Therefore, the greater total mean score reveals that involvement and mission culture trait is the existing dominant cultural type practiced in Ethio Telecom at Debre berhan Town.

4.3.1. The mean and standard deviations of organizational culture per each questionnaire

Likert Scale interval The means were interpreted as follows: Strongly disagree in the point range of 1.00 - 1.80, Disagree 1.81 - 2.60, Neutral 2.61 – 3.40, Agree 3.41 - 4.20, and Strongly agree 4.21 - 5.00 (Pimentel, 2010). Essentially, simple item-level descriptive statistics can be used for construct validation in a questionnaire. The good rule of thumb to follow is that the items should have roughly equivalent means within a Likert scale. Other than examining the item means, item standard deviations also are examined. The rule of thumb is the maximum standard deviation to minimum standard deviation should be about 2:1 (Julious, 2005). If the item does not fulfill the rule, the item needs to be standardized so that it does not differ greatly within a scale.

Table 11 Involvement mean and standard deviations computations

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Encourage cooperation's across different parts of the organizations	191	3.00	5.00	4.4555	.62984
Most people are engaged in work	191	3.00	5.00	4.3770	.58426
Authority is properly delegated in your organizations	191	3.00	5.00	4.2984	.58033
Authority delegated, so the delegated person can act their own	191	3.00	5.00	4.2880	.63727
Employees work like part of the team	191	3.00	5.00	4.2880	.62054
The capability of employees viewed as source of competitive advantage	191	3.00	5.00	4.2827	.59264
Information is widely shared, so that employees get information	191	3.00	5.00	4.2147	.62492

when they need					
There is continues investment to improve employee's skill	191	2.00	5.00	3.9005	.79177
Business planning is ongoing and involve everyone in the process	191	2.00	5.00	3.9005	.79177
Valid N (listwise)	191				

Source own computations (2024)

Likert scale questionnaires are commonly used to measure people's attitudes, opinions, or perceptions on a particular topic. The data you've provided appears to be related to various aspects of an organization, such as cooperation, employee engagement, authority delegation, and information sharing.

The mean values for the items range from 3.9005 to 4.4555, indicating that on average, the respondents tended to agree or strongly agree with the statements.

The highest mean value of 4.4555 is for the statement "Encourage cooperation's across different parts of the organizations," suggesting that this aspect is viewed quite positively by the respondents.

The lowest mean value of 3.9005 is for the statements "There is continues investment to improve employee's skill" and "Business planning is ongoing and involve everyone in the process," indicating that these aspects may be perceived as relatively weaker areas compared to the other items.

The standard deviation values range from 0.58033 to 0.79177, indicating a relatively low to moderate level of variability in the responses.

The smaller standard deviations, such as 0.58033 for "Authority is properly delegated in your organizations," suggest that the responses for this item are more closely clustered around the mean, meaning there is a higher level of agreement among the respondents.

The larger standard deviations, such as 0.79177 for "There is continues investment to improve employee's skill" and "Business planning is ongoing and involve everyone in the process,"

indicate a wider spread of responses, suggesting more diverse opinions or perceptions among the respondents for these items. Generally from the above table shows the means of all questionnaires are above 4.2 except the last two questions , so this means the mean shows that the response of the respondents are strongly agree to the questionnaires and the last two questions are show to agree. The standard deviations also show lower standard deviations and show the respondents agree to close the idea.

Table 12Consistency Mean and Standard Deviations Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
It is easy to reach consensus, even if on conflict issues	191	3.00	5.00	4.4450	.63732
When disagreement occurs employees hard to work a “win win” solutions	191	3.00	5.00	4.4241	.67531
There is a clear agreement regarding to the right or wrong way of doing things	191	3.00	5.00	4.3979	.53192
There is ethical code that guide lines employee’s behavior and right from wrong	191	3.00	5.00	4.2932	.60516
Operations of organizations is very simple and consistent	191	3.00	5.00	4.2880	.63727
The approach of the business is consistent and predictable	191	3.00	5.00	4.2880	.63727
It is easy to coordinate projects across different part of the organizations	191	3.00	5.00	4.2880	.63727
Employees from different parts of the organizations share common perspective	191	3.00	5.00	4.0942	.67397
Valid N (listwise)	191				

Source: own computations (2024)

The mean values for the items range from 4.0942 to 4.4450, indicating that on average, the respondents tended to agree or strongly agree with the statements.

The highest mean value of 4.4450 is for the statement "It is easy to reach consensus, even if on conflict issues," suggesting that this aspect is viewed quite positively by the respondents.

The second-highest mean value of 4.4241 is for the statement "When disagreement occurs employees hard to work a "win win" solutions," also indicating a strong perception of the organization's ability to resolve conflicts effectively.

The lowest mean value of 4.0942 is for the statement "Employees from different parts of the organizations share common perspective," indicating that this may be a relatively weaker area compared to the other items.

The standard deviation values range from 0.53192 to 0.67531, indicating a relatively low to moderate level of variability in the responses.

The smaller standard deviations, such as 0.53192 for "There is a clear agreement regarding to the right or wrong way of doing things," suggest that the responses for this item are more closely clustered around the mean, meaning there is a higher level of agreement among the respondents.

The larger standard deviations, such as 0.67531 for "When disagreement occurs employees hard to work a "win win" solutions," indicate a wider spread of responses, suggesting more diverse opinions or perceptions among the respondents for this item.

The overall high means values indicate that the respondents have a positive perception of the organization's culture, decision-making processes, and conflict resolution abilities.

The relatively low standard deviations suggest a general consensus among the respondents on most of the aspects covered in the questionnaire.

The item with the lowest mean value, "Employees from different parts of the organizations share common perspective," may be an area that the organization could explore further to understand potential communication or alignment issues across different departments or teams.

Generally from the above table the mean of all questionnaires are almost above 4.2 and it shows the respondents strongly agree to the questionnaires. The standard deviations also show lower standard deviations and the respondents close to the idea.

Table 13 Adaptability Mean and Standard Deviations Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Ethiotelecom view the failures as an opportunity for learning and improvement	191	2.00	5.00	4.5550	.54855
Customer comments use for as an input for the company decisions	191	3.00	5.00	4.5183	.56048
Customer comments leads to change and directly influence decision making	191	3.00	5.00	4.4869	.61438
Learning is an important objective in day to day activities of the company	191	3.00	5.00	4.4450	.63732
Different parts of the organizations cooperate to create change	191	3.00	5.00	4.3770	.57518
The employees understand the wants and need of the customers	191	3.00	5.00	4.3717	.54583
Improved ways of to do work are continually adapted	191	3.00	5.00	4.3508	.54045
Ethiotelecom respond to competitors' actions and other changes in the business environment	191	2.00	5.00	4.3037	.64231
Innovations are encouraged	191	3.00	5.00	4.2880	.63727

Valid N (listwise)	191				
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Source: own computations 2024

The mean values for the items range from 4.2880 to 4.5550, indicating that on average, the respondents tended to agree or strongly agree with the statements.

The highest mean value of 4.5550 is for the statement "Ethiotelecom view the failures as an opportunity for learning and improvement," suggesting that the organization is perceived as being very open to learning from its mistakes.

The second-highest mean value of 4.5183 is for the statement "Customer comments use for as an input for the company decisions," indicating a strong focus on incorporating customer feedback into the decision-making process.

The lowest mean value of 4.2880 is for the statement "Innovations are encouraged," which is still relatively high, but it may suggest that innovation, while present, is not the strongest area compared to the other items.

The standard deviation values range from 0.54045 to 0.64231, indicating a relatively low to moderate level of variability in the responses.

The smaller standard deviations, such as 0.54045 for "Improved ways of to do work are continually adapted," suggest that the responses for this item are more closely clustered around the mean, meaning there is a higher level of agreement among the respondents.

The larger standard deviations, such as 0.64231 for "Ethiotelecom respond to competitors' actions and other changes in the business environment," indicate a wider spread of responses, suggesting more diverse opinions or perceptions among the respondents for this item.

The overall high means values indicate that the respondents have a very positive perception of the organization's approach to learning, customer focus, and adaptability.

The relatively low standard deviations suggest a general consensus among the respondents on most of the aspects covered in the questionnaire.

The item with the lowest mean value, "Innovations are encouraged," may be an area that the organization could explore further to understand how to better foster a culture of innovation.

Generally the above table the mean of all questionnaires is almost above 4.2 and it shows the respondents strongly agree to the questionnaires. The standard deviations also show lower standard deviations and the respondents close to the idea

Table 14 Mission Mean and Standard Deviations Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leaders set goals and ambitious, but realistic	191	3.00	5.00	4.4450	.63732
When continuously track our progress against our stated goals	191	3.00	5.00	4.3979	.53192
There is wide spread agreement about goals	191	3.00	5.00	4.0942	.67397
The strategic direction is clear to me	191	3.00	5.00	4.2880	.63727
There is clear mission that gives meaning and directions to our work	191	3.00	5.00	4.2880	.63727
There is a long-term purpose and directions of the company	191	3.00	5.00	4.2932	.60516
Employees have a shared vision what the organizations will looks like in the future	191	3.00	5.00	4.2880	.63727
Leaders have a long-term view point	191	3.00	5.00	4.2880	.63727
Valid N (listwise)	191				

Source: own computations from survey data 2024

The mean values for the items range from 4.0942 to 4.4450, indicating that on average, the respondents tended to agree or strongly agree with the statements.

The highest mean value of 4.4450 is for the statement "Leaders set goals and ambitious, but realistic," suggesting that the respondents perceive the organization's leadership as being effective in setting appropriate goals.

The second-highest mean value of 4.3979 is for the statement "When continuously track our progress against our stated goals," indicating that the organization is seen as being committed to monitoring and evaluating its progress towards its goals.

The lowest mean value of 4.0942 is for the statement "There is wide spread agreement about goals," which is still relatively high, but it may suggest that while there is general agreement about the goals, there is room for improvement in ensuring that the goals are more widely shared and understood across the organization.

The standard deviation values range from 0.53192 to 0.67397, indicating a relatively low to moderate level of variability in the responses.

The smaller standard deviations, such as 0.53192 for "When continuously track our progress against our stated goals," suggest that the responses for this item are more closely clustered around the mean, meaning there is a higher level of agreement among the respondents.

The larger standard deviations, such as 0.67397 for "There is wide spread agreement about goals," indicate a wider spread of responses, suggesting more diverse opinions or perceptions among the respondents for this item.

The overall high means values indicate that the respondents have a very positive perception of the organization's goal-setting, progress tracking, and strategic direction.

The relatively low standard deviations suggest a general consensus among the respondents on most of the aspects covered in the questionnaire.

The item with the lowest mean value, "There is wide spread agreement about goals," may be an area that the organization could explore further to understand how to better align and communicate the goals across the organization. Generally the above table the mean of all questionnaires is almost above 4.2 and it shows the respondents strongly agree to the questionnaires. The standard deviations also show lower standard deviations and the respondents close to the idea.

Table 15 Employee Performance Mean and Standard Deviations Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I managed to plan my work so that was done on time	191	2.00	5.00	4.5550	.54855
I rate the quality of my work in the last performance excellent	191	3.00	5.00	4.4450	.63732
I review my performance continuously for improvement	191	3.00	5.00	4.3770	.57518
I always reach my objective set or performance target.	191	3.00	5.00	4.3717	.54583
I have required level of motivations to perform the tasks	191	3.00	5.00	4.3665	.57283
Do my work independently	191	3.00	5.00	4.3508	.54045
Manage more responsibilities in my job than typically assigned to me	191	2.00	5.00	4.3037	.64231
I have the required skills to perform my task	191	3.00	5.00	4.2880	.63727
Valid N (listwise)	191				

Source: own computations (2024)

The mean values range from 4.2880 to 4.5550, indicating that on average, the respondents tended to agree or strongly agree with the statements.

The highest mean value of 4.5550 is for the statement "I managed to plan my work so that was done on time," suggesting that the respondents perceive themselves as being effective in managing their work and meeting deadlines.

The second-highest mean value of 4.4450 is for the statement "I rate the quality of my work in the last performance excellent," indicating that the respondents have a very positive self-assessment of the quality of their work.

The lower mean values, such as 4.2880 for "I have the required skills to perform my task," while still relatively high, may suggest that there is some room for improvement in terms of the respondents' perceived skill levels or the organization's support for skill development.

The standard deviation values range from 0.54045 to 0.64231, indicating a relatively low to moderate level of variability in the responses.

The smaller standard deviations, such as 0.54045 for "Do my work independently," suggest that the responses for this item are more closely clustered around the mean, meaning there is a higher level of agreement among the respondents.

The larger standard deviations, such as 0.64231 for "Manage more responsibilities in my job than typically assigned to me," indicate a wider spread of responses, suggesting more diverse opinions or perceptions among the respondents for this item.

The overall high means values indicate that the respondents have a very positive perception of their own performance, planning, and skill levels.

The relatively low standard deviations suggest a general consensus among the respondents on most of the aspects covered in the questionnaire.

The item with the lowest mean value, "I have the required skills to perform my task," may be an area that the organization could explore further to understand how to better support skill development and ensure that employees feel equipped to perform their duties. Generally the above table the mean of all questionnaires is almost above 4.2 and it shows the respondents strongly agree to the questionnaires. The standard deviations also show lower standard deviations and the respondents close to the idea.

4.4. Inferential Analysis

4.4.1. Correlations Analysis

Correlation analysis measures the degree of linear association between independent and dependent variable. Correlation analysis is beneficial method of exploiting relation (association) between variables (Brooks 2008). Based on his idea the value of correlation coefficient ranges from -1 to 1. A correlation coefficient one indicates that there is perfect positive relationship between two variables; while -1 indicates that there is perfect negative relationship between two variables. On the contrary, a correlation coefficient of zero indicates no relationship between variables. This indicates that correlations of independent variables under measure Involvement, Consistency, Adaptability, and Mission with employee performance presented.

Table 16. Correlations Coefficient

Correlations		Employee Performance	Involvement	Consistency	Adaptability	Mission
Employee Performance	Pearson Correlation	1	.846**	.604**	.564**	.905**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	191	191	191	191	191
Involvement	Pearson Correlation	.846**	1	.543**	.530**	.843**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	191	191	191	191	191
Consistency	Pearson Correlation	.604**	.543**	1	.569**	.542**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	191	191	191	191	191

Adaptability	Pearson Correlation	.564**	.530**	.569**	1	.446**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	191	191	191	191	191
Mission	Pearson Correlation	.905**	.843**	.542**	.446**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	191	191	191	191	191

Source: own survey computations 2024

According to McDaniel and gates (2006), a value of correlation coefficient between 0.1 and 0.29 indicates the association among the items is poor. A correlation coefficient between 0.3 and 0.49 implies there is moderate relationship correlation coefficient greater than 0.5 implies strong relationship between two variables. Therefore, the result on the Table indicates that, involvement, consistency, adaptability and mission had positive, significant and strong correlation with employee performance with correlation coefficient of ($r = 0.846, 0.604, 0.564$ and 0.905) sign. (2-tailed) respectively. Therefore, all variables are positive and significant correlations between independent variable and dependent variables.

4.4.2. Multicollinearity Test

According to Gujarati (2004), if multicollinearity is ideal the regression coefficients of independent variables are undetermined and difficult to measure their standard error. Tolerance (TOL) defined as $1/VIF$, It indicated by many researchers to check on the degree of collinearity. The decision rule for Tolerance is a variable whose TOL value is less than 0.1 shows the possible existence of multicollinearity problem. So, in the below table the tolerance values of each independent variables greater than 0.1 shows that do not reject the null hypothesis, there is no

multicollinearity between each independent variables. In multiple regression analysis, multicollinearity refers to the situation where some or all explanatory variables are highly inter-connected or the existence of exact linear association. In order to test the multicollinearity problem the researcher applied variance inflation factor (VIF) and correlation coefficient of explanatory variables. If the VIF of the variables exceed 10, multicollinearity can be a potential problem (Hair et al., 2013). As shown in table below the value of variance inflation factor for all explanatory variables is less than 10. Therefore, it implies that there is no multicollinearity between explanatory variables.

Table 16 Multicollinearity Test

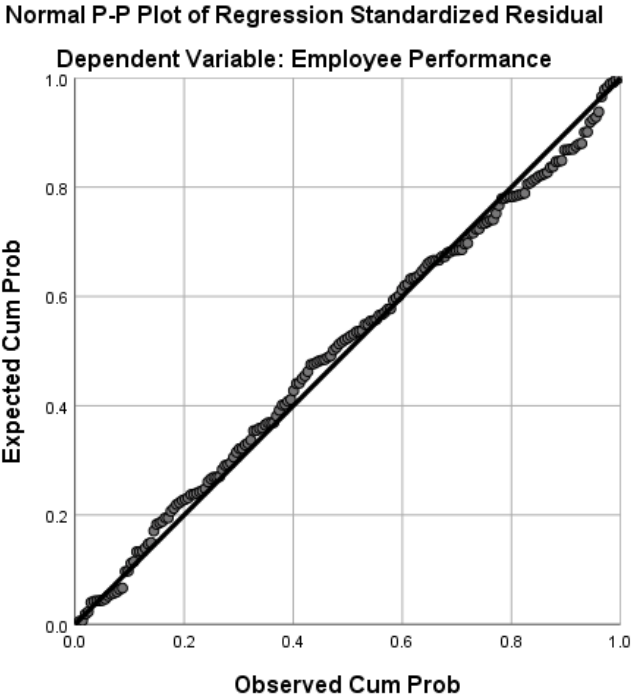
Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Involvement	.258	3.875
	Consistency	.570	1.754
	Adaptability	.602	1.660
	Mission	.277	3.615

a. Dependent Variable: Employee Performance

4.4.3. Linearity Test

Linearity means the relationship between dependent and independent variables is to be linear. This relationship characterized by a straight line. Linearity allows the researcher to predict the dependent variable based on one or more several independent variables. The assumption is checked through the P.P plot by looking at whether the two variables approximately form a straight line. Therefore, to determine the linear relationship between a dependent variable (employee performance) and independent variables (organizational culture) through the p.p plot.

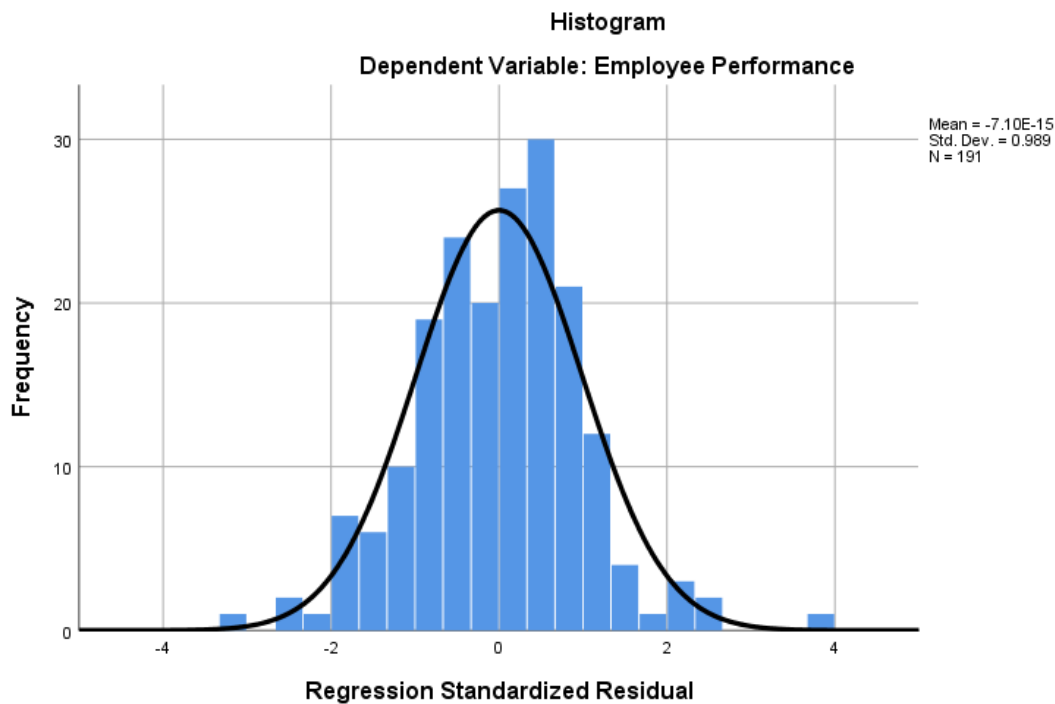
Figure 2Linearity test



4.4.4. Normality Test

The normality assumption can be evaluated by graphical and test method.as indicated on figure there is major violation of normality assumption since most of the score are gathered around the middle of the continuum and gradual, symmetric decrease of frequency on either side of the centre score occurs. The shape of the histogram as shown blow in figure indicated that the residuals are normally distributed around its mean of zero.

Figure 3Normality Test



4.5. Regression Analysis

Regression analysis is a quantitative research method, which used when the study involves modeling and analyzing several variables, where the relationship includes a dependent variable and one or more independent variables. In simple terms, regression analysis is a quantitative method used to test the nature of relationships between a dependent variable and one or more independent variables. It specifies the relation of employee performance to a function combination of organizational culture and unknown parameters (β). Furthermore to assess the effect of organizational culture on employee performance multiple linear regression analysis conducted. The Regression analysis also shows how much variation exists among variables.

4.5.1. Model Summery

Table 17Regression Model Summary

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.930 ^a	.865	.862	.13103	.865	296.733	4	186	.000	2.313
a. Predictors: (Constant), Mission, Adaptability, Consistency, Involvement										
b. Dependent Variable: Employee Performance										

Source: Author computations from survey data 2024

The adjusted R – square is a modified version of R-square that has adjusted for the number of predictor in the model. It compares the explanatory power of regression model that contain different number of predictors. The Adjusted R- Square value of 0.862 indicates relationship between organization culture and employee performance. In this study adjusted R-square 0.862, this shows that 86.2% of the variation in employee performance explained by explanatory variables and the remaining 13.8% of the variation of the employee performance in Ethio Telecom explained by other factors, which are not included in the model.

This implies that most of the organization culture dimensions included in the regression model is relevant in explaining employee performance or it shows that organizational culture has a good effect on employees' performance

4.5.2. Analysis of Variance (ANOVA)

The analysis of variance or F test is done to test the effect of organization culture dimension on the employee performance simultaneously. According to Kuncoro (2001) F statistics test (ANOVA) indicated that all the independent variables included in the model sum effect on the dependent variable of the study.

Table 18 Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.380	4	5.095	296.733	.000 ^b
	Residual	3.194	186	.017		
	Total	23.573	190			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Mission, Adaptability, Consistency, Involvement						

Source: Author computations 2024

In the above ANOVA Table F value =296.733, p=.000 was statistically significant at $p < 0.05$ level of significance. This indicates that organizational culture dimension has statistically significant effect on its performance of Ethio Telecom in Debre Berhan Town. Therefore, significance level is 0.000, which is less than 0.05. This shows that the model was statistically significant at the 5% level of significance. Therefore, the regression model is suitable for explaining the effect of organization culture dimensions on employee performance

4.5.3. Multiple linear regression coefficient

Regression coefficient is to identifying the relationship between a dependent variable and one or more independent variables. A model of the relationship hypothesized, and estimates of the

parameter values used to develop an estimated regression equation. Various tests then employed to determine if the model is satisfactory. If the model supposed satisfactory, the estimated regression equation can used to predict the value of the dependent variable given values for the independent variables.

Table 19 Regression Coefficient

Coefficients ^a						
Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.434	.188		2.307	.022
	Involvement	.223	.062	.192	3.616	.000
	Consistency	.106	.049	.076	2.136	.034
	Adaptability	.138	.036	.132	3.804	.000
	Mission	.447	.036	.642	12.519	.000
a. Dependent Variable: Employee Performance						

Source: Author computations from Survey data 2024

The regression result presented in Table above shows that the relative contribution of each of the organizational culture factors on employee performance. Unstandardized regression coefficients indicate how much one-unit change in the independent variable predicts the dependent variable. High beta value (β) and a small p value (<0.05) indicate the predictor variable has a statistically significance effect on the dependent variable. On the other hand, a small beta value (β) and a high p value ($p >0.05$) indicate the predictor variable statistically insignificant effect on the dependent variable (George and Mallery, 2003).

Regarding on the regression coefficient above the coefficients indicates that involvement, consistency, adaptability and mission had significant relation to organizational performance p-value less than the significance level 0.05. The constant value on the table indicates that, if all independent variables (Involvement, Consistency, Adaptability, and Mission) constant at the

value of zero, employee performance accounts 0.434. Holding all the other independent variables constant, a one unit increase in involvement would lead to a ($\beta= 0.192, P<0.05$) increase in employee performance. The Beta Coefficient of mission result of (0.642, $P<0.05$) significant that for a 1 unit change in the independent variable (mission), the dependent variable would change 0.642 units and Adaptability culture traits (Beta = 0.132, $p < 0.05$) had statically significant positive effect on employee performance and one unit change in adaptability 0.132 increase in employee performance. Finally, the finding shows that consistency ($\beta= 0.076, P<0.05$) had also positive significant effect on employee in ethiotelecom company. From the finding, it is possible to conclude that mission culture had a greatest significant positive effect on employee performance in debre berhan Ethio Telecom, followed by involvement culture, adaptability and consistency respectively. Generally all the explanatory variables were had been positive and statically significant effect on employee performance. Therefore, employee performance described in the form of the multiple regression equation Involvement (INV), Consistency (CON), Adaptability (AD), Mission (MIS) in Ethio Telecom in DBT would be:

$$\text{Employee performance} = .434 + .192\text{INV} + .076\text{CON} + .132 \text{AD} + .642\text{MIS} + e$$

Where, INV = involvement

CON = consistency

AD= Adaptability

MIS= Mission

e= error term

The results of multiple regressions, as presented in table above, revealed that mission have a positive relationship to employee performance with Beta = 0.642, ($p >0.05$). However, the beta value (0.642) shows as one-unit increase in mission there will be 64.2% increase employee performance. This indicates that mission has a positive effect on employee performance of ethio telecom. This result indicated by employees' have relatively better understanding of strategic directions & intents of the organization as indicated from the respondent and the analysis result. This might be because it is a widely accepted and highly practiced phenomenon to post the strategic direction and goals of the organization on everywhere within the compound. According

to respondents having properly defined and communicated mission contributed to higher performance in their jobs. This is in line with Baker (2004) who argued, having a well-defined and clearly communicated mission creates shared sense of purpose, direction and strategy, which can coordinate and galvanize organizational members toward collective goals.

The results of multiple regressions, as presented in table above, revealed that involvement have a positive and significant relationship to employee performance of ethio telecom with Beta = 0.192, ($p < 0.05$). The beta value (0.192) shows as one-unit increase in involvement there would be 19.2% increase on employee performance. Therefore, this indicates that involvement has a positive and statically significant relationship to employee performance of ethio telecom. This implies that employees were able to participate in the organization decision making process and working in teams that helped them to perform better in their jobs. In this regard, Lawler (1996) argued that, effective organizations encourage involvement by empowering their people, build their organizations around teams, and develop human capability at all levels. In such organizations all level of employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have some power and responsibility for decisions that will affect their work that directly connected to the goals of the organization.

The results of multiple regressions, as presented in table above, shows that consistency has a positive and significant relationship to employee performance with Beta = .076, ($p < 0.05$). The beta value (.076) shows as one-unit increase in consistency there will be 7.6% increase on employee performance. Therefore, this indicates that consistency has a positive and statically significant relationship to employee performance on ethio telecom. This positive relationship indicates maintaining a strong culture by being highly consistent, well-coordinated and well integrated have statically significant effect on the level of employee performance.

Generally, as we see from the analysis the relation between the independent variable (involvements, mission, adaptability and consistency) have a positive and statically significant effect on employee performance.

Tesfaye, T(2020) Studies on the effect of organizational culture on organizational effectiveness in the case of Addis AbabaFistuila hospital by using organizational culture of(involvement,

consistency, adaptability and Mission). According to her studies the two organizational culture (Adaptability and mission) had positive and significant effect on organizational effectiveness, whereas Mission and consistency had negative and insignificant effect on organizational effectiveness in Addis Ababa Fistula Hospital.

Lema, S. (2020) He revealed that the four organizational culture dimensions had statically positive relationship with employee's performance in Wegagen Bank. In addition to this the three organizational culture dimensions (consistency, mission and adaptability) had statically significant and positive contribution to employee's performance at 95% level of significance, whereas involvement had positive and statically insignificant contribution to employee's performance at 95% level of significance ($P > 0.05$).

Overall, the finding of this study along with other studies indicates that organizational culture has strong relation with employee performance. The traits significance may vary from organization to organization. For example in this study, all the variables have positive and statically significant effect on employee performance.

CHAPTER FIVE

5. SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

This chapter includes and presenting summary of the major findings, conclusions drawn from the findings and the study recommendations and suggestion for further research.

5.1. Summary of the Major Finding

The purpose of this study was to examine the effect of organizational culture on employee performance within Ethio Telecom at debreberhan town. To achieve the objective of the study 196-sample respondents taken from 384 employees based on Yemane's formula. Among the 196 questionnaires distributed to sample respondents, only 191 (97.5. %) were correctly and completely filled in, while the rest 5 (2.5%) questionnaires were returned with incomplete responses and not returned. The demographic profile of sample from the total 196 sample respondents 127 (66.5%) males and the rest 64 (33.5%) females. Interm of majority of the respondents found between the ages ranges of 31-35 years old, which consist of 84 (44%) respondents. Followed by age range of 36-45 years old which consists 58 (30.4%) respondents, the age range of 25-30 years old which consists 39 (20.4%), and then lastly 10(5.2 %) respondents were found at the age range of 46 and above years old. . From the above table shows that majority of the target population age range is between 31-35 years old, here is shows most of employees have young relatively productive. the marital status Indicated that 146 (76.4%) of the respondents had married, 30 (15.7%) had single and 15 (7.9%) divorced, so in this table clearly showed that most of the respondents married. The educational level of respondents were 4 (2.1%) of respondents cover a diploma, 116 (60.7%) of a respondents were bachelor degree holder, 71 (37.2%) of the respondents has master's degree. This implies that the majorities of the respondents are bachelor degree. Next to that, master's degree is the second majority of the respondents. When we see serving year at ethiotelecom 21(11%) of the respondents were for below 3 years, 61(31.9%) had serve for 3-6 years, 43(22.5%) serve 7-10 years and 66(34.6%)

had serve for 11 and above years. Most of the employees are more experienced and working more attachment with the company.

Descriptive analysis shows the total means and standard deviation of each organizational culture dimension and employee performance. The four organizational culture traits help to determine the existing dominant culture type of the Ethio Telecom. The organizational culture trait like Involvement had a total mean of 4.3037 with a standard deviation of 0.30369, Consistency culture trait had a total mean of 4.2624 with a standard deviation of 0.25466, Adaptability culture trait had a total mean of 4.2821 with a standard deviation of 0.33793, and finally Mission culture trait had a total mean of 4.3111 with a standard deviation of 0.50624. And also the mean values of dependent variable 4.3613 and standard deviations 0.35224. The greater mean value of involvement and mission cultural trait indicates that the majority of respondents perceived the existing organizational culture and understands the empowerment, team orientation, and capability development, goal and objective, strategic directions and intent of Ethio Telecom. Therefore, the greater total mean score reveals that involvement and mission culture trait is the existing dominant cultural type practiced in Ethio Telecom at Debre berhan Town.

The value of R-square is 0.865; this shows that 86.5% of the variation in employee performance explained by explanatory variables and the remaining 12.5% of the variation of the employee performance in Ethio Telecom explained by other factors, which are not included in the model. The F-Statistics (p-value 0.000) is less than 5% significance level ($p < 0.05$). The implication is that the combined effect of the factors in the model is significant. In addition, the result indicates that the model has a better goodness of fit.

Generally the finding of the study indicates that organization culture (involvement Adaptability, consistency and mission) were accepted alternative hypotheses. That means the entire explanatory variable where had positive and statically significant effect.

5.2. Conclusion

Employee performance improvement is one of the most available assets in any industry. The objective of this study was to examine the effect of organizational culture on employee performance. However, the researcher approached this objective by studying organizational culture dimensions from quantitative approach. This research finding confirmed that mission, involvement, adaptability and consistency were the most significant dimension of organizational culture for improves employee performance. Due to the Pearson correlation analysis, we have seen the four organizational culture dimension of mission; involvement; adaptability and consistency were positively related to employee performance in Ethio telecom debreberhan region (central north region). In addition to this the level of relationship between employee performance with mission, involvement, consistency and adaptability had been strong.

According to the regression analysis, the study confirmed that organizational culture dimensions explain employee performance. So, the regression analysis also indicated that 86.5% of employee performance is explained by organizational culture dimensions. The remaining 12.5% of employee performance variation is unexplained factors in this research.

Generally, from this study conclude that the organization identified the culture in the organization habits by fitted the employee performance. But in this study the mission of the organization have strongly affect employee performance so the organization give attention about each statement of mission that improve the goals of organization and employee performance additionally all dimension in Ethio telecom positive and significant effect the only difference have level of effect and their relationship so both employee and organization consider each dimensions of organizational culture.

5.3. Recommendation

According to this study the findings and conclusions made above, the following essential recommendations were suggested as being valuable to Ethio telecom for using organizational culture to confirm the level of effect on employee performance. Ethio telecom should

developed the entire organizational culture by shared related companies to do more in order to meet the mission of the organization and compete successfully by created well know ledged, skilled, professional man power to increase the employee performance.

- ❖ The researcher shall recommend create strong awareness about each organizational cultural dimension statements because those were influenced the individual performance of employee this also happened at organization performance.
- ❖ The researcher also recommended that the employee have the asset of the organization so we provide the maximum effort about the strategy leads other organizations to change the way they compete in the industry to reduce the goal ambiguity.
- ❖ The researcher also recommended that the organizational culture significantly effect on employee performance by 86.5%. So Ethio telecom should apply those dimensions in order to achieve the company's goal and sustainable development.
- ❖ Generally, Ethio telecom should apply all of organizational culture dimensions in order to command the level culture effect on employee performance. Ethio telecom also should apply coherent information between cultural dimensions.

5.4. Suggestion for Further Study

This study undertake only in Ethio Telecom in Debre berhan Town. As such, the finding of this study may not represent the entire Ethio Telecom throughout the country. Therefore, other researches need to be conducted for which the findings obtained in this study can be used as benchmark while investigating on the same topic. This study limited to investigating the effect of organizational culture on employee performance. The culture of an organization may affect other aspects of the organization like, job satisfaction, job evaluation and commitment and others. Therefore, the researcher recommended future studies focus on the other areas. The current study focused only on the quantitative measure, so future approach should also include a qualitative inquiry for a better understanding of the issue under study. Future researchers can also apply

various types of organizational culture models formulated by different authors other than the Denison model; therefore, their perspectives regarding organizational culture will widen.

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Appendixes

Questionnaires

Debrebrehan University

School of Graduated studies

Master of Business Administration Program

The purpose of this questionnaires' is to collect data from employees of ethiotelecom conducting master of business administrations thesis on the title of "Effect of organizational culture on employee performance" in the case of ethiotelecom in Debrebrehan town (CNR). I kindly request you to spend your precious time to feel these questionnaires as frank and reasonable as possible. I inform you that, the information you provide will be consumed for academic purpose only. It will be handled in a confidential manner and will not be used to identify you in any way. The result of the research will be supporting the organization (Ethiotelecom) by determining the effect of organizational culture on employee performance and to identify the focus of the organizational culture to success the organizations. So, the information you provide your genuine response will determine the soundness and validity of the finding. Therefore, I kindly request you to fill the questionnaire carefully as soon as possible.

Instructions:

No need of writing your name

Put the (√) in the box for your answer

With great excuse, possibly return back to timely

Your honest and unbiased response will greatly contribute for research to achieve its objective

For any problem and suggestion to contact the researcher through the following addresses:

E-mail gashaw.anasham1621@gmail.com

Phone: +251919587879

Thank you very much for your advance cooperation!!

General information's

1. Gender Male female
2. Age category
20-30 31-35 36-45 46 and above
3. Educational level
 Diploma BA/BSc MBA/MSc PHD
If any others
4. Marital status
 Single Married Divorced others
5. Work experience
 Below 3 years 3- 6 years 7-10 years 11 and above years

Questions related to the study

To what extent agree or disagree for the following questions of organizational culture at your organizations ranging from strongly disagree to strongly agree?

- Put the mark 1 = strongly disagree
- 2 = disagree
 - 3 = neutral
 - 4 = Agree
 - 5 = strongly agree

The purpose of these questions is to give you a chance to tell how you feel about the present organizational culture of your organization.

Organizational cultures						
Involvements						
No	Empowerment	Strongly disagree	disagree	neutral	agree	Strongly agree
1	Authority is properly delegated in your organizations					
2	Most people are engaged in work					
3	Information is widely shared, so that employees get information when they need					
4	Business planning is ongoing and involve everyone in the process					
	Employees believes that they can have positive effect on your organizations					
Team orientations						
	Encourage cooperation's across different parts of the organizations					
	Employees work like part of the team					
	Teamwork is used to get work done, rather than hierarchy					
Capability development						

There is continues investment to improve employee's skill					
The capability of employees viewed as source of competitive advantage					
Authority delegated, so the delegated person can act their own					
Consistency					
Agreement					
When disagreement occurs employees hard to work a "win win" solutions					
It is easy to reach consensus, even if on conflict issues					
There is a clear agreement regarding to the right or wrong way of doing things					
Coordination and integration					
Employees from different parts of the organizations share common perspective					
It is easy to coordinate projects across different part of the organizations					
The approach of the business is consistent and predictable					
Core value					
There is ethical code that guide lines employee's behavior and right from					

wrong					
Clear and consistent values govern the way business is done					
Operations of organizations is very simple and consistent					
Adaptability					
Organizational learning					
Innovations are encouraged					
Learning is an important objective in day to day activities of the company					
Ethiotelecom view the failures as an opportunity for learning and improvement					
Customer focus					
Customer comments leads to change and directly influence decision making					
Customer comments use for as an input for the company decisions					
The employees understand the wants and need of the customers					
Creating change					
Different parts of the organizations cooperate to create change					
Ethiotelecom respond to competitors' actions and other changes in the business environment					
Improved ways of to do work are					

	continually adapted					
	Mission					
	Goals and objectives					
	Leaders set goals and ambitious, but realistic					
	When continuously track our progress against our stated goals					
	There is wide spread agreement about goals					
	Strategic directions and intent					
	The strategic direction is clear to me					
	There is clear mission that gives meaning and directions to our work					
	There is a long-term purpose and directions of the company					
	Vision					
	Employees have a shared vision what the organizations will looks like in the future					
	Leaders have a long-term view point					
	Employee performance					
	I rate the quality of my work in the last					

	performance excellent					
	I managed to plan my work so that was done on time					
	I use extra effort in carrying my job					
	I have enough knowledge and understanding of my job					
	I always reach my objective set or performance target.					
	I review my performance continuously for improvement					
	Manage more responsibilities in my job than typically assigned to me					
	Do my work independently					
	I believe that, you have required level of motivations to perform the tasks					
	I think you have the required skills to perform your task					

