

**THE EFFECT OF ORGANIZATIONAL CULTURE ON JOB
PERFORMANCE:
THE CASE OF GIZ-ETHIOPIA OFFICE**

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
GRADUATE PROGRAM**



*Thesis Submitted to Addis Ababa University School of Commerce in Partial
fulfillment for the Award of Master of Arts (MA) in Human Resource
Management*

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Addis Ababa, Ethiopia

DECLARATION

I, Michael Admassu Gizaw, hereby declare that the thesis entitled “The Effect of Organizational culture on Job Performance: The case of GIZ- Ethiopia Office” submitted as a partial fulfillment of the requirements for Master of Arts (MA) in Human Resources Management to Addis Ababa University School of Commerce, has been done with my own effort and that all sources of materials used for the study have been dully acknowledged.

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STATEMENT OF CERTIFICATION

This is to certify that Michael Admassu Gizaw's research work on the topic "The Effect of Organizational culture on Job Performance: The case of GIZ- Ethiopia Office" is his original work and suitable for submission for the award of Master's Degree in Human Resource Management.

This project paper has been submitted for examination with my approval as a university advisor.

Abeba Beyene Mengistu (Ph.D.)

(Advisor)

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THE CASE OF GIZ-ETHIOPIA OFFICE
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List of Acronyms

GIZ – Deutsche Gesellschaft für International Zusammenarbeit (German Development Agency)

BMZ – Ministry- Bundesministerium für wirtschaftliche Zusammenarbeit (The German Federal Ministry of Economic Cooperation and Development)

CPS – Civil Peace Services

AU – African Union

NGO – Non- Governmental Organization

KPI – Key Performance Indicators

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Abstract

This research paper tries to explain the effect organizational culture in the GIZ-Ethiopia office has on the job performance of employees. It tries to assess the link between the different identified traits of organizational culture and the key performance indicators of the organization which allows us to establish the fact that the effect indeed exists in the company. The paper adopts explanatory research with qualitative research approach to find details about this link. The case company chosen is GIZ- Ethiopia office which is one of the non- governmental organizations operating in Ethiopia. The company provides the ideal background for the research since it attempts to integrate different working practices for the attainment of its goals. The research adopted the Denison (1990) dimensions of organizational culture (involvement, mission, adaptability, and consistency) to assess organizational culture practiced in the company. The study took 205 candidates as a sample size from which 155 of them actually responded to the surveys. As per the findings the research established that there is a significant positive relationship between the two of the four organizational sub-dimensions used. These sub-dimensions are adaptability and involvement. The research in general tries to assess the components of organizational culture in the company and those components of the organizational culture who have a dominant effect on job performance. Based on the findings of the research basic recommendations such as; GIZ needs to take advantage of the high degree of organizational culture in the company and use it to the betterment of employee performance, the management should also be able to identify other elements affecting job performance in addition to Organizational Culture, are given.

Key Words: Organizational culture, Employee performance, Key performance indicator

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational culture is one of the major factors influencing the behavior of employees towards their job. This behavior obviously will have a governing effect on the day to day performance of the individual. Recent literature proved that management of human resource in a company has become increasingly important for firm performance and business vision achievement (Ul Mujeeb, Tahir, Masood & Shakil, 2011). It has quite often been observed, in the rigorous efforts of the management to properly manage employees' effectiveness that it is difficult to properly identify which factors or situations in the organizations have a significant impact on employee performance. The ability of an organization to use its human capital as a core competency depends at least in part on organizational culture that is operating (Florea, Goldbach & Goldbach, 2011).

The concept of organizational culture emerged initially from different roots: anthropological and sociological foundations (Cameron and Quinn, 2006). This entails that the concept has its origins in the study of social science which studies the interaction between people.

Culture in a society as well as in an organization has a crucial role to play in shaping up the way people think, act and perform whether they like it or not. Organizational culture has been defined by different scholars (Such as Armstrong (2009), Schein (2004), and Denison (2009)) as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational culture is, therefore, beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals (Kehinde, 2012). Culture develops organizational norms, guidelines, or expectations that prescribe appropriate kinds of

behavior by employees in particular situations and control the behavior of organizational members towards one another (Black & Richard, 2003).

Whenever we are considering the effectiveness of an organization we need to most of the time discuss the individual performance of the company's employees. This is because companies will not be successful without the unreserved efforts of their employees which is geared towards the attainment of their objectives. Employees are considered as valuable assets to an organization, which require effective management of these employees in firms (Ul Mujeeb, Muhammad & Muhammad, 2011). Thus assessing the culture in which the employees are forced to carry out their day to day activities is of an utmost importance as far as understanding the way they act and perform in an organization is considered.

1.2 Background of the Organization

GIZ has been working in Ethiopia on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) since 1964. With about 90 international and 550 national staff, one of GIZ's largest in-country teams worldwide can be found in Ethiopia (Giz.de, 2018).

In line with the Ethiopian Government's objectives, German development cooperation with Ethiopia currently focuses on the areas of labor-market-oriented education and training and sustainable land management. Other fields of activity for GIZ in Ethiopia are urban governance and decentralization, quality infrastructure, renewable energies and conflict management together with the Civil Peace Service (CPS). GIZ is also involved in two development partnerships with the private sector (Giz.de, 2018).

GIZ's main commissioning party for activities in Ethiopia is BMZ. However, it also implements projects and programmes on behalf of other German ministries, for instance at present for the Federal Ministry of Food and Agriculture. International donors, such as the European Union, Canada, Ireland, Norway and the Bill & Melinda Gates Foundation are making financial contributions to current programmes (Giz.de, 2018).

GIZ's portfolio at the African Union, which is headquartered in the capital Addis Ababa, plays an important role in the company's work in Ethiopia. On behalf of BMZ and the German

Federal Foreign Office, as lead commissioning parties, GIZ is implementing various projects and programmes with the AU, focusing on agriculture, education, peace and security, regional economic integration and good governance. Various international clients and the Ethiopian Government have commissioned the business area International Services to undertake projects in Ethiopia. One example is the development of infrastructure for Ethiopian universities on behalf of Ethiopia's Ministry of Education (Giz.de, 2018).

Currently, GIZ- Ethiopia employs a total of 550 employees in its head office in Addis Ababa and the different project offices it has throughout the country. It is of therefore a great importance to develop a strong working culture in the GIZ- Ethiopia office since its workforce is composed of both national and international staff members, as well as its guiding principles and procedures, require integration with the country's work ethic and practice (Giz.de, 2018).

As per the literature reviewed so far for this specific research, some of them indicate that there is a direct relationship between organizational culture and employee performance while some insist that this relationship is so weak that its effect is not clearly observed. According to Kandula (2006), the key to good employee performance is a strong culture within the organization. He stresses that due to the difference in organizational culture, same strategies do not yield the same results for two organizations that are opening in the same industry and within the same location. The same is true with some international organizations that have different offices in countries of different cultural and societal orientation.

The GIZ- Ethiopia office being an international NGO, provides the appropriate ground for the intended research. The organization claims that each and every staff member benefits from its corporate culture that encourages discussion and enjoys a high degree of freedom to act and shape their own work on a day to day basis.

1.3 Statement of the problem

As Njugi and Nickson (2014) put it culture may have a big influence on the performance of all organizations worldwide. They further stated that culture is a practice that cannot just be assumed as it has both positive and negative effects as far as performance is concerned. They also

claimed that it is more serious when it comes to non-Governmental organizations since in most cases they involve international Governments. We can infer from the above statement that organizational culture plays its own role in the effort of guiding the day to day performance of an employee as well as an organization.

In GIZ Ethiopia efforts are being done on a yearly basis to get a feedback from each employee about the working environment in his/her respective offices. This practice, however, does not clearly show which element of organizational culture is having a determinant role in influencing job performance in the company. GIZ office uses the results obtained from this survey to plan different motivational activities for its employees including development/training plan and adjustment of packages. However, the impact of the day to day working practices seems to be neglected which the researcher believes is a gap that needs to be addressed. As a result, in this research, it will be attempted to assess what components of organizational culture that exists in the office and their related effect on job performance.

It is also the researcher's belief that the following points require the need to conduct this research.

The researcher notices there are general feeling amongst the employees of GIZ- Ethiopia and other partner offices like the African Union that the working environment in GIZ dictates the performance of its employees. As per the discussion held among different employees of the organization most of them consider the company as creating a motivational and innovative environment. But some also argue that there are some expectations of the management from the local employees to perform as per the standards of the international staff members. In addition, GIZ being an organization based abroad is working in a totally different environment from which its rules and regulations emerge.

It is, therefore, the attempt of this research to assess whether there is an influence that can potentially exist in the company due to the way it runs its daily operations.

1.4 Research Question

The research question the paper attempts to answer is;

1. What are the scopes of organizational culture in GIZ- Ethiopia office?
2. What is the level of job performance in the GIZ-Ethiopia office?
3. What is the relationship between Job performance and organizational culture?
4. What are the cultural dimensions of GIZ- Ethiopia office which has a major effect on job performance?

1.5 Research Objectives

1.5.1 General Objective

The general objective of this research is to find out the effect of organizational culture on job performance in GIZ-Ethiopia office.

1.5.2 Specific Objectives

The study has the following specific objectives;

1. To examine if the “involvement” sub-dimension of organizational culture is related to the job performance of GIZ-Ethiopia employees.
2. To examine if the ‘Consistency’ sub-dimension of organizational culture is related to the job performance of GIZ- Ethiopia employees.
3. To examine if the ‘Adaptability’ sub-dimension of organizational culture is related to the job performance of GIZ- Ethiopia employees.
4. To examine if the ‘Mission’ sub-dimension of organizational culture is related to the job performance of GIZ- Ethiopia employees.

1.6 The significance of the study

The research is expected to show that there exists a relationship between the culture of an organization and the performance of its employees. It has a great advantage for the management and the employees of GIZ Ethiopia as well as other researchers by showing the effect of organizational culture on Job performance; thereby contributing to the attainment of

organizational goals. It will also include some recommendations as to how GIZ- Ethiopia office can integrate the elements of its operational culture together with the ways of improving individual performance. It paves the way for additional future researchers on the subject as well by indicating the link that can potentially exist between Organization Culture and Job performance.

1.7 Scopes of the Study

The research tries to assess the relationship between organizational culture and job performance. It takes into account that the concept of organizational culture and job performance are broad making it impossible to address all of its elements in this research. For the purpose of this research organizational culture is defined as patterns of shared values and beliefs overtime which produces behavioral norms that are adopted in solving problems (Owens 1987; Schein, 1990). As a result, it will limit itself to the four dimensions of Organizational culture namely involvement, adaptability, mission and consistency. Job performance, on the other hand, is defined for the purposes of this thesis as the degree of an achievement to which an employee fulfills the organizational mission at the workplace (Awad and Saad, 2013). The research also limits itself to the GIZ- Ethiopia offices operating in Addis Ababa which are the head office and two other project offices.

The study also limits itself to the target population of GIZ employees which excludes nonclerical workers. This is because that they might have a limited understanding of the organizational culture, its relationship and effect on job performance. As a methodological scope, it focuses on a target group of employees from which nonclerical staff members have been excluded. This is due to the fact that the interpretation is given to and the influence existing because of the organizational culture may not be significant due to the less complexity and interactivity of the tasks by these individuals.

1.8 Limitations of the study

The study will be limited to only one non-governmental organization operating in Ethiopia, The GIZ- Ethiopia office. In addition, it does not consider any other factors which are known to have an effect on employee performance.

1.9 Definition of terms

Organizational Culture: It refers to the patterns of shared values and beliefs overtime which produces behavioral norms that are adopted in solving problems (Owens 1987; Schein, 1990).

Performance: It refers to the degree of an achievement to which an employee fulfills the organizational mission at the workplace (Awad & Saad, 2013).

Non- Governmental Organization: It refers to organizations which are legally constituted and created by natural or legal people that operate independently from any form of government involvement. (Njugi & Nickson, 2014)

1.10 Organization of the study

This research paper will consist of five chapters. **Chapter one** presents a general introduction to the thesis. It is composed of the background of the study, background of the organization, statement of the problem, research questions, research objective, significance of the study, the scope of the study, limitation of the study, definition of terms, and organization of the study.

Chapter two is dealt with the review of related literature. Is composed subtopics on introduction, concepts of organizational culture, levels of organizational culture, different models of organizational culture, components of organizational culture, classifications of organizational culture, the concept of employee job performance empirical review and theoretical framework of the thesis. Theory and Empirical evidence on the topic will be presented from previous studies.

Chapter three provides the research methodology part of the study. It is composed of an introduction, research design and approach, target population, data type and data sources, data collection instrument and data analysis.

Chapter four presents results and discussion. This Chapter will summarize the results/findings of the study, and interpret and /or discuss the findings.

Chapter five deals with the conclusion and recommendations of the study. It will describe the implications based on the results; it will be composed of the summary of major findings, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

REVIEW OF RELEVANT LITERATURE

This chapter starts by explaining the concept of organizational culture and Job performance by taking into account some of the definitions given to the terms by different scholars. It has been attempted to mention some definitions of organizational culture, different models of organizational culture. Later in the chapter the empirical review of some literature written by some scholars in the field.

2.1 Theoretical Review

2.1.1 The concept of Employee Job Performance

Job performance is a commonly used term to refer to whether a person performs his/her job well or not. Campbell, McCloy, Oppler, and Sager (1993) discussed job performance as an individual level variable. More specifically performance is something a single person does to achieve his/her goals. Cascio (2006), on the other hand, explains job performance as the degree of accomplishment of the task that makes up an employee's job. Meanwhile, Jones (2003) defines it as the net effect of an employee's effort as modified by abilities and roles or task perceptions.

The concept and definition of job performance have received considerable scholarly research attention over the past 15 to 20 years (Sonnetag, Volmer and Spsychala 2008).

Researchers agree that the performance has to be considered as a multi-dimensional concept. Job performance has two dimensions or aspects. These are processed aspect and behavioral aspects (Sonnetag et al 2008). Borman and Motowidlo (1993) identified two types of employee behavior that is necessary for organizational effectiveness: task performance and contextual performance. The task performance refers to behaviors that are directly involved in producing goods or service or activities that provide indirect support for the organization's core technical process (Werner, 2000). On the other hand, Werner (2000) defines contextual performance as individual efforts that are not directly related to their main task functions. He

further explains that these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and process.

Onyango (2014) describes Job performance as a very critical factor in every organization. He adds that it is the basis of the success of an organization which, in all aspects, is dependent on individual performance. According to Chegini (2010), if an individual performs according to the expected standards, the organization performance will be enhanced and improved.

According to Onyango (2014) Employee job performance is measured using the Key Performance Indicators (KPIs), which are methods organizations use to measure the proficiency of its workers, management personnel and determine the overall health of business Kandula (2006). Different organizations in different sectors may have different KPIs which are suitable for their own specific business activity. Key performance indicators are helpful in that they give managers rules to use in analyzing employees and creating a plan for improvement and problem-solving. This helps the management to assess each and every employee's performance to find out if he/she is on the right track as far as the objectives and goals of the organization are concerned.

Armstrong (2010) mentioned that it is a difficult task to measure the performance of employees where objective and quantifiable delivery does not exist. However, there are some relative variables or factors through which job performance can be measured. As per Onyango (2014) these variables can be communications skills, teamwork, productivity, and timeliness. He further explains about each variable as; **communication skills** is the employee's ability to help ideas flow smoothly in the organization for the attainment of the organization's goals whereas **teamwork** is defined as the skills the individual has to work together with other colleagues. According to Onyango (2014) **productivity** determines the ability of the employee to deliver the projects or assignments given in the standard expected and **timeliness** talks about the ability or skill of an individual to perform a given task within the period assigned to it.

It is, therefore, the attempt of this research to assess the job performance of the GIZ employees with respect to the variables mentioned above.

2.1.1.1 Theories of Job Performance

Performance as a multi-dimensional concept: according to Sonnentag and Frese (2002) performance is a multi-dimensional concept. They further explain the concept by trying to distinguish between task and contextual performance. They further elaborate that task performance refers to an individual's proficiency with which he or she performs activities which contribute to the organization's "technical core" and contextual performance refers to activities which do not contribute to the technical core but which support the organizational, social, and psychological environment in which organizational goals are pursued.

Performance as a dynamic concept: individual performance is not stable over time. Variability in an individual's performance over time reflects (1) learning processes and other long-term changes and (2) temporary changes in performance (Sonnentag and Frese 2002). They further explain that the process underlying performance changes over time. This is to say that during the different levels the individual progresses through he or she will develop different changes over time like early phase of skill acquisition.

2.1.2 The Concept of Organizational Culture

Human beings tend to develop common understanding and beliefs as long as they interact with each other for a common purpose. This common understanding and beliefs are to which the term organizational culture usually refers to. Most formally organizational culture consists of the shared beliefs, values and assumptions that exist in the organization (Saks 2005). He further describes the term as these shared beliefs, values, and assumptions determine the norms that develop and the patterns of behavior that emerge from these norms.

As per the above definition, it can be understood that organizational culture refers to the general understanding and kind of agreement that is shared by the different members of an organization.

Organizational culture has been defined by different scholars. For example, Organizational culture has been defined by Nazir and Zamir (2015) as the combination of

expectation of organizations, experience, philosophy, and values. A more in-depth definition of organizational culture was given by Schein (2004) which is organizational culture is a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the way to perceive, think, and feel in relation to those problems. According to Dave and Ulrich (2010), Organizational culture comprises the unwritten customs, behaviors, and beliefs that determine the “rules of the game” for decision making, structure, and power. It is based on the shared history and traditions of the organization combined with the current leadership values. In effect, culture dictates the way we do business and the organizational survival tactics that facilitate assimilation and personal success.

Based on the above definitions, we can generalize that organizational culture is a kind of phenomena that tend to emerge and develop amongst people of the same organization due to their day to day interaction.

2.1.3 Theories of Organizational Culture

Different concepts of culture, stemming from two distinct disciplines (anthropology and sociology), have been applied to organizational studies since the early 1980s. These two underlying disciplines represent different paradigms in Burrell and Morgan’s (1979) framework and have contributed to the emergence of the different theories and frameworks of organizational culture in the academic literature. He further explains that anthropology takes the interpretive view and sees culture as a metaphor for organizations, defining organizations as being cultures. On the other hand, sociology takes on the functionalist view and defines culture, as something an organization possesses. Despite the separate definitions of organizational culture, there seems to be a movement towards a general consensus.

The most widely used organizational culture framework is that of Schein (2004), who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external

adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

In Schein's (2004) model, culture exists on three levels. The levels are Artifacts, Espoused Beliefs, and Values and Underlying Assumptions.

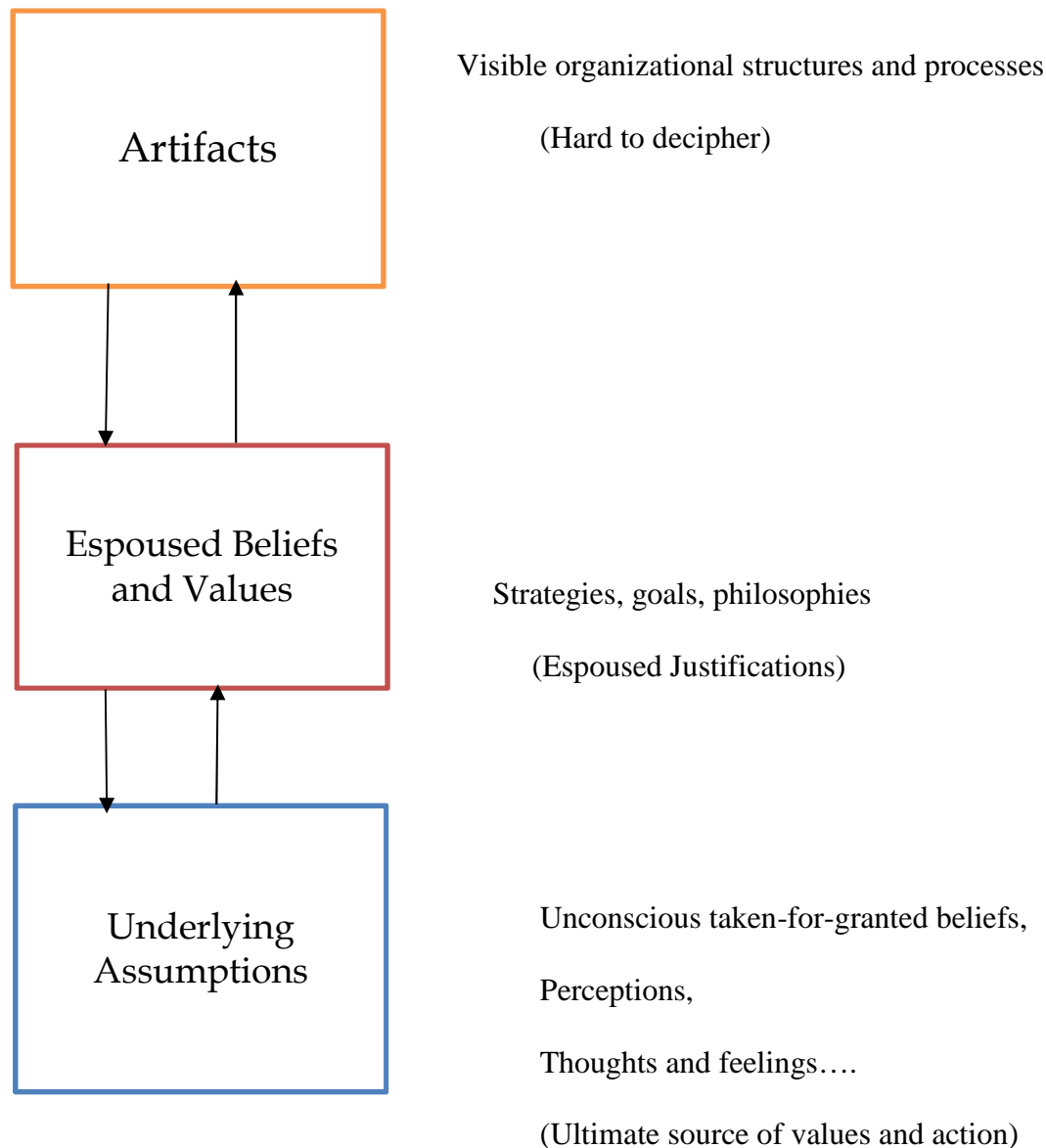


Figure 2:1 Levels of Organizational Culture

Source: E.H Schein, *Organizational Culture, and Leadership* (2004)

Artifacts: As per Schein's diagrammatic representation above the level of culture labeled as artifacts include all the phenomena that one sees, hears, and feels when one encounters a new

group/ organization with an unfamiliar culture. He adds that Artifacts also include the organizational processes by which such behavior is made routine, and structural elements such as characters, formal descriptions of how the organization works, and organization charts. Schein also claims that the most important point to be made about this level is that it is both easy to observe and very difficult to decipher or to interpret. This is because each artifact can be interpreted as per the feeling of each and every observer. Observers can describe what they see and feel but cannot reconstruct from that alone what those things mean in the given group, or whether they even reflect important underlying assumptions.

Espoused Beliefs and Values: All groups learning ultimately reflects someone's original beliefs and values, their sense of what ought to be, as distinct from what is (Schein 2004). Here the concept of embracing one's beliefs and values comes into the picture. These values and beliefs if properly channeled and transmitted to others can result in a creation of a climate where the same beliefs and teaching have been accepted by members of the group or the organization. Schein further explains that those individuals who prevail, who can influence the group or adopt a certain approach to solve the problem, will later be identified as leaders or founders.

We can understand from the above explanation of one of the levels of organizational culture that culture plays its own role in the formation of the organizational structure by recognizing the person from whose values and visions are emerging as leaders or managers.

Basic Underlying Assumptions: When a solution to a problem works repeatedly, it comes to be taken for granted. What was once a hypothesis, supported only by a hunch or a guess, gradually comes to be treated as reality (Schein 2004). Schein claims that basic assumptions, like theories-in-use, tend to be in-confrontable and non-debatable, and hence are extremely difficult to change. This layer of the organizational culture is the feelings and beliefs of the people in the organization which quite often remain hidden but tend to affect the whole organization with its orientation towards some values or beliefs.

According to Schein (1992), understanding the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics.

2.1.4 Models of Organizational Culture

Different scholars have come up with a number of models which can help us to better understand the concept of organizational culture as presented below;

2.1.4.1 Robert A. Cooke's Model of Organizational Culture

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

Constructive Culture: There are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. A constructive culture encourages discussions, exchange of ideas amongst employees motivates the employees, and eventually extracts the best out of them.

The key features of a constructive culture are an achievement, self-actualizing, encouragement and affirmative. Achievement is a constructive culture that helps the employees to achieve the targets within the stipulated time frame while self-actualizing is about the kind of culture where an employee stays motivated and realizes full potential. Encouragement, on the other hand, is about the fact that a constructive culture encourages employees to deliver their level best and strive hard for furthering the image of the organization and the affiliative feature is about employees avoiding conflicts and unnecessary disputes and promote a positive ambiance at the workplace.

Passive Culture: in a passive culture, the employees behave in a way contrary to the way they feel is correct and should be the ideal way and the main motive of the employee is to please

the superiors and make his/her position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job. The characteristics of a passive culture are approval, conventional, dependent and avoidance. The approval characteristics talk about the type of culture where employees cannot make decisions of their own. They need to take their supervisor's approval before implementing any idea. The conventional characteristics state that employees are bound by rules and regulations of the organization and act according to the prescribed standards only, whereas the dependent characteristics talk about the type of culture where the performance of employees is dependent on the superior's decisions and they blindly follow their boss's orders. The avoidance characteristics, on the other hand, talks about the type of characteristics where Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

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

2.1.4.2 Hofstede's Model of Organizational Culture

According to Hofstede (1980), organization culture refers to the various ideologies, beliefs, and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks. Hofstede mentioned the below mentioned six levels of organizational culture;

A. Power Distance Orientation: Power distance refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which belief in appointing team leaders or team managers who are responsible for their respective teams and

have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However, in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from the management and has to take ownership of his /her own work.

B. Masculinity vs. Femininity: This refers to the effect of differences in male and female values on the culture of the organization. Organizations, where male employees dominate their female counterparts, will follow different policies as compared to organizations where females have a major say in the decision-making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and soft-hearted. The responsibilities also vary as per the sex of the employees.

C. Individualism vs. Collectivism: It could be described as the degree to which an organization integrates a group mentality and promotes a strong sense of community (as opposed to independence) within the organization. There are some organizations which strongly rely on teamwork. Here individuals with a common interest come together and work as a team. These organizations believe that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required.

D. Uncertainty Avoidance Index: Uncertainty avoidance describes an organization's comfort level with risk-taking. As risk and return are largely correlative in the business environment, it is particularly important for organizations to instill a consistent level of comfort with taking risks. Uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations.

E. Long- Term Orientation: This is the degree to which an organization or culture plans pragmatically for the future or attempts to create short-term gains. There are some

organizations which focus on the long-term relationship with the employees. In such organizations, people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short-term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity.

F. Tolerance vs. Restraint: this pertains to the amount (and ease) of spending and fulfillment of needs. For example, a strained culture may have strict rules and regulations for tapping company resources.

2.1.4.3 Daniel Denison's Model of Organizational Culture

Denison (2009) stresses that organizational culture can be described by four general dimensions: Mission, Adaptability, Involvement, and Consistency. Each of these dimensions is further described by the following three sub-dimensions.

Mission sets out a clear sense of existence and direction of the enterprise. When an organization underlying's mission changes, changes also occur in other aspects of the organization's culture (Ulmujeeb, et al, 2011).

Adaptability: An enterprise's ability to adopt change, to the external environment. The extent to which the organization's internal integration is strong or weak determines its ability to adapt to changes in the environment (Denison, 1990).

Involvement: Here the idea is to make all employees involved be part of the organization's progress as much as possible. This trend will in turn help organizations create committed and dependable staff members. As Denison (1990) put it, Involvement is the rate of participation and initiative of all employees.

Consistency: Denison defines consistency with respect to this model as the extent to which the values, beliefs, and standards of behavior are acquired and shared among employees. It is a source of stability in the organization as it helps to migrate the values and beliefs across

the board in the same manner. This is extremely important in enabling the organization achieves internal integration.

Denison’s model also allows cultures to be described broadly as externally or internally focused as well as flexible versus stable. Denison’s model is illustrated in the diagram below;

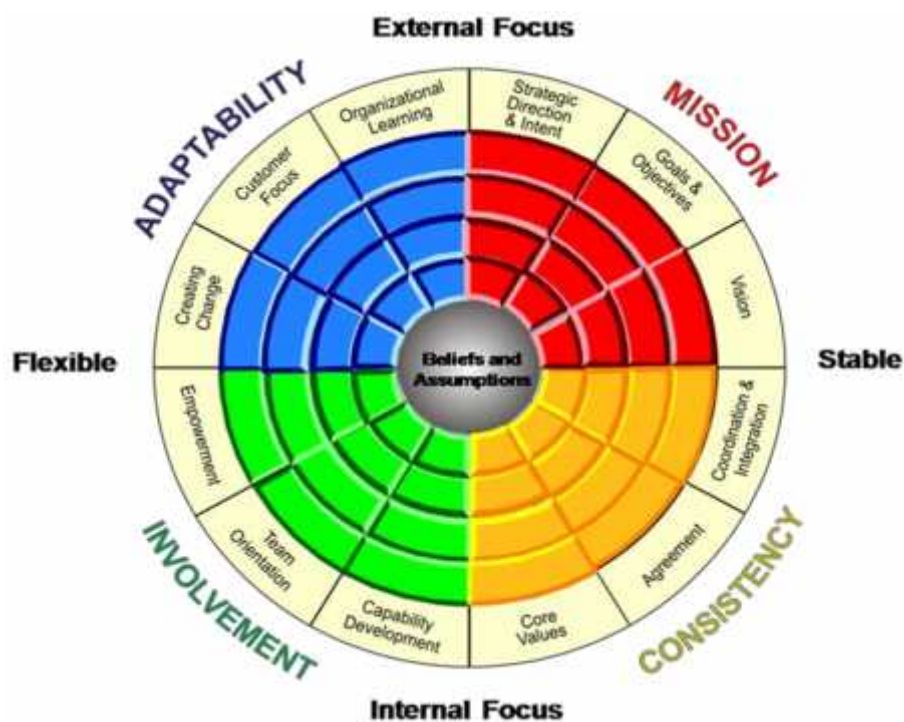


Figure 2:2 – Denison Culture Model

Source: D.R. Denison, The role of the Board of Directors in shaping corporate culture

In this research, therefore, it will be attempted to show this relationship between employee performance and organizational culture. I will be taking into consideration the Denison’s framework of organizational culture to show this suggested relationship between organizational culture and employee performance.

2.1.5 Components of Organizational culture

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

Values are beliefs about what is best or good for the organization and what should or ought to happen. The “value set “of an organization may only be organized at the top level, or it may be shared throughout the business, in which case it could be described as “value- Driven”

He puts the areas in which values may be expressed – implicitly or explicitly as care and consideration for people, competence, competitiveness, customer service, innovation, performance, quality, and teamwork.

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

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

Management Style: Management style is defined as the approach managers use to deal with people It is called “leadership style” (Armstrong, 2009). This can be explained in terms of charismatic or non-charismatic, autocratic or democratic, enabler or controller, transactional or transformational.

The term “management style” can also refer to the overall approach an organization adopts to the conduct of employee relations (Armstrong, 2009).

2.1.6 Classifications of Organizational Culture

There have been many attempts to classify or categorize organizational culture as a basis for the analysis of cultures in the organization and for taking action to support or change them (Armstrong, 2009). He further explains that most of these classifications are expressed in four dimensions and some of the best-known ones are summarized below.

Harrison

Harrison (1972) categorized what he called “organizational ideologies” which are power-oriented-competitive, responsive to personality rather than expertise, people-oriented-consensual, management control rejected, task-oriented-focus on competency, dynamic, role-oriented-focus on legality, legitimacy, and bureaucracy.

Handy

Handy (1981) based his typology on Harrison’s classification, although Handy preferred the word “Culture” to “ideology as culture conveyed more of the feeling of a pervasive way of life or set of norms. Handy’s four types of culture are power culture, task culture, and person culture. The **power culture** is one with a central power source that exercises control. There are few rules or procedures and the atmosphere is competitive, power-oriented and political. The **role culture** is one in which work is controlled by procedures and rules and the role, or job description, is more important than the person who fills it. Power is associated with positions, not people. The **task culture** is one in which the aim is to bring together the right people and let them get on it. Influence is based more on expert power than on position or personal power. The culture is adaptable and teamwork is important and finally, the **person culture** is one in which the individual is the central point. The organization exists only to serve and assist the individuals in it.

Schein

Schein (1985) identified power culture, role culture, achievement culture and support culture as well. According to him, the **power culture** is one in which leadership resides in a few

and rests on their ability and which tends to be entrepreneurial while the role culture is one in which power is balanced between the leader and the bureaucratic structure. The environment is likely to be stable and roles and rules are clearly defined. He defines the achievement culture as one in which personal motivation and commitment are stressed and action, excitement, and impact are valued and support culture is the one in which people contribute out of a sense of commitment and solidarity. Relationships are characterized by mutuality and trust.

Williams, Dobson, and Walters (1989) redefined the four categories listed by Harrison and Handy as follows. According to them, **power orientation** is defined as the occasion where organizations try to dominate their environment and those exercising power strive to maintain obsolete control over subordinates and **role orientation** as the emphasizes legality, legitimacy, and responsibility. Hierarchy and status are important. For task orientation, they gave the definition which is focused on task accomplishment. Authority is based on appropriate knowledge and competence. Finally, they defined poor orientation as the case where the organization exists primarily to serve the needs of its members, individuals are expected to influence each other through example and helpfulness.

2.2 Empirical Review

This section tries to show the result of different researchers on the topic “The Effect of Organizational Culture on Job Performance” as summarized below.

2.2.1 Organizational Culture and Job Performance

Shahzad (2014) made a study on the “Impact of Organizational culture on employees’ job performance on software houses in Pakistan”. His overall results support that culture of organizations has a significant positive impact on employees’ job performance at selected software houses in Pakistan. It is stressed in this research that employees’ participation is the most important factor for achieving organizational goals. It is pointed out in this research that Strong culture within the organization raises employees’ commitment toward achieving goals of the organization within a common path.

Njugi and Nickson (2014) state that most organizations put more efforts on the focus of only intrinsic and extrinsic reward systems and tend to give less concern on the traditional cultural activities. In the study they performed on the effect of “Organization culture on employee performance in Non-Governmental organizations”, they concluded that organizational culture has a great influence on performance as it indicates how things are done, organization’s philosophy, work environment, performance targets and organizations stability. Using the Likert scale the researchers tried to rank the several cultural trait indicators like competitive culture, consensual culture and the like to see their linkage to Job performance.

Awad and Saad (2013) had as their main aim of the research to identify and measure the strong relationship between performance and organization culture. They pointed out in their findings that certain dimensions of culture have been identified so far and research shows that value norms of an organization were based on employee relations. Using Denison’s (1984) study he tried to show the linkage of the organizational culture with organizational performance. He concluded that the different values and beliefs based on employee performance help in organization association. He stressed that the organization culture helps in internalizing joint relationship that leads to managing effective organization process.

Shahzad, Iqbal, and Gulzar (2014) tried to show empirically the impact of Organizational Culture on Employees Job Performance using customer service, employee participation, reward system, innovation & risk-taking and communication system as variables of the study. Using Descriptive statistics, correlation and regression they have attempted to find out the link between organizational culture and performance of employees. They pointed out that there exists a strong relationship between the variables they identified and anticipated that other researchers shall have the ground to make more studies in this respect to find out the consistency of this relationship.

2.2.2 Mission Dimension of Organizational Culture and Job Performance

Ul Mujeeb, Muhammad and Muhammad (2011) showed the strong relationship between the mission dimension of the organizational culture and job performance as per their findings.

They explained that the clearer the understanding of employees about the mission of the organization they are working for the greater the level of performance.

Onyango (2014) also found a positive relationship between the organization's mission and the performance of employees.

2.2.3 Adaptability Dimension of Organizational Culture and Job Performance

Ul Mujeeb, Muhammad and Muhammad (2011) also showed the strong relationship between the adaptability dimension of the organizational culture and job performance as per their findings. They explained that the stronger the exposure of the employees about the different decisions made by the organization they are working for the greater the level of performance.

Jepkorir, Lagat and Ng'eno (2017) revealed in their study that adaptability culture can also play a positive role towards employee performance. They added that it can enable organizations to take risks and learn from their mistakes.

2.2.4 Involvement Dimension of Organizational Culture and Job Performance

Jepkorir, Lagat and Ng'eno (2017) established from their findings that the involvement culture trait is positively significant to influence overall organizational culture and thus concluding that involvement culture traits have a positive influence on job performance.

As far as the involvement trait of the organizational culture is concerned Onyango (2014) also found out a strong positive relationship between involvement and job performance.

2.2.5 Consistency Dimension of Organizational Culture and Job Performance

Jepkorir, Lagat and Ng'eno (2017) also concluded that the more the consistent the practices of the management the more the stronger the job performance of employees. They further pointed out that the consistency culture trait since normal behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of views.

2.3 Conceptual Framework

The conceptual framework below illustrates the relationship between the *independent variables*: Involvement Trait, Consistency Trait, Mission Trait and their effect on the *dependent variable*: Job Performance.

Cultural Sub- dimensions

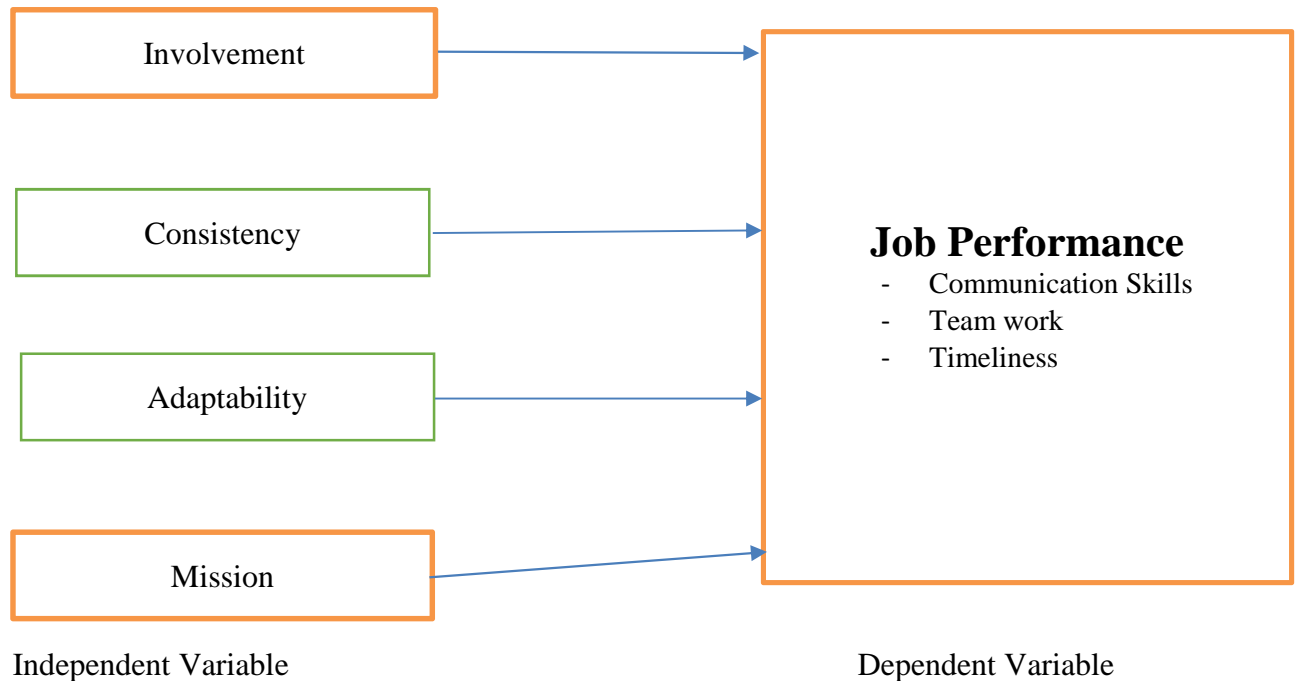


Figure 2: 3 Conceptual Framework

2.3.1 Hypothesis

The research assumes that employee performance is affected by and dependent on the traits of organizational culture as mentioned as the dependent variable.

Ho: There is no significant & positive relationship between the organizational culture dimensions and job performance.

Mission sets out a clear sense of existence and direction of the enterprise. When an organization underlying's mission changes, changes also occur in other aspects of the organization's culture (Ulmujeeb, et al, 2011).

H1: There is a significant & positive relationship between the mission dimension of organizational culture and job performance.

Adaptability: An enterprise's ability to adopt change, to the external environment. The extent to which the organization's internal integration is strong or weak determines its ability to adapt to changes in the environment.

H2: There is a significant & positive relationship between the adaptability dimension of organizational culture and job performance.

Involvement: Here the idea is to make all employees involved be part of the organization's progress as much as possible. This trend will in turn help organizations create committed and dependable staff members. As Denison (1990) put it, Involvement is the rate of participation and initiative of all employees.

H3: There is a significant & positive relationship between the involvement dimension of organizational culture and job performance.

Consistency: Denison defines consistency with respect to this model as the extent to which the values, beliefs, and standards of behavior are acquired and shared among employees. It is a source of stability in the organization as it helps to migrate the values and beliefs across the board in the same manner. This is extremely important in enabling the organization achieves internal integration.

H4: There is a significant & positive relationship between the consistency dimension of organizational culture and job performance.

The traits mentioned under the dependent variable, Job performance, will help us to assess if the individual employee's performance is being affected by the independent variable, Organizational Culture. It is through the identification of these traits in the practices of the case company that I will be trying to determine that the company's culture has an effect on the day to day activities or performance of each and every employee.

CHAPTER THREE

METHODOLOGY

3.1 Description of the Study Area

This study will be about the relationship between organizational culture and performance of employees in the GIZ- Ethiopia office in Addis Ababa Ethiopia. GIZ- Ethiopia main office is located in Kirkos Subcity of Addis Ababa Woreda 08. GIZ Ethiopia has regional offices in Mekele, Bahirdar, and Awassa. For the purpose of this research, however, data will only be collected from the GIZ- Ethiopia offices located in Addis Ababa.

3.2 Research approach

The research will follow both quantitative and qualitative approaches. A quantitative research approach shall be adopted for this research involving a selected number of employees to answer the questionnaire to be designed to collect the data. This approach is selected because it enables to provide reliable data which can potentially serve as a ground to make a decision. Moreover, it enables the researcher to find out responses from the participants about the different cultural traits identified earlier using custom-made questionnaires and questions. Qualitative research approach will also be used to describe the results of the findings made on the subject.

3.3 Research design

An explanatory research will be adopted for this research to analyze the data collected. In addition, this design will help us to clearly explain the link that exists between the variables.

3.4 Population and sample

3.4.1 Sample size determination

From the total population of 450 employees, a sample size of 205 (using Krejcie and Morgan (1970) formula of 95% confidence level and 5% margin of error) staff members will be participating in the data collection activity. The above sample size is obtained using the formula;

$$n = \frac{X^2 * N * P * (1-P)}{(ME^2 * (N-1) + (X^2 * P * (1-P)))}$$

Where;

n=Sample size

X^2 = Chi-Square for the specified confidence level at 1 degree of freedom

N= Population Size

P=population proportion

ME=desired Margin of Error (expressed as a proportion)

(Source Krejcie, R.V. & Morgan, D.W., 1970)

3.4.2 Sampling Design

Probability sampling will be used to determine the sample members from the population since probability sampling allows us to give equal chance to all members of the population to appear in the sample.

3.4.3 Sampling technique

Stratified random sampling shall be used to categorize the sample population members. This is because it enables us to group the sample population members into ideal strata or groups as per their responsibility and job category as shown in the table below.

Table 3:1 Job category of Respondents

Job Category	Actual Sample Size
Executive	20
Managerial	30
Specialized Professional	62
Administrative	90
Total Sample size	205

This way we can be able to shift our concentration from one stratum to another as per their involvement and proximity to the influence of the organization's culture.

3.4 Data sources and types

The data for this thesis are obtained from primary as well as secondary sources which helps us to set the theoretical framework of the research. The primary data is collected from the GIZ employees using the structured questionnaire as this enables the respondent to respond to the questions in his/her own way without any limitation. In addition, some informal discussions shall be used by the researcher to gather additional information on the subject. The secondary resources are collected from the GIZ's internal procedure manuals, its intranet, published books, internet sources, and websites.

The instrument, which is a list of questionnaires, is prepared by keeping in mind to cover all aspects of the Organizational culture and employee job performance constructs. The questionnaires have been adopted from The Denison Organizational Culture Model & Link to performance framework prepared by the Denison Consulting, LLC (2012). This questionnaire is adopted because it was formulated by Denison to assess the organizational culture aspect of similar organizations whereby performance could not be measured by the level of productiveness of the employee. The questionnaires are divided into four categories so as to include the four dimensions, In addition, the questions to measure employee performance has been adopted by

the research made by Onyango (2014) which tries to assess the four traits identified in the dependent variable.

3.5 Data Collection Procedures

The data collection procedure is started by obtaining the consent of the organization's concerned department ahead of time. The questionnaires are distributed to the participating employees through the representatives assigned by the management. A formal and informal discussion will be held with the people involved in the organization to get their engagement in the practice.

To assess the reliability of the questions mentioned on the questionnaires a Cronbach alpha test was conducted whose result is shown in the table below.

Table 3:2 Reliability Test

Cultural Dimension	No. Items	Cronbach Alpha
Involvement	15	.830
Consistency	15	.936
Mission	15	.938
Adaptability	15	.902
Job Performance	15	.887

3.6 Ethical Consideration

Ethical consideration or issues related to ethics in research are of a paramount importance. This is because if a research work is expected to bring an impact and change in the organization or the society it is conducted, it has to be fair and considerate of the concerns of all involved. The researcher will make all the necessary precautions not to engage in activities which will endanger the confidentiality and dignity of the respondents, involve accounts of plagiarism, and creation or development of data different from the reality.

3.7 Data Analysis

As observed in similar research works both inferential and descriptive statistics method are used for the analysis of the data to be gathered. The inferential statistics where both the correlation and regression analysis will be used to help us to infer the relationship between the variables of organizational culture and employee performance. The model adopted for this analysis takes into account the constructs of the independent variable which are involvement, mission, adaptability, and consistency. On the other hand, the dependent variable is analyzed with respect to the key performance indicators namely Timeliness, Communication skills, and Teamwork.

Findings will also be presented using tables and figures in addition to the descriptive statistics methods like mean, standard deviation, frequency and percentage to describe the employees' perception towards the subject.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Response rate

This is about indicating the number of respondents/employees who participated in the survey and those who actually responded to the questions and who declined to do so. As a result, in this study, 205 employees were supposed to take part in the survey and only 155 filled the questionnaires which are valid for analysis as they represent 75.6% of the response rate. This data is summarized in the table below.

Table: 4.1 Response Rate

Explanation	Respondents/Employees
Target Population	205
Questionnaire Distributed	205
Questionnaire Returned	155
Response Rate in %	75.6%
Usable Responses	155

4.2 Demographic Presentation of Respondents

The demographic characteristics of the respondents for this survey is presented in the table below;

Table 4.2 Demographic representation of respondents

No	Respondent Characteristics		Frequency	Percentage
1	Sex	Male	83	53.5
		Female	72	46.5
		Total	155	100
2	Age	20-25 Years	10	6.5
		26-30 Years	48	31.0
		31-40 years	59	38.1
		41 years and above	38	24.5
		Total	155	100
3	Educational Level	Certificate	6	3.9
		Diploma	35	22.6
		First Degree	59	38.1
		Masters and above	55	35.5
		Total	155	100
4	Experience in the company	1-2 Years	33	21.3
		3-5 Years	44	28.4
		6-10 Years	29	18.7
		Above 10 Years	49	31.6
		Total	155	100
5	Employment Status	Supervisory/Managerial	40	25.8
		Non-Supervisory/ Non Managerial	115	74.2
		Total	155	100

As presented in the above table out of the 155 employees of GIZ- Ethiopia who participated in the survey 51.6% of them are male and the remaining 48.4% are female. This shows that the gender balance in among the respondents is almost proportional.

The age of the majority of the respondents ranged between 25 years and 40 years. From the age group data, 70(45.2%) respondents are aged between 31-40 years. The ones in the age group of above 41 years and above constitute 36 (23.2%) of the respondents. Few respondents, 7 (4.5%) belong to the age group mentioned as between 20 and 25 years. More than 70% of the respondents belong to the age group between 26-40 years. This indicates that the majority of the respondents are in their middle ages with which they can perform well.

As far as the education level of the respondents is concerned, 59 (38.1%) of the respondents have a first degree and 55 (35.5%) are of a second degree or above holders. This describes the majority of the respondents have achieved a high level of education which helps the company to perform with high standards.

Regarding the years of experience with the company, 49(31.6%) of the participants have been with the GIZ- Office for more than 10 years. And 44 (28.4%) of the respondents have at least more than 3 years of experience with the company. It can, therefore, be concluded that the majority of the respondents have sufficient experience in the company. We can infer from this finding that the turnover in the company is to a minimum.

4.3 Analysis of Organizational Culture

In an effort to determine the extent to which Organizational Culture is understood by the respondents, they were asked to give their level of agreement to statements with regard to the four dimensions of Organizational culture (Involvement, Consistency, Mission, and Adaptability). A 5 point Likert scale was used to rate the answers given to the statements indicating their feeling towards each dimension. As a result, 5 points were given to the “Strongly agree”, 4 to “Agree”, 3 to “Uncertain”, 2 to “Disagree” and 1 to “ Strongly disagree”.

4.3.1 Involvement Dimension of Organizational Culture

The respondents were asked to show their level of agreement and disagreement to the set of statements which indicate the different levels of the involvement dimension of the organizational culture. As a result, the mean and Standard deviation of the answers given to each statement is shown in the table below. The mean value limit set by Zaidation and Bagheri (2009) which states that the mean score below 3.39 is considered low, the mean score from 3.40 up to 3.79 is considered as moderate and the mean score above 3.8 is considered as high is used to analyze the results

Table 4:3 Involvement Dimension of Organizational Culture

NO.	Involvement Dimension of Organizational Culture			
	Descriptions	N	Mean	Std. Deviation
1	I feel that I am engaged in my work.	155	4.26	1.02
2	Decisions are usually made at the level where the best information is available.	155	3.91	0.384
3	Information is widely shared so that everyone can get the information he/she needs when it is needed.	155	4.84	0.403
4	I believe that I can have a positive impact on my organization.	155	4.41	0.566
5	In my organization business planning is an ongoing activity and involves everyone in the process to some degree.	155	4.57	0.781
6	Cooperation across the different parts of the organization is actively encouraged.	155	4.15	0.622
7	We all in GIZ work like as if we are a team.	155	4.67	0.656
8	Teamwork is used to get work done, rather than hierarchy.	155	4.79	0.558
9	Teams are our primary building blocks.	155	4.26	0.836
10	Work is organized so that each person can see the relationship between his/her job and the goals of the organization.	155	4.39	0.564
11	Authority is delegated so that people can act on their own.	155	4.43	0.547
12	I believe that the capacity of people is constantly improving.	155	4.85	0.453
13	There is a continuous investment in the skills of employees.	155	3.64	1.507
14	In GIZ the capacities of people are viewed as an important source of competitive advantage.	155	4.5	0.856
15	Problems occasionally arise because we do not have the skills necessary to do the job.*	155	4.48	0.914
Aggregate Mean and St. Deviation		155	4.41	0.711

**Question 15 is coded as 5 = “Strongly Disagree”, 4 = “Disagree”, 3= “uncertain”, 2= “agree”, 1= “Strongly Agree” since it has a negative interpretation.*

As illustrated in the above table, the aggregate mean of the involvement dimension of Organizational culture is 4.41(SD 0.711). This shows that GIZ Ethiopia – office is highly practicing involvement organizational culture, as per the level set by Zaidation and Bagheri (2009), whereby employees highly feel involved in the daily decisions and processes happening in the office.

4.3.2 Consistency Dimension of Organizational Culture

The consistency dimension of Organizational Culture in the company has been assessed in the same manner as done for the involvement dimension. The responses received from the respondents are summarized in the table below.

Table 4:4 Consistency Dimension of Organizational Culture

NO.	Consistency Dimension of Organizational Culture			
		N	Mean	Std. Deviation
1	Our managers and leaders “practice what they preach”	155	4.39	0.76
2	There are a characteristic management style and a distinct set of management practices.	155	4.52	0.706
3	There is a clear and consistent set of values that govern the way we do business.	155	4.76	0.511
4	I know that ignoring core values will get me in trouble.	155	4.62	0.758
5	There is an ethical code that guides our behavior and tells us right from wrong.	155	4.65	0.589
6	When disagreement occurs, we work hard to achieve “win-win” solutions.	155	4.55	0.636
7	In GIZ– Ethiopia there is a “strong” culture.	155	4.68	0.466
8	It is easy to reach consensus, even on difficult issues.	155	4.64	0.701
9	We often have trouble reaching agreement on key issues.	155	4.16	1.256
10	There is a clear agreement about the right way and the wrong way to do things.	155	4.09	0.585
11	Our approach to doing business is very consistent and predictable.	155	4.55	0.646
12	People from different parts of the organization share common perspective.	155	4.56	0.694
13	It is easy to coordinate projects across the different parts of the organization.	155	4.35	0.938
14	Working with someone from another part of this organization is like working with someone from a different organization.	155	3.86	1.365
15	There is a good alignment of goals across levels.	155	4.6	0.565
	Aggregate Mean and St. Deviation	155	4.47	0.745

Source: Survey, 2018

As illustrated in the table above, the aggregate mean obtained for the data collected depicts that there is a high practice of the consistency dimension of organizational culture in GIZ

Ethiopia- Office. This is because the aggregate mean value 4.47 (SD 0.745) shows a considerably high positive agreement from the responses received as per Zaidation and Bagheri (2009).

4.3.3 Adaptability Dimension of Organizational Culture

The responses given by the respondents regarding the adaptability dimension of the organizational culture in GIZ Ethiopia office is summarized in the table below.

Table 4:5 Adaptability Dimension of Organizational Culture

NO.	Adaptability Dimension of Organizational Culture			
		N	Mean	Std. Deviation
1	I feel that the way things are done is flexible and easy to change.	155	4.34	1.035
2	We respond well to competitors and other changes in the business environment.	155	3.93	0.443
3	New and improved ways to do work are continuously adopted.	155	4.8	0.475
4	Attempts to create change usually meet with resistance.	155	4.25	0.617
5	Different parts of the organization often cooperate to create change.	155	4.57	0.773
6	Customer comments and recommendations often lead to changes.	155	3.78	0.538
7	Customer input directly influences our decisions.	155	4.23	1.012
8	All members have a deep understanding of customer wants and needs.	155	4.56	0.765
9	The interests of the customer often get ignored in our decisions.	155	2.1	1.135
10	We encourage direct contact with customers by our people.	155	4.27	0.638
11	We view failure as an opportunity for learning and improvement.	155	4.33	0.536
12	Innovation and risk taking are encouraged and rewarded.	155	4.55	0.823
13	Lots of things are forgotten and not taken care of.	155	2.45	0.799
14	Learning is an important objective in our day-to-day work.	155	4.81	0.453
15	We make decisions transparently.	155	4.69	0.598
Aggregate Mean and St. Deviation		155	4.11	0.709

**Question 9 and 13 are coded as 5 = "Strongly Disagree", 4 = "Disagree", 3 = "uncertain", 2 = "agree", 1 = "Strongly Agree" since they have a negative interpretation.*

According to the responses for this sub-dimension of organizational culture, the research has shown that there is a high degree of acceptance or agreement to this adaptability dimension of the organizational culture. This is because the overall aggregate means of the responses given shows an amount of 4.11 (SD 0.709) which is greater than the generally accepted limit 3.39 as per Zaidation and Bagheri (2009).

4.3.4 Mission Dimension of Organizational Culture

Different statements with the intention to assess the mission dimension of the organizational culture were presented on which the respondents were asked for their agreement or disagreement. Accordingly, the response given is summarized in the table below.

Table 4:6 Mission Dimension of Organizational Culture

NO.	Mission Dimension of Organizational Culture	N	Mean	Std. Deviation
1	There are a long-term purpose and direction.	155	4.49	.715
2	Our strategy leads other similar organizations to change the way they compete in the industry.	155	3.92	.726
3	There is a clear mission that gives meaning and direction to our work.	155	4.71	.455
4	There is a clear strategy for the future.	155	4.45	.615
5	Our strategic direction is clear to me.	155	4.63	.695
6	There is widespread agreement about goals.	155	4.15	.719
7	Leaders set goals that are ambitious, but realistic.	155	4.45	.783
8	The leadership has "gone on record" about the objectives we are trying to meet.	155	4.40	.834
9	We continuously track our progress against our stated goals.	155	4.25	.928
10	People understand what needs to be done for us to succeed in the long run.	155	4.40	.689
11	We have a shared vision of what the organization will be like in the future.	155	4.34	.688
12	Leaders have a long-term viewpoint.	155	4.58	.591
13	Short term thinking seldom compromised our long-term vision.	155	4.05	.804
14	Our vision creates excitement and motivation for our employees.	155	4.20	.886
15	We are able to meet short-term demands without compromising our long-term vision.	155	4.10	.903
Aggregate Mean and St. Deviation		155	4.34	0.735

According to the research it has been possible to establish an understanding that the mission dimension of organizational culture is also practiced and understood to a high level. As per Zaidation and Bagheri (2009) the aggregate mean which is 4.34 (SD 0.735) is higher than the agreed limit.

4.4 The level of Employee Performance in GIZ- Ethiopia

The respondents were presented with fifteen statements which will help to assess their view towards job performance in the company. As a result, the responses obtained from the survey are presented in the table below.

Table 4:7 Job Performance

NO.	Job Performance			
		N	Mean	Std. Dev.
1	I believe that better communication enables me to perform well.	155	4.90	.305
2	I feel that my tasks are clear and I have the necessary Knowledge to complete them.	155	4.90	.305
3	I have the required skills to perform my task.	155	4.81	.396
4	I have the required level of motivation to perform the task with minimum will and efforts	155	4.78	.415
5	I perform my work to the expected standards.	155	4.85	.363
6	I could manage more responsibilities in my job than assigned to me.	155	4.74	.682
7	I am able to judge a given work situation and respond to it.	155	4.70	.461
8	I am able to manage my time and allocate resources effectively.	155	4.77	.424
9	I am able to make snap judgments with limited information.	155	1.49	.885
10	I do my research before responding to customers and project activities.	155	4.52	.638
11	I am timely with my assignments/projects. I meet deadlines.	155	4.69	.553
12	I always reach my objectives set.	155	4.74	.533
13	I do my job independently and I am encouraged to do the same by my supervisors.	155	4.52	.870
14	I am encouraged to do my job independently.	155	4.74	.443
15	I think carefully before responding to customers and project activities.	155	4.19	.396
Aggregate Mean and St. Deviation		155	4.49	.511

The total agreement to the statements as indicated as an aggregate mean of 4.49 (SD 0.511). This is a clear indication of the fact that the respondents of the survey have a high level of performance. This also indicates that employees in the company have a high rating towards job performance.

4.5 The relationship between Organizational Culture and Job Performance in the GIZ- Ethiopia Office

It is one of the research objectives of this paper to find out the relationship that exists between organizational culture and job performance in the company. It has been, therefore, attempted to show this relationship using the Pearson Product Movement Correlation Coefficient as illustrated in the table below.

Table 4: 8 Correlation Analysis Matrix

Variables	Employee Performance	Involvement	Consistency	Mission	Adaptability
Employee Performance	1				
Involvement	0.142	1			
Consistency	0.292	0.237	1		
Mission	0.185	0.757**	0.229	1	
Adaptability	0.698**	0.686	0.331	0.456	1

** for p -value < .01

The above table shows the relationship between the organizational culture variables and job performance. From the correlation analysis above all the four dimensions of organizational culture are found to have a positive correlation with Job performance. The involvement dimension of organizational culture is related with job performance with $r = 0.142$ ($P < .01$) and that of the consistency dimension with $r = 0.292$ ($P < .001$). The other dimensions mission and adaptability are related with job performance with $r = 0.185$ ($P < .001$) and $r = 0.698$ ($P < .001$) respectively. It has been able, therefore, to conclude that the adaptability dimension is found to be the most related to job performance with $r = 0.686$ ($P < .001$). The next most related dimensions are both the consistency and the mission dimensions with $r = 0.292$ ($P < .001$) and $r = 0.185$ ($P < .001$) respectively.

The above interpretation given is based on Pallent (2003) way of determining the strength of the relationship. According to Pallent (2003), if $r = 1.00$ there is a perfect positive correlation and on the contrary if $r = -1.00$ there exists a perfect negative correlation. If $r = 0.00$ there is no correlation or relationship and if $r = 0.10$ to $r = 0.29$ or $r = -0.10$ to -0.29 weak relationship exists. If $r = 0.30$ to $r = 0.49$ or $r = -0.30$ to -0.49 moderate relationship and if $r = 0.50$ to $r = -0.50$ to -1 indicates that there exists a strong correlation.

In addition, Bluman (2009) defines and analyzes the coefficient which is the correlation coefficient (r) as computed from the sample data measures the strengths and direction of the linear relationship between two variables. He further stated that the range of the correlation coefficient is from -1 to $+1$ and if there exists a strong positive linear relationship between the variables, the value of r will be close to $+1$ and if there exists a strong negative linear relationship between the variables, the value of r will be close to -1 . And on the contrary, if there exists no linear relationship between the variables or only a weak relationship, the value of r will be close to 0 .

4.6 Organizational Culture and its effect on Job Performance

To indicate the effect of organizational culture on job performance a multivariable regression analysis was conducted as follows. The analysis assumes the following;

1. Constant, Involvement Culture, Consistency Culture, Adaptability culture and mission culture as Independent Variables.
2. Dependent Variable: Job Performance (Y)

The below stepwise multivariate regression model is applied to determine how job performance is affected by the four dimensions of organizational culture in the GIZ- Ethiopia office. The model (which is a multivariate regression model) adopted for this identification of relationship is;

$$Y = a + 1X_1 + 2X_2 + 3X_3 + 4X_4 + e$$

Where a = the constant

1 = slope for variable X_1

2 = slope for variable X_2

3 = slope for variable X3

4 = slope for variable X4

e = error value

As a result, Y is the Job performance, a is the regression constant, 1, 2, 3 and 4 are regression coefficients.

Table 4:9 Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.698 ^a	.487	.448	.63098
2	.838 ^b	.702	.652	.50078

a. Predictors: (Constant), Adapt

b. Predictors: (Constant), Adapt, involvement

Table 4:10 ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.918	1	4.918	12.354	.004 ^b
	Residual	5.176	13	.398		
	Total	10.094	14			
2	Regression	7.085	2	3.542	14.126	.001 ^c
	Residual	3.009	12	.251		
	Total	10.094	14			

a. Dependent Variable: Performance

b. Predictors: (Constant), Adapt

c. Predictors: (Constant), Adapt, involvement

As indicated in the above table there is a positive significant relationship the dependent variable Job Performance and the cultural dimensions Adaptability and Involvement. Table 4:11 below shows the coefficients with which a unit change in the two variables results in a change of the coefficients for Job performance keeping other factors constant.

Table 4:11 Regression coefficients With Linear Regression

		Coefficients ^b				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Involvement	-2.305	.749	-2.233	-3.079	.010
	Consistency	.477	.429	.466	1.113	.289
	Adaptability	1.156	.228	1.060	5.068	.000
	Mission	1.790	.796	1.705	2.247	.046

a. Dependent Variable: Performance

b. Linear Regression through the Origin

As illustrated above in table 4:11 the Involvement and Adaptability dimensions only are showing a significant relationship/effect with job performance. In an attempt to further asses the magnitude of these dimensions a stepwise multivariate regression was performed and it resulted in the coefficients as presented in the table below.

Table 4:12 Regression coefficients with multivariate regression

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.452	.879		1.651	.123
	Adapt	.739	.210	.698	3.515	.004
2	(Constant)	6.636	1.897		3.498	.004
	Adapt	1.201	.229	1.135	5.239	.000
	involvement	-1.606	.547	-.637	-2.939	.012

a. Dependent Variable: Performance

From the above regression model we can interpret that when all the four independent variables (Involvement, Adaptability) are constant at the value of zero, the employee performance would be at 6.636.

It can also be inferred that for every unit positive increase in the adaptability dimension of organizational culture job performance would increase by 1.201.

The summary of the above model of regression can be presented as follows;

Table 4:13 Summary of the regression model

Model Summary									
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.698 ^a	.487	.448	.63098	.487	12.354	1	13	.004
2	.838 ^b	.702	.652	.50078	.215	8.639	1	12	.012

a. Predictors: (Constant), Adapt

b. Predictors: (Constant), Adapt, involvement

c. Dependent Variable: Performance

As per the findings described in the model above the below table summarizes what can be inferred about the different hypothesis presented in this research.

Table 4:14 Hypothesis Test

Hypothesis	Coefficient	Significance	Hypothesis Test
H ₁	1.705	.046	Not Supported
H ₂	1.060	.000	Supported
H ₃	-2.233	.010	Supported
H ₄	.466	.289	Not supported

In general, it can be established that in the GIZ- Ethiopia Office job performance is considerably (with 65.2%) affected by the adaptability and involvement dimensions of organizational culture. The adaptability dimension alone affects the job performance aspect of the company by 44.8 %. And the difference 20.4 % effect comes from the involvement dimension which is relatively insignificant as compared to the effects of the other two dimensions (adaptability and involvement) As a result among the dimensions of organizational culture

identified in this thesis the adaptability dimension and the involvement dimension play a determinant role in affecting the job performance practices in the office than the others.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

In this chapter, the overall findings of the research will be summarized and recommendations will be presented based on the key findings.

5.1 Summary of findings

This section outlines the summary of the key findings of the study. The study was guided by the following four research questions;

1. What are the scopes of organizational culture in GIZ- Ethiopia office?
2. What is the level of job performance in the GIZ-Ethiopia office?
3. What is the relationship between Job performance and organizational culture?
4. What are the cultural dimensions of GIZ- Ethiopia office which has a major effect on job performance?

To start with two hundred and five respondents were identified from which one hundred and fifty-five of them provided a usable response which makes it 75.6% of the sample population.

The study indicated that more than half of the portion of the employees of GIZ-Ethiopia who participated in the survey are male (53.5%). The remaining 46.5% is that of the female sex. In terms of age group, the larger group of the respondents (69.1%) belong to the age group ranging from 26- 40. This corresponds to the finding that most of the respondents (73.6%) are first degree and above holders.

The study revealed that the four dimensions of Organizational Culture, Involvement, Consistency, Adaptability, and Mission as presented by Denison (2009), are all practiced in the organization. From the four dimensions, the consistency dimension is found to be practiced more strongly in the organization than the other dimensions (as indicated by having the highest aggregate mean 4.47 (SD= 0.745). This indicates that there is a high consistency between the

values of the organization and that of the employees which in turn creates a smooth working relationship and coordination among the different departments.

The respondents also expressed their agreement with the statements assessing their view towards job performance which was rated high with an aggregated average of 4.69 (SD 0.511). This shows that there are a high understanding and recognition of the values needed towards achieving good job performance.

From the correlation analysis, it is found out that all the four organizational culture dimensions are found to have a positive correlation with job performance.

The adaptability dimension is the most related to employee performance with $r=0.698$ (sig. at 0.01), followed by the consistency and the mission dimensions whose r equals to 0.292 and 0.185 respectively. The involvement dimension is according to the survey the least related to job performance with an R -value of 0.142.

To further assess the effect of organization culture on job performance a comparison of the results collected was made using the multivariate regression analysis. As a result of this regression analysis, the coefficient of determination, i.e. R – the square is computed to be 0.652 which is the equivalent of 65.2%. This can be expressed that the cultural dimensions involvement and adaptability together affect the job performance in GIZ Ethiopia by 65.2%

5.2 Discussions

In this research, it has been found out that even though all the dimensions of organizational culture are practiced to a high degree in the company only two of them (Adaptability and Involvement) are found out to have an effect on job performance. The reason behind this could be explained in different forms such as the very nature of the company operation which is based on giving support or capacity building work to different sectors of the society in Ethiopia. In order to be successful, therefore, the operations of GIZ Ethiopia need to be tuned taking into account the needs of the society or organization to which the project is being performed. This is supported by the definition given to the adaptability dimension of

organizational culture which is adaptability is the ability of an enterprise to adopt change, to the external environment (Denison, 1990).

On the contrary, as per the research performed by Ul Mujeeb and his colleagues in 2011, they found out that the mission, involvement, consistency and adaptability dimensions of organizational culture have all a positive impact on the dependent variable “Performance Management Practices”. The all were found to be highly correlated with a significance level of 0.01(2-tailed). Jepkorir, Lagat and Ng’eno (2017) found out that in the commercial banks of Kenya all the four dimensions of organizational culture are strongly affecting the job performance practices. From the above findings, we can generalize that the effect these dimensions of organizational culture have on job performance can greatly differ based on the nature of the organization itself.

5.3 Conclusions

This section tries to point out some conclusions based on the findings mentioned above findings on each research objectives of the research.

The research can justify that organizational culture has a positive relationship and impact on job performance. As per the findings on job performance, all the ratings show that employees have a high level of ratings to their performance at GIZ- Ethiopia.

As per this study, the consistency dimension has a positive relationship with employee performance and this is expressed by employees knowing the organizational core values, alignment of employee behavior with core values. If the consistency dimension is well practiced different departments and projects in the company work in harmony towards the goal of the company.

The other dimension which well-practiced in GIZ- Ethiopia, according to the findings is the adaptability dimension which demonstrates the trend in the company to entertain change and make efforts to absorb what the environment has to offer. Different working practices are brought from abroad as best practices which are attempted to be included in the offices day to day practice.

5.4 Recommendations

It has been established so far in this research that there is a positive effect of organizational culture on job performance in the GIZ- Ethiopia office. As a result in order to benefit from this effect and to maintain its existence in the company, the following are suggested.

5.4.1 Recommendations to GIZ- Ethiopia Office

It is recommended that the company needs to include these elements of organizational culture in its regular job performance reviews. The reviews help employees know what is expected of them regularly and give space for any corrections to be made as well. This will ensure the sustainability of high levels of performance. The performance review practice also needs to take into account the practice of these cultural dimensions and it should reflect the employee's contribution to their existence in the company.

The Management of GIZ- Ethiopia should take advantage of the existence of the organizational culture practice to a high degree and use this opportunity to recognize it and uses it towards the betterment of the job performance.

In GIZ Ethiopia according to this research, 65.2% of its job performance is influenced by the organizational culture dimensions identified. The management, therefore, should be able to identify the other elements affecting job performance and work towards improving them.

It is highly recommended that the company conducts a frequent cultural audit and make changes accordingly as it helps to make adjustments in the areas needed. It also broadens the view of the employees towards the cultural elements.

As per the assessment was done for this research, the involvement dimension has been found to have the least effect on job performance. The management, therefore, needs to consider ways of encouraging the practice of this dimension as its core elements which are empowerment, team orientation and capacity development play a vital role in motivating employees for improving performance.

The company should maintain its consistency culture as it has the highest relationship with job performance as per this study and can further help the company in maintaining the momentum. The other dimension of culture found to have a higher degree of relationship with job performance is the mission dimension. The management, therefore, needs to maintain this mission culture by making sure that those in leadership positions are conversant with the company's mission and help others to understand those culture of strategic intent and direction.

In GIZ Ethiopia according to this research, only 65.2% of its job performance is influenced by the organizational culture dimensions identified. The management, therefore, should be able to identify the other elements affecting job performance and work towards improving them.

Finally, it is the recommendation of the researcher for further studies on the other elements affecting job performance in the GIZ- Ethiopia Office as it is only 65.2% that has been identified by this research as being the effect of organizational culture.

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Appendix



**ADDIS ABABA UNIVERSITY COLLEGE OF
BUSINESS AND ECONOMICS SCHOOL OF
COMMERCE
MA IN HUMAN RESOURCES
MANAGEMENT Questionnaire to be filled
by Employees**

Dear Respondent:

This questionnaire is intended to collect data that will be used for a thesis entitled “The effect of organizational culture on job performance: The Case of GIZ-Ethiopia Office” being conducted in partial fulfillment for a Master of Arts degree in Human Resources Management. Your participation in providing reliable input to the study will be greatly appreciated. The estimated time to complete the questionnaire is 10 -15 minutes. Your information will be kept **strictly confidential**.

Thank you for your valuable input.

PART I: PERSONAL INFORMATION

Instructions: Please tick the applicable box

1. Gender: Male Female
2. Age: 20-25 26-30 31 -40 41 and above
3. Educational level: Certificate Diploma First Degree Masters and above
4. Experience in the company: 1-2 years 3-5 years 6-10 years above10 years
5. Employment Status: Supervisory /Managerial Non –Supervisory/non –managerial

PART II: ORGANIZATIONAL CULTURE ASSESSMENT QUESTIONS

Instruction: This section is about how organizations involve their employees by gestures of recognition and participative involvement in decision making, empowering and developing their skills and human capabilities in order to remain competitive and meet organizational needs. Kindly indicate your level of agreement/disagreement by putting “X” mark in the box of the column representing your answer to the questions.

No.	Questions	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	I feel that I am engaged in my work.					
2	Decisions are usually made at the level where the best information is available.					
3	Information is widely shared so that everyone can get the information he/she needs when it is needed.					
4	I believe that I can have a positive impact on my organization.					
5	In my organization business planning is an ongoing activity and involves everyone in the process to some degree.					
6	Cooperation across the different parts of the organization is actively encouraged.					
7	We all in GIZ work like as if we are a team.					
8	Teamwork is used to get work done, rather than hierarchy.					
9	Teams are our primary building blocks.					
10	Work is organized so that each person can see the relationship between his/her job and the goals of the organization.					
11	Authority is delegated so that people can act on their own.					
12	I believe that the capacity of people is constantly improving.					
13	There is a continuous investment in the skills of employees.					
14	In GIZ the capacities of people are viewed as an important source of competitive advantage.					
15	Problems occasionally arise because we do not have the skills necessary to do the job.					

This section deals with the predictability of some of the key values, attitudes, and behaviors which employees in an organization share hence help the organization build a strong culture consequently high performance. Kindly put an “X” mark in the box of the column representing your answer to the questions

No.	Questions	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	Our managers and leaders “practice what they preach”					
2	There are a characteristic management style and a distinct set of management practices.					
3	There is a clear and consistent set of values that govern the way we do business.					
4	I know that ignoring core values will get me in trouble.					
5	There is an ethical code that guides our behavior and tells us right from wrong.					
6	When disagreement occurs, we work hard to achieve “win-win” solutions.					
7	In GIZ – Ethiopia there is a “strong” culture.					
8	It is easy to reach consensus, even on difficult issues.					
9	We often have trouble reaching agreement on key issues.					
10	There is a clear agreement about the right way and the wrong way to do things.					
11	Our approach to doing business is very consistent and predictable.					
12	People from different parts of the organization share common perspective.					
13	It is easy to coordinate projects across the different parts of the organization.					
14	Working with someone from another part of this organization is like working with someone from a different organization.					
15	There is a good alignment of goals across levels.					

This section is about the extent to which the organization’s internal integration is strong or weak determines its ability to adapt to changes in the environment. Kindly put an “X” mark in the box of the column representing your answer to the questions.

No.	Questions	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	I feel that the way things are done is flexible and easy to change.					
2	We respond well to competitors and other changes in the business environment.					
3	New and improved ways to do work are continuously adopted.					
4	Attempts to create change usually meet with resistance.					
5	Different parts of the organization often cooperate to create change.					
6	Customer comments and recommendations often lead to changes.					
7	Customer input directly influences our decisions.					
8	All members have a deep understanding of customer wants and needs.					
9	The interests of the customer often get ignored in our decisions.					
10	We encourage direct contact with customers by our people.					
11	We view failure as an opportunity for learning and improvement.					
12	Innovation and risk taking are encouraged and rewarded.					
13	Lots of things are forgotten and not taken care of.					
14	Learning is an important objective in our day-to-day work.					
15	We make decisions transparently.					

This section is about the organizational mission as an element of organizational culture. The section tests how an organization's mission provides guidance and direction in achieving organizational objectives. Kindly put an "X" mark in the box of the column representing your answer to the questions.

No.	Questions	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	There are a long-term purpose and direction.					
2	Our strategy leads other similar organizations to change the way they compete in the industry.					
3	There is a clear mission that gives meaning and direction to our work.					
4	There is a clear strategy for the future.					
5	Our strategic direction is clear to me.					
6	There is widespread agreement about goals.					
7	Leaders set goals that are ambitious, but realistic.					
8	The leadership has "gone on record" about the objectives we are trying to meet.					
9	We continuously track our progress against our stated goals.					
10	People understand what needs to be done for us to succeed in the long run.					
11	We have a shared vision of what the organization will be like in the future.					
12	Leaders have a long-term viewpoint.					
13	Short term thinking seldom compromised our long-term vision.					
14	Our vision creates excitement and motivation for our employees.					
15	We are able to meet short-term demands without compromising our long-term vision.					

Section III Employee Job Performance

This section is meant to rate the level of employee job performance in your organization considering performance indicators like communication skills, teamwork, and timeliness.

Kindly put an “X” mark in the box of the column representing your answer to the questions.

No.	Questi	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	I believe that better communication enables me					
2	I feel that my tasks are clear and I have the necessary Knowledge to complete them.					
3	I have the required skills to perform my task.					
4	I have the required level of motivation to perform the task with minimum will and efforts.					
5	I perform my work to the expected standards.					
6	I could manage more responsibilities in my job than assigned to me.					
7	I am able to judge a given work situation and respond to it.					
8	I am able to manage my time and allocate resources effectively.					
9	I am able to make snap judgments with limited information.					
10	I do my research before responding to customers and project activities.					
11	I am timely with my assignments/projects. I meet deadlines.					
12	I always reach my objectives set.					
13	I do my job independently and I am encouraged to do the same by my supervisors.					
14	I am encouraged to do my job independently.					
15	I think carefully before responding to customers and project activities.					