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THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES JOB SATISFACTION: THE CASE OF ETHIOPIAN CONFORMITY ASSESSMENT ENTERPRISE

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THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF ADDIS-ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE MASTER OF BUSINESS ADMINSTRATION

MAY 10, 2026

ADDIS ABABA UNIVERSITY

Addis Ababa, Ethiopia

Declaration

I, the undersigned, declare that the work contained in the body of this research thesis is my own original work and has not been submitted for any award. All information from other published and unpublished sources is properly cited and authenticated in accordance with relevant scholarly practice.

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Certification

This is to certify that **Semachew Mamo Haile** carried out under my supervision of thesis **"The Effect of Organizational Culture on Employees Job Satisfaction: In the case of Ethiopian Conformity Assessment Enterprise."** The work is original and eligible to be submitted, meeting the requirements for obtaining a Master of Business Administration.

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ADDIS ABABA UNIVERSITY

BUSINESS AND ECONOMICS COLLEGE

The Effect of Organizational Culture on Employees Job Satisfaction: In the case of Ethiopian Conformity Assessment Enterprise.

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Acronyms

AC	Adhocracy Culture
ANOVA	Analysis of Variance
CC	Clan Culture
CVF	Competing Values Framework
ECAE	Ethiopian Conformity Assessment Enterprise
HC	Hierarchy Culture
IBM	International Business Machines Corporation
JS	Job Satisfaction
JSI	Job Satisfaction Instrument
JSS	Job Satisfaction Survey
MC	Market Culture
MLR	Multiple Linear Regression
OCAI	Organizational Culture Assessment Instrument
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor

ABSTRACT

The main purpose of the study was to examine the impact of organizational culture on employees' job satisfaction at the Ethiopian Conformity Assessment Enterprise (ECAE). Specifically, the study sought to identify the dominant organizational culture, assess the relationship between organizational culture dimensions and job satisfaction, determine the culture type with the greatest influence on job satisfaction, and evaluate the level of employees' job satisfaction. The study employed a quantitative research approach using descriptive and explanatory research designs. Primary data were collected through structured questionnaires distributed to ECAE employees located at head quarter. The questionnaire was distributed to 118 and from them 112 valid responses were obtained, it accounts 94.9% response rate. The Organizational Culture Assessment Instrument (OCAI) based on the Competing Values Framework (CVF) was used to measure the Organizational culture. IBM SPSS version 27 was used to analyze the gathered data using multiple linear regression analysis, Pearson correlation analysis, and descriptive statistics. According to the findings, the Market Culture was the dominant organizational culture type in ECAE, whereas the overall level of employee job satisfaction was moderate. Correlation analysis showed that each organizational culture had a statistically significant impact on job satisfaction and had a positive impact on it. However, the other analysis which is regression analysis indicated Hierarchy Culture had the strongest influence and clan culture had also statistically significant effects on job satisfaction. However, the Market Culture and Adhocracy Culture hadn't any significant effects on job satisfaction in the enterprise. As the result shows in the ECAE organizational culture affects employee job satisfaction significantly, the finding of this study is critical for organizations that want to know how satisfied their employees are with their jobs. At ECAE, a collaborative and well-organized working environment plays an important role in improving employee satisfaction. Therefore, the study recommends strengthening clan-oriented and hierarchy-oriented cultural practices, as they can help improve employee job satisfaction and enhance overall organizational effectiveness.

Keywords: *- Clan Culture, Adhocracy Culture, Market, Culture, Organizational Culture, Job Satisfaction*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizational culture has become one of the most important topics in management and organizational behavior because of its strong influence on employee performance, motivation, and job satisfaction. It shapes how employees work, interact with one another, and understand their roles within the organization (Alvesson & Sveningsson, 2016). Today, many organizations recognize culture as a key factor in achieving institutional success and maintaining employee engagement.

Recent studies define and explain organization culture from sociological and anthropological perspectives. Some scholars in this field view culture as something an organization possesses, while others see it as something the organization itself represents through shared values, beliefs, and practices (Hatch, 2018). These perspectives help scholars to understand how culture creates meaning for employees and influences their workplace experiences.

Among the most widely used approaches to understanding organizational culture is Cameron and Quinn's (2006) Competing Values Framework, which is classified organizational culture into four main types: clan culture, adhocracy culture, hierarchy culture, and market culture. Each culture type affects employee's satisfaction and behavior differently. For instance, market culture places greater emphasis on competition, innovation, productivity, results, and achieving results, on the other hand Clan culture encourages teamwork, participation, loyalty, and transparency.

Job satisfaction is strongly tied to organizational culture as it refers to how employees evaluate and feel about their jobs and work environment (Judge et al., 2017). Employees are become more satisfied, committed, satisfied, and productive when their values align with the organization values and practices. Recent research also says that employees become satisfied when they feel organization values and recognized their work, and contribution (Eviana, 2024; Hassanein et al., 2025).

In Ethiopia, as different academics and researches examined, the influence of organizational

culture on job satisfaction had a significant impact on job satisfaction. These are examined in different sectors and the result shows the research organization culture and job satisfaction was a little behind. However, the leadership style, open communication, shared values, and the participation in decision making had a strong influence on Ethiopian employees' job satisfaction (Araya, 2022; Dawit Abraha, 2020; Endalew & Bhagwat, 2025; Tihtina Abebe, 2024). Clan and Adhocracy cultures accounts 30–55% in higher education and public organizations, which shows variance in satisfaction, highlighting the role of positive environments in fostering engagement (Araya, 2022; Dawit Abraha, 2020). Across different sectors, organizational culture plays a crucial role in enhancing employee job satisfaction. For instance, in the bank sector the employees feel more connected to their job when the organizational mission aligned with their values. Clan culture is more effective to had a higher job satisfaction in the hospital (Endalew & Bhagwat, 2025; Gezahegn Badeg & Murthy, 2025; Tihtina Abebe, 2024). Even though the organizational culture affects employee satisfaction in Ethiopia, empirical research in Ethiopia is still limited compared to global studies.

Ethiopian Conformity Assessment Enterprise (ECAE) is a state-owned enterprise managed by the Ministry of Trade and Regional Integration. It was founded in 2011. ECAE at present is the major conformity assessment enterprise in the country providing; Testing laboratory, Inspection, Certification services, Laboratory chemicals and Equipment supply, PVoC, and on-job training services to the manufacturing industries, exporters, importers, regulatory bodies, and to the other service providers. Its primary facilities are located at head office in Addis Ababa, and it also has nine branch offices across the country. The Ethiopian Conformity Assessment Enterprise (ECAE) works in product and service conformity quality assurance based on national and international standards. Like other public organizations, ECAE faces challenges such as poor service delivery, poor employee motivation, and employee retention issues. These issues may be connected to its internal organizational culture; therefore, this study take this issue as relevant case for this study.

As a result, this study seeks to investigate the impact of organization cultural dimensions on ECAE head office employee job satisfaction. The Competing Values Framework organization culture types (i.e., Clan, market, adhocracy and hierarchy) applied to examine the study.

1.2. Statement of the Problem

The public sector is one of the most pertinent service sectors which is directly affects the customer satisfaction by its service whether it is good or not. Understanding the organizational culture of this sector and addressing the challenges would help the sector to improve its service delivery and the effectiveness and efficiency of the organization.

For organizational to achieve long-term success and sustainable development, it is very crucial to establish and build a positive organizational culture that enhance employee job satisfaction. Whenever employees dissatisfied on the workplace culture their commitment, motivation, and contributed to organizational goals decline. Studies also says that higher levels of job satisfaction enhance innovation, creativity and performance (A. Jameel et al., 2025). Moreover, employee satisfaction enhances key outcomes such as service quality and retention by reducing turnover intentions and strengthening organizational commitment (Asgeirsson et al., 2026; Džambić et al., 2025). Positive job satisfaction is also linked to improved psychological and physical well-being, enabling employees to adapt, engage more deeply in their roles, and cope effectively with work demands (Maha Putra & Nasution, 2024; Yang et al., 2024).

In Ethiopian Conformity Assessment Enterprise (ECAE), where the technical knowledge and experience are crucial, cannot be sustainable under losses of key technical personnel. In ECAE, however the turnover is low, there is technical personnel turnover. This has had a major impact on available expertise and competence despite the recruitment of new personnel. The data obtained from clients, regulators, business associations and sector specific institutions consistently indicated doubt regarding the competence, expertise, and experience of ECAE's technical personnel. This is probably as a result of the year-on-year losses in technical personnel, which inevitable destroys enterprise knowledge and expertise specifically on core operation areas, i.e., certification, inspection, and testing services.

Several empirical studies in Ethiopia have investigated relationship of organizational culture and job satisfaction, particularly in public institutions and service-oriented organizations. Recent research shows that supportive and employee-focused cultural dimensions such as clan and adhocracy cultures are positively associated with higher levels of job satisfaction, as these cultures promote participation, flexibility, and open communication (Araya, 2022; Tihtina Abebe, 2024).

Conversely, cultures characterized by rigid hierarchy and excessive formalization have been linked to lower satisfaction and reduced employee engagement (Endalew & Bhagwat, 2025). These findings underscore the importance of diagnosing and understanding the prevailing organizational culture since adaptive and employee-centered cultural practices can enhance satisfaction, service delivery, and workforce retention while control-oriented cultures may inhibit these outcomes.

Organizational culture varies among different organizations, and grasping the current cultural landscape is vital for promoting employee contentment, productivity, and overall effectiveness of the organization. Studies conducted in Ethiopia indicate that encouraging and flexible cultures, such as clan and adhocracy, often improve employee engagement and satisfaction, while inflexible hierarchical cultures can hinder motivation and commitment among employees (Araya, 2022; Endalew & Bhagwat, 2025; Tihtina Abebe, 2024). However, despite these findings, there has been no empirical research specifically examining the link between employee job satisfaction and organizational culture within the Ethiopian Conformity Assessment Enterprise (ECAE). This issue is crucial for ECAE because ECAE heavily depends on technical and experienced professionals and experts. It is known that to satisfy, engaged, maintain such professionals and provide quality and reliable conformity assessment services, i.e., certification, laboratory testing, inspection, chemical and equipment supply service, on-job training services. When experienced professionals and experts leave the enterprise, valuable knowledge and expertise are lost, which can affect enterprise operational efficiency, regulatory compliance, and client confidence in the enterprise's conformity assessment services.

In this context, the present study seeks to assess/examine the effect of enterprise culture on employee satisfaction in ECAE head office and identify the dominant enterprise cultural types that influence employee job satisfaction levels. Knowing the existing enterprise cultural dynamics is important for creating a supportive and motivating enterprise work environment that enhances productivity, strengthens employee commitment, as well as reduces employee turnover intentions. By exploring how different cultural orientations influence job satisfaction, the study aims to provide practical and evidence-based recommendations for improving enterprise culture. Ultimately, understanding and aligning enterprise culture with employee expectations can contribute to both higher employee job satisfaction and improved ECAE performance, helping the enterprise to address its critical challenges facing today.

1.3. Research Questions

- What type of organizational culture (i.e., clan culture, adhocracy culture, market culture, or hierarchy culture) is dominant in the Ethiopian Conformity Assessment Enterprise (ECAE)?
- Which type of organizational culture has the strongest influence on employees' job satisfaction in the Ethiopian Conformity Assessment Enterprise (ECAE)?
- Is there a significant relationship between the organizational culture and employees' job satisfaction in the Ethiopian Conformity Assessment Enterprise (ECAE)?
- What is the level of employees' job satisfaction in the Ethiopian Conformity Assessment Enterprise (ECAE)?

1.4. Objectives of the Study

1.4.1. General objective of the study

The study aims to examine organizational culture impact on job satisfaction of employees in Ethiopian Conformity Assessment Enterprise (ECAE).

1.4.2. Specific Objectives of the Study

- To identify the dominant existing organizational culture in the Ethiopian Conformity Assessment Enterprise (ECAE).
- To examine organizational culture and employees' job satisfaction relationship in the Ethiopian Conformity Assessment Enterprise (ECAE).
- To determine which type of organizational culture has the greatest influence on employees' job satisfaction in the Ethiopian Conformity Assessment Enterprise (ECAE).
- To examine the level of job satisfaction in the Ethiopian Conformity Assessment Enterprise (ECAE).

1.5. Scope of the Study

The study emphases on ECAE employees working at head office and examines the main dimensions of enterprise culture, including clan culture, adhocracy culture, hierarchy culture, and market culture, as well as overall ECAE employee job satisfaction. The study seeks to provide a better understanding of how ECAE enterprise culture influences employee engagement, job satisfaction, and overall enterprise performance.

1.6. Significance of the Study

The findings of this study are important for conformity assessment body, service providers, public institutions in general, and particularly for the ECAE. The research provides important insights into the existing enterprise culture and the level of employee job satisfaction within the enterprise. These insights can help ECAE managements on improving and enhancing conformity assessment service quality, increase productivity, and strengthen employee engagement and commitment.

Furthermore, the study can serve as a useful reference for future researchers and scholars interesting in examining the relationship and impact of organizational culture and employee job satisfaction. It also contributes to the growing body of knowledge and literature on organizational culture in the Ethiopian public sector context.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

This chapter reviews the relevant theoretical and empirical literature on organizational culture and employee job satisfaction. It discusses the concept of organizational culture and examines major models proposed by scholars such as Deal and Kennedy, Charles Handy, Edgar Schein, and Denison. The chapter also addresses the types of organizational culture, including strong and weak cultures, and explains the Competing Values Framework, which classifies organizational culture into four categories: clan, adhocracy, market, and hierarchy cultures (Cameron & Quinn, 2011). In addition, the chapter reviews the concept, importance, and dimensions of job satisfaction and examines the extent of the link organizational culture and employee job satisfaction had based on previous empirical studies. The conceptual framework that demonstrates the connection between organizational culture aspects as independent variables and employee job satisfaction as the dependent variable directing the investigation is finally presented in this chapter.

2.1. Theoretical Review

2.1.1. Organizational Culture

Organizational culture is a broad concept that has been developed from various fields like organizational psychology, social psychology, anthropology, and management studies. Many scholars have tried to define organizational culture in different ways. Organizational can be defined as the shared values, norms, beliefs, and assumptions which shapes the behaviour and interactions of members within an organization. According to Schein (2010) and Robbins and Judge (2019), organizational culture is described as a system of shared meanings that guides how employees interact, make decisions, and pursue organizational goal which is developed over time through collective experiences and integrated with practices, symbols, rituals, and leadership styles, giving the organization its unique character. (Robbins & Judge, 2019; Schein, 2010).

Studies show that employee is highly affected by organizational culture on their behaviour, innovation, performance, as well as adaptability of their organization. That means, organizational culture had an impact on organizational outcomes by shaping the employees' psychology and their working behaviours (Hartnell et al., 2011). Lok and Crawford (2021) also emphasized employees

well-being and organizational effectiveness are directly impacted by the culture revealed through leadership, communication practices, and behavioural norms (Lok & Crawford, 1999). Schein (2010) classified culture in three levels: observable artifacts, espoused values, and underlying assumptions. Design, symbols, and policies elements are included in an artifacts level; decision-making guiding principles for espoused values level; and deeply held ideas that frequently have an unconscious impact on behaviour are categorized at the level of underlying assumptions (Schein, 2010).

The competing Values Framework (CVF) developed by Cameron and Quinn (2006), a widely used and validated tool in contemporary research (Helfrich et al., 2007) are used to assess organizational culture. This framework divides organizational culture in to four types. These are clan culture, adhocracy culture, market culture, and hierarchy culture. The clan culture mostly focuses on employee teamwork and participation in their organization. Employee innovation enhancement and flexibility are exercised in the adhocracy culture implemented organization. The competition and organizational achievement represented by market organizational culture. In the hierarchy culture type, the values are stable and there is control system in the organization. This framework and cultural type provide to researcher and management of the organization to understand how various cultural orientations affect employees' actions, their behaviour and decision making, as well as general organizational performance.

2.1.2. Models of Organizational Culture

Organizational culture frameworks have been shaped by common values, assumptions, and beliefs which contribute to a strong organizational identity, according to several well-known culture models that have evolved over time, including the Deal and Kennedy model, the Charles Handy cultural typology, as well as Edgar Schein model. The ongoing studies continued assessing the impact of cultural patterns on organizational behavior and effectiveness. The impact of cultural patterns on which explain how cultural patterns influence organizational behavior and effectiveness. The other organizational model, which is Denison organizational culture model, has been also used widely to examine the connection between performance results and organizational culture. These models highlight how important it is to align employee values and mission in order to achieve organizational success and enhance overall performance (D. Denison et al., 2014; Schein & Schein, 2017).

2.1.2.1. Deal and Kennedy model

This model was created by Deal and Kennedy and used two important dimensions to explain organizational culture. The first dimension is the level of risk involved in organizational activities and the second is the speed of feedback employees receive regarding their actions. By using these dimensions, they classified organizational culture into four major types: Work Hard culture, Bet Your Company culture, Process culture, and Tough Guy culture. Organizations' responses to uncertainty, decision-making, and performance expectations are explained by these cultural types (Deal & Kennedy, 1982; Robbins & Judge, 2019).

The Tough Guy culture is characterized by emotional stoicism, hyper-competitiveness, as well as high risk taking. Employees working in this environment are expected to act quickly and mostly take a big risk without evaluating the long-term impact on mental or physical safety. A highly competitive and demanding environment is created by the nearly instantaneous visibility of performance results. High achievers (performers) can receive big rewards despite the pressure that comes with this culture. Because of the fast-paced nature of their activities, financial trading organizations like stock brockage firms frequently exhibit traits of this culture (Deal & Kennedy, 1982).

The Work Hard culture, sometimes referred to as **Work Hard Play Hard culture**. This culture type main characterized by its low risk (relatively) but rapid feedback which motivates employees to be more energetic and enthusiastic to achieve an organization target. Organizations operating with this kind of culture type would provide an excellent customer service and have a strong sales result. This culture type mostly implemented in sales-oriented organizations, where success depends on continual efforts as well as client or customer engagement (Deal & Kennedy, 1982).

The Bet Your Company culture, the organization who implemented this culture type could take several years to see the fruit and outcome. This culture type mostly linked with slow feedback with high risk. This culture is mostly implemented in construction, infrastructure development, and large-scale technical innovation sectors as their project life time is long. Careful planning and strategic thinking are required in such sectors as the results are delayed because of the decision-making processes (Deal & Kennedy, 1982).

As the name implies, employees in a working environment with a **Process culture** focus mainly

on procedures and methods over results and outcomes. Success of the organization is measured by how well the established rules and processes are followed by employees in the organization. This culture type mostly implemented in the government institutions and large administrative organizations (Deal & Kennedy, 1982).

2.1.2.2. Charles Handy Concept

Charles Handy prepared a well-known model to illustrate the relationship organizational structure and culture had by categorizing organizational culture in to 4 (four). These culture types shape the relationships of authority, the processes of decision making, and interaction pattern within the organizations. The Charles Handy culture types are Power Culture, Role Culture, Task Culture, and Person Culture (Handy, 1999; Mullins & McLean, 2019). These culture types are explained in detail as follows: -

- **Power culture**: It is one of the Charles Handy culture types and the typically represented as the authority and influence distributed to the entire organization by initially originated from the center. Power culture mainly entertained in small or entrepreneurial organizations, as flexibility and quick decision making are easily applied. In such organization where power culture was applied, the decision making is concentrated at the center and/or small groups. As a result, personal influence was seen more than formal rules and procedural bureaucracy (Handy, 1999).

- **Role culture**: This culture type is mainly exercised in large and highly structured organizations. The authority is not on individuals' hand rather it is applied on formal positions through clearly set responsibilities, defined roles, procedures, and hierarchical relationships which ensures stability and predictability of the organization. However, this culture may have its own negative impact on creativity, innovation as well as it may decline or slow down organizational adaptation (Handy, 1999; Mullins & McLean, 2019).

- **Task culture:** This culture type encourages teamwork and focus on completion of tasks. Mixed efforts, both individual and team work, exerted and the authority is given to whom who had competencies. To achieve organizational goals, power is distributed to individual who use the knowledge and skills within the team. This culture mainly exercises on project-based organizations where teamwork, collaboration, and problem solving are important for

their achievement (Handy, 1999).

- **Person culture:** This culture gives high priority to individual than the organization. The main purpose of the organization existence is to help the interest and growth of professionals and expertise. In the organization where personal culture was exercise, the power and authority are governed by individual expertise and mutual respect than hierarchical control. Mostly such type of culture is implemented in consulting firms, legal offices, and also academic institutions (Handy, 1999; Mullins & McLean, 2019).

2.1.2.3. Edgar Schein model

Edgar Schein model is one of the organizational culture models prepared by Edgar Schein. The model tries to show and provides an important concept on organizational behavior focusing on creativity (Schein, 1984). Schein find out that the external adaptation and internal integration challenges are solved by a shared knowledge learning through time by individual members in the organization. On this model, the fundamental ideas and assumptions developed by a group to solve problems considered as an organization culture. Edgar Schein identifies three interrelated levels, namely ***artifacts, values,*** and ***underlying assumptions***, for his model. According to Schein, physical structures of the organization, office equipment, the systems implemented in the organization to motivate employees, like the rewarding system, dressing codes, and observable interactions among employees and stakeholders is categorized under **artifacts**. Under the **Values**, there are organization mission, vision, goals, strategies, and other guiding principles of employee behavior and decision-making procedures. The deepest and the last level of this culture model is **basic assumptions.** This level focuses on perceptions and unconscious beliefs of employees on their interpretation experiences, decision making, as well as their interaction within the organization (Schein, 1984).

According to Schein (1984), organizational culture is important because it determines the organization's strategy, operational effectiveness, and the ability to innovate. If culture supports organization to achieve its goals and enables them to adaptation the external environment, it is considered as effective. Organizational culture must be intentionally created and implemented to enhance innovation and creativity though by collaborating and learning within the teamwork.

2.1.2.4. Denison organizational culture dimension

The Denison organizational culture model mainly focuses on organizational performance and effectiveness and elaborate how these are affected by specific cultural traits (D. Denison et al., 2014; D. R. Denison et al., 2012). Denison (2012) identifies key cultural models which shapes employee behavior, enhance coordination, and support an organization to achieve its long-term success. These key cultural models are **involvement**, **consistency**, **adaptability**, and **mission** (D. R. Denison et al., 2012). To understand better, let us see each model in detail.

Involvement: This dimension focuses on human capability development and employee participation at all levels of the organization. Employee involvement in the organization encourages an employee to fill sense of ownership of towards the organization goal and help the organization to strengthen their decision-making process. This dimension includes empowerment, team orientation, and capability development indices. Empowerment refers employee's authority, initiative, and responsibility had to manage their work. The degree to which cooperation and teamwork are encouraged in order to achieve common objectives is reflected in team orientation. The organization's dedication to consistently improving workers' skills and competence in order to be competitive and responsive to environmental demands is the key focus of capability development (D. Denison et al., 2014; D. R. Denison et al., 2012).

Consistency: The degree to which organizational operations are coordinated, integrated, and directed by common core values is represented by consistency. Strong internal structures that foster stability, consensus, and a shared sense of identity among personnel are developed by successful firms. Three indices are used to gauge consistency. The common ideals that direct conduct and build a cohesive organizational identity are represented by core values. The ability of members of an organization to settle disputes and come to accord at various organizational levels is referred to as agreement. How several departments and functional groups work together to accomplish shared goals is referred to as coordination and integration (D. Denison et al., 2014; D. R. Denison et al., 2012).

Adaptability: It is an organization's capacity to adapt to changes in the environment and satisfy stakeholders. Strong adaptation cultures enable organizations to be adaptable, responsive, and experience-based. Three indices are used to measure this dimension. The ability of the company to spur innovation and react proactively to shifting circumstances is referred to as creating change.

Customer focus is a measure of how well an organization comprehends and meets the requirements and expectations of its customers. Organizational learning is a reflection of an organization's ability to learn, decipher environmental cues, and turn experiences into better performance and innovation (D. Denison et al., 2014; D. R. Denison et al., 2012).

Mission: It is emphasized the significance of having a clear purpose and strategic direction. Employees at companies with a strong mission have a clear awareness of the organization's priorities, goals, and future aspirations. Mission culture improves organization long-term success by supporting employee efforts and align it with the organization goals. The mission dimension measured by organization strategic direction and intent; Goals and objectives; as well as vision of the organization indices (D. Denison et al., 2014; D. R. Denison et al., 2012).

2.1.3. Types of Organizational culture

Organizational culture is a fundamental concept in organizational studies that reflects the shared values, beliefs, norms, and practices that guide behavior within an organization. It develops gradually through collective experiences, leadership practices, and organizational learning processes. Culture influences how employees interpret organizational goals, interact with colleagues, and respond to internal and external challenges. As a result, each organization develops a distinctive cultural pattern that shapes decision-making processes, communication styles, and workplace relationships (Robbins & Judge, 2024; Schein & Schein, 2017).

Scholars argue that organizational culture serves as a social control mechanism that influences employee behavior and promotes a shared understanding of organizational expectations. A well-developed culture strengthens coordination, enhances employee commitment, and supports organizational effectiveness. Empirical studies also indicate that culture plays a critical role in shaping employee engagement, organizational performance, and long-term sustainability (D. Denison et al., 2014; Hartnell et al., 2011; Mullins & McLean, 2019).

Because organizations differ in their values, leadership styles, and strategic priorities, several scholars have proposed different classifications of organizational culture. These classifications help researchers and practitioners understand the dominant cultural characteristics within organizations and their implications for organizational performance. Among the commonly discussed classifications are strong and weak organizational cultures, as well as formal models

such as the Competing Values Framework and the Deal and Kennedy cultural model (Cameron & Quinn, 2011; Deal & Kennedy, 1982; Hofstede et al., 2010).

2.1.3.1. Strong organizational culture

A strong organizational culture exists when the core values, beliefs, and norms of an organization are widely shared and deeply internalized by its members. Employees working in the organizations which have a strong organizational culture would clearly know and understand what the organization expect from them and their activity always align with the mission and strategic objective of the organization. Employee unity and collective identity mainly fostered by shared values, which encourage cooperation and commitment to the goal of the organization (Robbins & Judge, 2024; Schein, 2010).

Strong organizational cultures are founded by a good and effective communication, unchangeable leadership behavior, and productive organizational practices. By modeling desired behaviors, rewarding value-aligned performance, and integrating organizational values into day-to-day operations, leaders play a critical role in creating and maintaining such cultures. Because of this, employees show high level of motivation and their loyalty to their organization by internalizing these values (Robbins & Judge, 2024).

According to research, strong organizational culture enhances organizational effectiveness by increasing employee engagement, enhancing coordination, and minimizing decision-making uncertainty. Employees can work more efficiently towards shared goals when they understand the organization goals and have similar values with others. This would have an impact on improving the organization performance and innovation of the organization (Buchanan & Huczynski, 2019; Hartnell et al., 2011).

2.1.3.2. Weak organizational culture

Unlike with strong organizational culture, a weak organizational culture there is weak shared organizational values and norms among employees. Because of this, the organizational goal was interpreted differently, there is no shared organizational values and the employee behavior are guided by personal beliefs. As a result, the employee behavior is varied and there is a weak cooperation among employees (Hatch, 2018).

Employee behavior is regulated by formal rules, policies, and regulations in an organization with weak culture. In such working environment, management must rely on formal control measures to control the situation and to run the organization smoothly. On the other hand, this may affect the employee creativity, innovation, cooperation among employees, as well as their commitment to the organization negatively (Robbins & Judge, 2019). In the long-term, this may diminish teamwork, create weak organizational identity, challenge the stability of the organization (Lok & Crawford, 1999; Mullins & McLean, 2019).

2.1.4. Competing values Framework

The Competing Values Framework (CVF), which was developed by Cameron and Freeman and then expanded by Cameron and Quinn, is one of the most widely used frameworks in the field of organizational culture. The framework helps the research to understand the organizational culture in brief. The framework, which was developed after wide empirical research on organizational effectiveness, is now a widely used instrument for assessing, diagnosing and measuring organizational culture (Cameron & Quinn, 2006, 2011).

Organizational culture categorized by Competing Values Framework (CVF) on two basic and fundamental dimensions. These are (Cameron & Quinn, 2011) : -

1. Internal focus and integrations vs external focus and differentiation;
2. Flexibility and discretion, Vs Stability and control

Clan culture, adhocracy culture, market culture, and hierarchy culture are the four main cultural types that result from the interaction of the above two dimensions. Each culture type characterizes by their organizational priorities, leadership styles and philosophies, as well as values.

In organizational culture research, this framework is widely used because it provides a comprehensive method for analyzing organizational cultural orientation and its relationship with performance of organization, leadership style, and behavior of the organization employee (Hartnell et al., 2011).

Figure 2.1.4: Competing Values Framework (CVF)

Flexibility and desertion

Internal focus and Integration	**Clan**	**Adhocracy**	**External Focus and differentiation**
	Hierarchy	**Market**	

Stability and control

Source: - *Cameron &Quinn, 2011*

2.1.4.1. The Clan Culture

Clan culture, one of the four cultures, is characterized by supportive and collaborative work environment where the value of relationships, teamwork, and employee involvement are high. Organizations with clan cultures often resemble extended families in which leaders act as mentors, coaches, or facilitators who emphasize employee development and mutual support (Cameron & Quinn, 2011).

In clan-oriented organizations, management encourages open communication, participation in decision making, and strong interpersonal relationships. Employees are motivated through trust, loyalty, and shared commitment rather than through strict control mechanisms. Organizational success in clan cultures is typically measured by employee satisfaction, team cohesion, and long-term employee development (Hartnell et al., 2011).

Because of their emphasis on human relationships and employee empowerment, clan cultures are particularly effective in promoting employee engagement and collaborative problem solving within organizations.

2.1.4.2. Adhocracy

Adhocracy culture emphasizes flexibility, innovation, and adaptability in response to changing environmental conditions. Organizations that adopt this culture encourage creativity,

experimentation, and entrepreneurial thinking among employees. Leaders within adhocracy cultures typically act as innovators and risk-takers who support new ideas and innovative solutions (Buchanan & Huczynski, 2019; Cameron & Quinn, 2011).

These organizations maintain their competitiveness by working on their creativity and innovation even in the dynamic environments. Organization encourages their employees to explore new opportunities, develop innovative products or services, and act quickly to external changes. In adhocracy cultures, Success is measured by growth, and the ability to create new opportunities through creativity and innovation works (Hofstede et al., 2010).

2.1.4.3. Market Culture

The main themes of market culture are goal of the organization, competitiveness, and productivity. The organization that implements this organizational culture places a strong emphasis on quantifiable results like the profitability of the organization, the share it has on the market, and its performance. Organization leaders typically prioritize efficiency, the targeted performance, and market positioning (Cameron & Quinn, 2011; Robbins & Judge, 2024).

Clear goals, processes for evaluating performance, and incentives based on outcomes are common sources of motivation for employees working in market-oriented organization. The ability of the organization to accomplish strategic objectives, surpass the competitors, and sustain excellent market performance defines the organization success.

This culture is often found in organizations that operate in highly competitive environments where achieving measurable results is a primary priority.

2.1.4.4. Hierarchy

Hierarchy culture is characterized by structured work environments, formalized procedures, and clearly defined authority relationships. Organizations that adopt this cultural orientation prioritize stability, efficiency, and consistency in operations. Leadership in hierarchical cultures focuses on coordination, monitoring, and ensuring compliance with organizational rules and policies (Cameron & Quinn, 2011; Schein, 2010).

Hierarchical organizations rely on established procedures, standardized processes, and well-

defined roles to ensure efficient coordination of activities. This type of culture is common in government institutions, large bureaucratic organizations, and institutions that require high levels of operational reliability and risk control (Mullins & McLean, 2019).

Although hierarchy cultures may limit flexibility and innovation, they provide stability, predictability, and efficient management of organizational processes.

2.1.5. Job satisfaction

2.1.5.1. Meaning and Importance of Job Satisfaction

Job satisfaction has long been recognized as one of the most critical and complex issues in modern organizational management. Managers of the organization are always trying to understand employee satisfaction influence factors. They understood that job satisfaction is directly related to employee productivity, motivation, organizational commitment, and the overall performance of the organization. The finding of recent research explains that employees with high level of satisfaction would improve their job performance, shows a higher work engagement, and their commitment to achieve the organizational goal is strong. But, in the organization with dissatisfied employees, there is higher probability of low morale of employees, absenteeism, and turnover of employees with low morale (Mullins & McLean, 2019; Robbins & Judge, 2024).

Several scholars have tried to define job satisfaction over time. **Hoppock (1935)** provides one of the first definition, described job satisfaction as a combination of environmental, physiological, and psychological factors that enable individuals honestly say that they are satisfied with their job. According to this concept, employees' perceptions and experiences at their work are shaped by both internal and external factors (Hoppock, 1935).

Similarly, **Vroom (1995)** defined job satisfaction as an emotional orientation or response that individuals develop toward their job roles. According to this perspective, job satisfaction is closely related to employees' attitudes toward their work and the extent to which their expectations are fulfilled within the organization (Vroom, 1995).

Later, **Evans (1997)** explained job satisfaction as the degree to which individuals perceive that their work-related needs and expectations are fulfilled. This perspective highlights that job satisfaction is strongly connected to employees' personal values, career aspirations, and the

alignment between their expectations and the actual work environment (Evans, 1997).

Schmidt (2007) added on the idea by pointing out that an employee's degree of positive motivation for their job is reflected in their job satisfaction. Whenever the employee is well satisfied, they show are more likely to be enthusiastic, dedicated, and become eager to contribute to the goal and objective of the organization. This would have an impact on organization on enhancing the stability of organization, as satisfied employees are more likely to stay at the organization and strengthening organizational stability (Schmidt, 2007).

Armstrong (2006) states that the employee feelings and attitudes have about their jobs are reflected in job satisfaction. Positive perceptions of the workplace increase the pf job satisfaction, while negative perceptions results dissatisfaction (Armstrong, 2006). Similarly, **Hellriegel and Slocum (2011)** indicated that serious organizational issues with working conditions, compensation, leadership philosophy and unclear job roles leads to the dissatisfaction of employee (Hellriegel & Slocum, 2011).

Spector (1997) also define job satisfaction with a broader perspective. He defined job satisfaction as the extent to which employees like or dislike their jobs as well as other different aspects of the work conditions. It shows that job satisfaction is influenced by various aspects and multidimensional issues like salary, reward, promotion, the relationship between teammates, favorable working conditions and the likes (P. Spector, 1997).

Job satisfaction is significant for organizational effectiveness, as many recent research findings stated. These researches stated that engagement of employee in the workplace, the commitment they have, and the outcomes because of these engagement and commitment is strongly linked with job satisfaction. Organizations are more likely to increase employee satisfaction and attain sustainable performance if they cultivate supportive leadership practices, equitable compensation systems, and positive work environments. (Judge et al., 2017; Robbins & Judge, 2024).

In general, employee behavior and organizational success are still significantly influenced by job satisfaction. Managers may create human resource strategies that boost motivation, lower resignation, and increase organizational performance by having a thorough understanding of the elements that affect employee job satisfaction.

2.1.6. Dimensions of Job Satisfaction

Job satisfaction is a multidimensional concept. It reflects employees' overall evaluation of their work and the various factors that influence their experiences within the workplace. Job satisfaction is not determined by a single factor, rather it is determined by many aspects related to work activities. Salary, work compensation, organizational working environment, the coordination and relation among managers and employees, and career development opportunities. Understanding these dimensions enable organizations to identify areas that had impact on motivation, attitude, effectiveness, as well as performance of their employees (Mullins & McLean, 2019; Robbins & Judge, 2024).

Locke (1976) proposed one of the most important frameworks for comprehending the aspects of job satisfaction, which Spector (1997) operationalized with the Job satisfaction Survey (JSS). The nature of work, salary, promotion opportunities, benefits, recognition, working conditions, supervision, coworkers, and organizational management practices are the nine main characteristics that this framework uses to analyse job satisfaction (Locke, 1976; P. Spector, 1997). These characteristics reflect the key elements of the workplace that influence workers' attitudes and views of their jobs.

Work (Nature of Work): The intrinsic qualities of the job itself, such as task variety, autonomy, creative opportunities, and chances for learning and career advancement, are referred to as the nature of work. Employee job satisfaction is typically higher in jobs that offer opportunity for skill development and meaningful work. Employees are more likely to feel driven and dedicated to their jobs when they believe their work is demanding, fascinating, and worthwhile (Hackman & Oldham, 1980; Robbins & Judge, 2024). Employee job satisfaction and engagement also greatly increase by opportunity given for utilizing skills and working hard to make it effective and productive (Judge et al., 2017).

Pay (Salary): One of the most extensively researched factors influencing job satisfaction is pay, which is defined as the fairness and sufficiency of monetary compensation that workers receive for their labour. Workers assess their salary based on perceived fairness in relation to others doing comparable work as well as the amount they receive. When employees feel that their salary is equivalent with their efforts, abilities, and contributions, they are more likely to be satisfied with

their jobs; on the other hand, perceived pay disparity may result in discontent and decreased motivation (Armstrong & Taylor, 2020; Robbins & Judge, 2024).

Promotion Opportunities: Promotion is the availability of career development opportunities within an organization. Research shows that employees who perceive clear career paths and development opportunities report higher levels of job satisfaction and organizational commitment (Judge et al., 2017; Mullins & McLean, 2019). Employees are more likely to be satisfied when they believe that in their organization there is a fair, transparent and merit-based promotion systems.

Recognition: It is all about employee satisfaction and motivation. Employee job satisfactions are increase when they see that their job is respected, appreciated, and recognized. Positive employee attitudes and a stronger bond between workers and their company are two benefits of effective recognition programs. Recognition can take many different forms, including award from managers, medals, incentives, or public recognition of achievements (Armstrong & Taylor, 2020).

Benefits: Benefits are additional compensation that organizations offer to its employees in addition to their base salary or pay (Locke, 1976; P. Spector, 1997). Examples of benefits are housing and transportation allowances, health insurance, paid annual leave, and other social support programs. Benefits are crucial for the employee's daily life and also helps the organization in achieving their goals. As a result, the satisfaction of employees increases and stay at the organizations (Robbins & Judge, 2019).

Working Conditions: It is referred the physical and mental surroundings in which employees carry out their duties. When we say working conditions, we are saying the safety of workplace, the equipment, technology and other physical materials and the working systems (Locke, 1976; P. Spector, 1997). Employee job satisfaction and well-being are greatly enhanced by a secure and encouraging workplace (Mullins & McLean, 2019).

Supervision: The term "supervision" describes the level of assistance, managerial skill, and leadership style of supervisors. Clear communication, equitable treatment, direction, and promoting employee involvement in decision-making are all essential components of effective supervision (Locke, 1976; P. Spector, 1997). Positive supervisor-employee interactions and supportive leadership have been shown to greatly increase work satisfaction and organizational

commitment (Yukl & Gardner, 2020).

Coworkers: Another significant aspect of job satisfaction is relationships with coworkers. Good relationships with coworkers foster a positive social atmosphere that promotes cooperation, teamwork, and knowledge exchange. Higher levels of satisfaction are more likely to be experienced by workers who collaborate with cooperative, capable, and amiable coworkers. Strong interpersonal ties at work can also lessen stress and enhance productivity (Robbins & Judge, 2024).

Company and Management: The organization's general principles, organizational procedures, and leadership style are referred to as company and management. When workers believe that the company values their efforts, treats them fairly, and shows concern for their welfare, they are more satisfied. Positive employee attitudes and satisfaction are greatly influenced by organizational transparency, moral leadership, and supportive management techniques (Schein & Schein, 2017).

2.1.7. Organizational Culture and Job Satisfaction Relationship

The cultural and social milieu of firms has a major impact on employee attitudes and satisfaction, according to early organizational research (Morse, 1953). According to Morse (1953), workers' opinions of the work environment and organizational culture have a significant impact on how satisfied they are with their jobs. In a similar vein, Wallach (1983) contended that employee performance and satisfaction are significantly influenced by an individual's compatibility with the working culture (Wallach, 1983). Endalew and Bhagwat (2025) discovered that elements of the organizational environment, such as workplace culture, leadership styles, and communication techniques, had a substantial impact on workers' job satisfaction in public institutions. Similarly, Goodman et al.(2001) discovered that various corporate cultures have distinct effects on job satisfaction.

Organizational culture and work happiness are strongly correlated, according to empirical studies. According to Sempane et al. (2002), an organization's prevailing culture has a significant impact on job satisfaction. Their research revealed that supportive and upbeat workplace cultures are a major factor in increased employee satisfaction.

Hartnell et al. (2011), who carried out a meta-analysis looking at the connection between organizational culture and effectiveness, provided more thorough data. According to their

research, favorable employee attitudes including job satisfaction and organizational dedication are highly correlated with the culture of the workplace. In a similar vein, Denison et al. (2014) noted that organizational cultures that place a strong emphasis on employee involvement, flexibility, stability would enhance employee satisfaction.

2.2. Empirical Review

The substantial impact of culture on satisfaction of employee is supported by a sizable body of empirical data. For instance, Dawit (2020) examined public sector organizations and discovered that while hierarchical cultures did not significantly improve job satisfaction, clan, market, and adhocracy cultures did. In a similar vein, Semene (2019) found that whereas hierarchical cultures had a negative impact on job satisfaction, clan, market, and adhocracy cultures had a favorable correlation.

Using the competing values paradigm, Lund (2003) discovered that whereas both market and hierarchy cultures are linked to worse satisfaction results, clan and adhocracy cultures are favorably connected with job satisfaction. These results imply that cultures that prioritize adaptability, involvement, and creativity are more favorable to worker satisfaction than cultures that prioritize stability and control. Similarly, According to Gull and Azam (2021), job satisfaction is positively impacted by clan, market, and adhocracy cultures, but hierarchy culture has no discernible effect. Because clan culture emphasizes teamwork, trust, and employee involvement, El Badawy et al. (2016) discovered that it had the strongest positive association with job satisfaction (El Badawy et al., 2016).

According to some research, the organizational context affects how market and hierarchical cultures affect employee satisfaction. When explicit protocols and clearly defined responsibilities promote coordination and performance, hierarchical cultures structured and well-coordinated processes can improve employee results (Anning-Dorson, 2021). On the other hand, an overemphasis on performance goals and competitiveness, which is frequently linked to market culture, can lead to increased work pressure and decreased job satisfaction (Nanjundeswaraswamy & Swamy D R, 2015).

Additionally, empirical data shows that supportive and cooperative cultures have a big impact on worker happiness. While rigid or highly formalized structures may reduce employees' positive

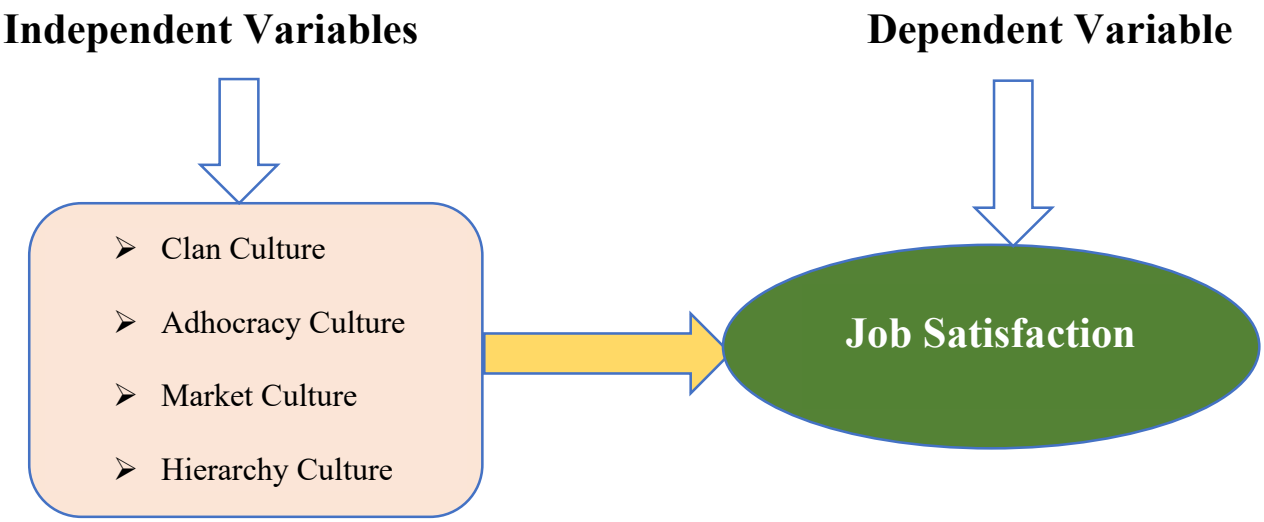
attitudes toward work, cultures that emphasize teamwork, employee participation, and organizational support, like clan culture, are positively associated with job satisfaction (Belias & Koustelios, 2014; Paais & Pattiruhu, 2020). Employee engagement and satisfaction have also been found to be increased by inclusive workplaces and supportive organizational policies (A. S. Jameel, 2022).

2.3. Conceptual Framework

Conceptual frameworks of the study have independent variables which are organizational culture and dependent variable job satisfaction. The aim of this research is to examine the effect of organizational culture on employee job satisfaction in the ECAE, with a focus on (clan, market, adhocracy, and hierarchy) cultures.

- **Clan culture (Collaborate): -** refers Cohesiveness, Participation, Teamwork, as well as sense of Family.
- **Adhocracy culture (Create): -** refers Entrepreneurship, Creativity, and Adaptability.
- **Market culture (Compute): -** refers competitiveness and goal achievement.
- **Hierarchy culture (Control): -** refers Order, Rules & Regulations, uniformity (coordination) and organization exist.

Figure 2.3: Conceptual Framework



Source: - Adopted from Cameron and Quinn, 1988

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outline the research methodology appropriate for this study. It presents the research strategy, target population and data sources, sampling design, data collection methods and instruments, data analysis techniques, and the approach to data presentation. Issues of validity, dependability, and ethical considerations are also examined.

3.1. Description of the Study Area

As outlined in the scope of the study, the research is conducted at the Ethiopian Conformity Assessment Enterprise (ECAE) headquarters in Addis Ababa.

3.2. Research Design

Research design is a structured and systematic framework that guides the entire research process by aligning research objectives with appropriate methods of data collection, analysis, and interpretation. It serves as an overall plan that guides a research study and ensures that the procedures for collecting, analyzing, and interpreting the collected data in the way that supports valid and meaningful findings. According to Creswell (2017), the research design explains the logical structure for conducting quantitative, qualitative, and mixed-methods research. Recent methodological studies also highlight its role and importance in maintaining and enhancing transparency and methodological consistency through the research process (Creswell, 2017). Similarly, Saunders et al. (2019) explain that research design used as a strategic plan that assists researchers in preparing appropriate methodological decisions and producing reliable and widely applicable findings (Saunders et al., 2019). In general, contemporary research literature emphasizes that a well-defined research design is essential for ensuring the credibility, validity, and analytical strength of organizational and management studies (Creswell & Poth, 2023).

In this study, an explanatory (causal) research design was used to investigate the organizational culture and ECAE employee job satisfaction. The study aims to examine the relationship between variables (Dependent and independent variables) and understand how and why these relationships exist, an explanatory design is suitable. The study used a cross-sectional approach, where data were collected at a single point in time. Both descriptive and inferential statistical methods were

used to analyze the collected data. This approach enabled the researcher to identify the associations between enterprise culture practices and ECAE employee level of job satisfaction, while also allowing the findings to generalized the findings from the sample findings to the broader population. Recent research methodology literature also supports to use/ application of explanatory and correlational designs in organizational culture research to enhance empirical analysis and strengthen causal interpretation (Creswell & Poth, 2023; Saunders et al., 2019).

3.3. Types and Sources of Data

This study used both primary and secondary data sources. Primary data were collected using structured questionnaires administered to the staff of the Ethiopian Conformity Assessment Enterprise. Secondary data were obtained from various enterprise records, including the Human Resource and Change Management Directorate, Quality Directorate, and Finance & Supply Chain Directorate, specifically focusing on monthly and annual employee salary reports.

3.4. Population and Sampling Design

The entire population of the study is 167 members of the of 2024/2025 at head quarter Addis Ababa. The determined sampling size for the study is 118 full-time workers, representing around 70.66% of the total population. The study respondents' will be sampled from different sectors and directorate of the pool. Based on Yamane (1967) sample size determination formula, from a total of 167 ECAE headquarter staff, the calculated sample size is 100 at 95 % confidence level and 0.05 precision levels.

The formula below is used to determine the sample size: -

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

Where: -

- n = Sample size;
- N = Population;
- e = margin of error (5%)

The population of this study comprises all full-time headquarter staff members of the Ethiopian Conformity Assessment Enterprise for the 2025/2026 period, totaling 167 individuals. To ensure

that the study reflected a broad and representative view of the enterprise, a sample of 118 employees from the total 167 employees, accounting approximately 70.66% of the total population, was selected. The research participants were selected from different sectors and directorates within the enterprise, which included Human Resource and Change Management, Information Technology Directorate, Quality Directorate, Inspection directorate, Certification Directorate, Laboratory Testing Directorate, as well as Finance and Supply Chain Directorate. This helped ensure that employees with diverse roles, responsibilities, professionals, experiences, and educational backgrounds were adequately represented in this study.

The sample size for this study was determined using **Yamane's (1967) formula**, which provides a simple and systematic approach/method for calculating an appropriate sample size based on the total population and the desired level of precision: -

$$n_0 = \frac{N}{1+N\,(e)^2}$$

Where: -

- n_0 = Sample size;
- N = Population;
- e = level of statistical significance (sampling error)

As indicated above to determine the sample size, the study employed a 95% of confidence interval and a 5% of margin of error; the calculated sample size, as indicated below, is **118** from a total **population of 167 ECAE head office staff members**. Which is: -

$$\text{Sample size} = \frac{167}{1+167\,(0.05)^2} = 117.8 \simeq \mathbf{118}$$

3.5. Data Collection Method

The researcher used two standardized instruments: the organizational Culture Assessment Instrument (OCAI) and Job satisfaction Instrument (JSI) to collect the required data from ECAE head office employee research participants. The OCAI was employed to evaluate enterprise culture based on 6 (six) key dimensions: namely dominant characteristics, enterprise leadership, ECAE employee management, enterprise glue, strategic emphasis, and criteria of success (Cameron & Quinn, 2006). Within each dimension, the first alternative represents clan culture, the second

represents adhocracy culture, while the third and fourth alternatives represents Market culture and hierarchy respectively (Cameron & Quinn, 2006). Participants of the research responded to the questionnaire developed and send via Microsoft form using a five-point Likert scale would respond using a five-point Likert scale items (5 for strongly Agree, 4 for Agree, 3 for Neutral, 2 for Disagree and 1 for strongly disagree).

Data were collected from the sample using an online survey created with Microsoft forms. The Microsoft Form link to the questionnaire was sent to respondents of ECAE head office selected employees via their collected email address. Using Microsoft forms made the data collection process more efficient, minimized paper-based errors, and enabled timely collection and make easier to manage and analysis the responses.

ECAE head office employee job satisfaction was measured using the Job Satisfaction Survey (JSS) which is developed by Spector in 1985 (P. E. Spector, 1985). For this study, a global version of the instrument, i.e., JSS, was applied to assess ECAE employees' overall level of job satisfaction rather than focusing on individual dimensions. The respondent responses were measured on a five-point Likert scale ranging from strongly satisfied representing by 5 to strongly dissatisfied represented by 1. As Spector (1997) reported, the JSS is highly reliable with a reported reliability coefficient of 0.91.

Participation in the survey was from ECAE head office, entirely voluntary, and respondents were assured that their responses would remain confidential and anonymous when the researcher distributed the questionnaire via their personal email address. The data collected through Microsoft forms was used strictly for this research and only for academic research study purposes and analyzed to examine the effect of organizational culture on ECAE head office employee job satisfaction.

3.6. Pilot Study

Before collecting the data of the main research study, the researcher performed a pilot study in order to know whether the questionnaires are reliable and valid or not. The researcher conducted a pilot study with the ECAE head office employees who had similar characteristics with the main target population. 10% of the sample size which is 12 pilot sample respondents were communicated and data were collected (Connelly, 2008).

The main purpose of this pilot test was to determine the feasibility of the study and to enhance the validity of the instrument as well as to minimize measurement errors (Connelly, 2008). Based on the comments from the pilot test, the researcher improves the questionnaire and dropped the invalid items from the questionnaire.

3.7. Method of Data Analysis and Presentation

Survey data were analyzed through descriptive and statistical analysis using IBM SPSS version 27 software. Descriptive statistics, including frequencies, distribution, percentages, means, and standard, were used to analyze the impact of enterprise culture on employee job satisfaction. SPSS were used in the analysis of the collected data. This academic research mainly focuses on descriptive statistics (mean, standard deviation, and variance) as well as inferential analysis (description and regression). To assess the internal consistency and reliability of the questionnaire items, Cronbach's alpha reliability test was employed. Correlation analysis was conducted to examine the relationship between ECAE organizational culture and employee job satisfaction, as well as to check for possible multicollinearity among the variables.

To determine the effect of culture dimensions, which is an independent variables, on ECAE employees' satisfaction, which is a dependent variable, multiple linear regression analysis was also applied. In order to assess the relationships model fitness and its significance the regression model was evaluated and interpreted using the coefficient of determination (R^2) and Analysis of Variance (ANOVA). The researcher checked and get that all selected statistical tools and techniques were appropriate for addressing the study objectives and to test the proposed relationships.

3.8. Validity and reliability of data

The research study quality is determined by its validity and reliability of the data. As Kotheri (2004) states reliability is all about consistency, accuracy, and precision, of the measurement process and when we are saying validity it is the extent to which a measurement instrument accurately captures what it is intended to measure, while reliability relates to the consistency, accuracy, and precision of the measurement process (Kothari, 2004). In this study, the researcher used both reliability and validity of the finding to address its credibility.

The research study depends on well-established and widely used validated measurement

instruments to make sure the validity of the data. This instrument is called “the Organizational Culture Assessment Instrument (OCAI)”, which was adopted based on its extensive use and proven validity in different studies published earlier in different well know journals. In various enterprise and organizational contexts, the theoretical and empirical assessments are supported by a constructed validity (Cameron & Quinn, 2011; Freeman & Cameron, 1993). The validity content and its construction were strengthened more through reviewing relevant and well-known literatures and by adapting standardized scale from these literatures and researches. In addition, the questionnaire developed was reviewed by the researcher advisor to confirm its appropriateness for the study objectives and target population. The researcher also performed a pilot study test as per the advisor feedback.

Cronbach’s alpha coefficient was used to assess reliability of the data collection instrument to test internal consistency. As per the OCAI dimensions the alpha values within the range of 0.7 above is acceptable reliability levels (Malhotra et al., 2004). In this study, the Cronbach’s alpha was 0.868, as it is recommended in the literature, the result shows that the items in the questionnaire are acceptable and the instruments are reliable for further analysis (Davidson et al., 2007).

Overall, the result from Cronbach alpha indicates that the research instruments used in this research are both valid and reliable, and therefore the instrument and items the researcher used were suitable for achieving the study’s objectives and enhance to draw meaningful and strong conclusions.

3.9. Ethical Considerations

This research study was conducted in accordance with ethical principles established by researcher to ensure professionalism and protect participants privacy and confidentiality. The respondents were given a guarantee for their responses, as well as clearly informed that the research would be used solely for academic purposes and would be kept confidential. In the questionnaire anonymity, privacy, and confidentiality were strictly maintained, including their email, name, and other personal data. Questionnaires were prepared in in two languages, i.e., Amharic and English, to administered at convenient to ensure respondents’ comfort. The researcher was properly acknowledged, and ethical standards were maintained throughout the study to protect respondents’ rights and well-being.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter deals with the results of the data analysis and discusses the findings of the study. To present the findings and discussions, the researcher used both figures and tables. Primary data were gathered from Ethiopian Conformity Assessment Enterprise (ECAE) head office employees using a structured questionnaire, which is prepared and distributed through Microsoft Forms. The researcher also used secondary data source to support and strengthen the analysis of study. The data were collected from the enterprise' different departments and other related literatures. In this chapter, the data collected from the respondents are presented and analyzed. It also deals with statistical testing of hypothesis and interpretation of the study result using IBM SPSS version 27.

4.2. Response Rate

The information was gathered from a total of 118 employees. The questionnaires link was sent to 118 ECAE head office employees via their email address. Out of these, 112 responses were returned, representing a response rate of 94.9 percent. As a result, 112 valid questionnaires, representing 94.9 percent of the total targeted population, were used for the final analysis. While only 6 questionnaires were not collected or returned. According to Babbie (1990), a response rate of 50 percent or above is considered acceptable for survey research; therefore, as this study collected 94.9% responses successfully, it is considered satisfactory and used for statistical analysis (Babbie, 1990).

4.3. Demographic Information of the Respondents

The first part of the study questionnaire consists demographic information of the respondents. It includes the respondent's personal data, i.e., gender, age, educational qualification, work experience, and marital status. The respondent's demographic information is depicted in the following table 4.3.1.: -

Table 4.3.1.: Demographic information of the respondents

Description		Frequency	Percent
Gender	Male	59	52.68%
	Female	53	47.32%
	Total	112	100%
Age	20-30 Years	30	26.79%
	31-40 Years	59	52.68%
	41-50 Years	19	16.96%
	Above 50 Years	4	3.57%
	Total	112	100%
Marital Status	Married	70	62.50%
	Unmarried	39	34.82%
	Others	3	2.68%
	Total	112	100%
Educational Background	Certificate	0	0%
	Diploma	7	6.25%
	BA/BSC	77	68.75%
	MA/MSC	28	25.00%
	PhD	0	0%
	Others	0	0%
	Total	112	100%
How long you have worked in ECAE	Less than 2 years	11	9.82%
	2-5 years	40	35.71%
	6-10 years	34	30.36%
	Above 10 years	27	24.11%
	Total	112	100%

Source: Sample survey, 2026

As it is shown in the above table, among 112 respondents who are participated in the study, 59 (52.68%) were males while 53 (47.32%) were females participants. This shows a relatively balanced gender distribution, with a slightly higher proportion of male participants in this study

compared to female in the ECAE head office.

In terms of age distribution, the majority group of respondents fell within 31 - 40 years old category, which accounts 59 (52.68%). This was followed by 30 respondents (26.79%) in the age group between 20 to 30 years of age category. The rest of 19 and 4 respondents were between the age of 41–50 years and above 50 years old respectively, which accounts 20.5% from the total respondents. This gives that the majority of the respondents were in between twenty and forty, which indicates most of ECAE employees fall within the productive working age group.

In terms of marital status, the majority of respondents were married which accounts 70 (62.50%), while 39 (34.82%) were unmarried, and 3 (2.68%) fell under other categories. This suggests that most respondent employees in the enterprise are married.

Regarding educational background, the majority respondents hold a BA/BSc degree, representing 77 (68.75%). MA/MSc degrees holders accounted for 25% (28 respondents), and the other 7 respondents, representing 6.25% of the respondents. There were no respondents with certificate-level or PhD qualifications. This indicates that a significant number of workforces of the Ethiopian Conformity Assessment Enterprise (ECAE) is well educated, with most employees holding at least a first degree.

In terms of work experience, the largest group of respondents which is between 2 to 5 years of work experience were 40, which accounts 35.71%. This was followed by 34 respondents with 6 to 10 years of experience, which represents 30.36%. More than 10 years of work experience were 27 respondents, which represented 24.11%. There are also 11 respondents with less than 2 years of work experience with 9.82% of the total target population. This shows that most respondents had sufficient work experience and able to provide reliable information about the enterprise.

Overall, the demographic profile suggests that the respondents are predominantly within the active working age, relatively well educated, and possess adequate work experience, making them appropriate participants for assessing organizational culture and job satisfaction within ECAE.

4.4. Descriptive statistics of organizational culture types

The results of the organizational culture and job satisfaction questionnaires were analyzed using mean and standard deviation values. Subsequently, the study compared the four types of

organizational culture: clan culture, adhocracy culture, market culture, and hierarchy culture.

Table 4.4.1. Descriptive statistics of clan culture

	Descriptive Statistics	N	Mean	Std. Deviation
CC1	My enterprise is a friendly and supportive workplace where employees feel like members of a family.	112	3.37	1.446
CC2	Leaders in ECAE are viewed as mentors, facilitators, or supportive figures.	112	3.22	1.431
CC3	The management style in my enterprise emphasizes teamwork, participation, and consensus.	112	3.39	1.442
CC4	Loyalty, mutual trust, and strong commitment hold the enterprise together.	112	3.33	1.385
CC5	My enterprise fosters trust, transparency, and active employee participation. It places a strong emphasis on human progress and employee development.	112	2.79	1.267
CC6	ECAE success is defined by employee development, teamwork, and concern for people.	112	3.11	1.429
	Valid N (listwise)	**112**	**3.20**	

Source: statistical package for social science (SPSS) version 27

Based on table 4.4.1 above, six statements were given to measure the level of agreement of respondents on each and individual sentence that used to show the current existing level of clan culture. From table 4.4.1 it clearly shows that mean of the collected responses range from 2.79 to 3.39. The minimum value was given to the fifth and sixth statement that says “My enterprise fosters trust, transparency, and active employee participation. It places a strong emphasis on human progress and employee development" and “ECAE success is defined by employee development, teamwork, and concern for people”, with an SD of (1.267: 1.385). And third statement has got highest mean value “The management style in my enterprise emphasizes teamwork, participation, and consensus.” with standard deviation of 1.442. For the statement, “My enterprise is a friendly and supportive workplace where employees feel like members of a family” had (mean =3.37, SD = 1.446). For the statement “Leaders in ECAE are viewed as mentors, facilitators, or supportive

figures" had (mean = 3.22, SD = 1.431). Lastly the statement "Loyalty, mutual trust, and strong commitment hold the enterprise together." had (mean = 3.33, SD = 1.385).

The overall mean score (mean = 3.20) indicates that clan culture is moderately practiced within ECAE. Employees slightly agree that team work and loyalty exist. However, trust, transparency, and leadership support are weaker areas. The relatively moderate standard deviation (~1.4) shows variation in employee perception. Clan culture exists but is not strongly dominant.

Table 4.4.2: Descriptive Statistics of Adhocracy Culture

	Descriptive Statistics	N	Mean	Std. Deviation
AC1	The management style in my organization encourages innovation, creativity, and risk-taking. Employees are supported in exploring new ideas and approaches to improve enterprise performance.	112	3.25	1.424
AC2	A strong commitment to innovation and development holds the enterprise together. The enterprise places great emphasis on being creative and staying ahead through new ideas and initiatives.	112	3.23	1.294
AC3	ECAE prioritizes acquiring new resources and pursuing new challenges. Employees are encouraged to try new approaches and explore new opportunities.	112	3.39	1.226
AC4	Success in my enterprise is measured by efficiency and effective performance. Emphasis is placed on consistent service delivery, smooth scheduling, and cost-effective operations.	112	3.58	1.399
	Valid N (listwise)	**112**	**3.36**	

Source: statistical package for social science (SPSS) version 27

According to table 4.4.2, four statements were used to confirm the presence of an adhocracy culture and to ensure respondents' involvement in order to gate their level of

agreement on each sentence. Based on the result, "Success in my enterprise is measured by efficiency and effective performance. Emphasis is placed on consistent service delivery, smooth scheduling, and cost-effective operations" had the highest (mean =3.58, SD =1.399). However, the statement "A strong commitment to innovation and development holds the enterprise together. The enterprise places great emphasis on being creative and staying ahead through new ideas and initiatives." had a minimum (mean =3.23, SD= 1.294). Also (mean = 3.25, SD = 1.424) were confirmed by the assertion "The management style in my organization encourages innovation, creativity, and risk-taking. Employees are supported in exploring new ideas and approaches to improve enterprise performance." Finally, "ECAE prioritizes acquiring new resources and pursuing new challenges. Employees are encouraged to try new approaches and explore new opportunities" had (mean =3.39, SD = 1.226).

The overall mean (mean = 3.36) suggests that adhocracy culture is moderately strong. Employees perceive innovation and performance orientation. The organization shows some flexibility and openness to new ideas. Lower variation indicates more consistent perception across respondents. Adhocracy culture is emerging but not fully developed.

Table 4.4.3: Descriptive statistics of Market culture

	Descriptive Statistics	N	Mean	Std. Deviation
MC1	The enterprise's management style is characterized by strong competitiveness, high expectations, and a focus on accomplishment.	112	3.78	1.257
MC2	A shared drive for achievement and goal attainment unites the enterprise, where assertiveness and success are core themes.	112	4.13	1.143
	Valid N (listwise)	**112**	**3.94**	

Source: statistical package for social science (SPSS) version 27

As it showed in the table 4.4.3, the involvement of respondents in obtaining their degree of agreement on each and individual sentence was ensured by the above two assertions that may indicate the existence of a market culture. Then the "A shared drive for achievement

and goal attainment unites the enterprise, where assertiveness and success are core themes." were relatively got higher (mean = 4.13, SD = 1.143) whereas the lower (mean = 3.78, SD = 1.257) was registered for the first statement "The enterprise's management style is characterized by strong competitiveness, high expectations, and a focus on accomplishment."

The overall mean (mean = 3.94) indicates that market culture is the dominant culture. Strong agreement on goal achievement and competitiveness. Lower standard deviation shows strong consensus. ECAE is highly results-oriented and performance-driven.

Table 4.4.4: Descriptive statistics of hierarchy culture

	Descriptive Statistics	N	Mean	Std. Deviation
HC1	The enterprise is an extremely structured and restricted environment. In most cases, formal procedures govern people's actions.	112	3.65	1.347
HC2	The enterprise's leadership is widely regarded as a model of coordination, organization, and smooth operation.	112	3.22	1.367
HC3	The enterprise's management style emphasizes job security, uniformity, predictability, and interpersonal stability.	112	3.20	1.355
HC4	Formal rules and policies are what hold the enterprise together. Maintaining smooth operations is critical.	112	3.71	1.306
HC5	The enterprise values permanence and stability. Efficiency, control, and seamless operations are highly prioritized.	112	3.66	1.306
HC6	Achievement in the enterprise is defined by efficiency. Reliable delivery, flexible scheduling, and low-cost service are key measures.	112	3.80	1.293
	Valid N (listwise)	**112**	**3.54**	

Source: statistical package for social science (SPSS) version 27

Based on the table 4.4.4 above, six statements were given to measure the level of agreement

of respondents on each and individual sentence that was used to show the current existing level of hierarchy culture. Based on the results obtained, “Achievement in the enterprise is defined by efficiency. Reliable delivery, flexible scheduling, and low-cost service are key measures.” and “The enterprise’s management style emphasizes job security, uniformity, predictability, and interpersonal stability” (mean = 3.80, SD = 1.293 and mean = 3.20, SD = 1.355) had got the highest and the lowest mean value consecutively. The statement “The enterprise is an extremely structured and restricted environment. In most cases, formal procedures govern people’s actions” got (mean =3.65, SD= 1.347). “The enterprise’s leadership is widely regarded as a model of coordination, organization, and smooth operation” (Mean = 3.66, SD = 1.305). Finally, “The enterprise values permanence and stability. Efficiency, control, and seamless operations are highly prioritized” and “Formal rules and policies are what hold the enterprise together. Maintaining smooth operations is critical.” had (mean = 3.66, SD = 1.306 and mean = 3.71, SD = 1.306) respectively.

The overall mean (mean = 3.54) shows that hierarchy culture is also strong. Emphasis on rules, procedures, and efficiency. Indicates a formal and controlled working environment. ECAE operates with structured and bureaucratic characteristics.

4.5. Descriptive statistics of job satisfaction

Table 4.5.1.: Descriptive Statics of Job Satisfaction

	Descriptive Statistics	N	Mean	Std. Deviation
1.	I find my job enjoyable.	112	3.90	1.208
2.	I feel fairly compensated for the work I do.	112	2.45	1.314
3.	I am satisfied with the opportunities for promotion in my organization.	112	2.72	1.330
4.	My job provides me with a high level of satisfaction.	112	3.96	1.114
5.	My director treats employees fairly and respectfully.	112	3.08	1.409
6.	I enjoy working with my coworkers.	112	3.96	1.273
7.	I feel enthusiastic about the work I do.	112	3.92	1.164
8.	My job provides me with meaningful and interesting tasks.	112	4.10	1.082

	Descriptive Statistics	N	Mean	Std. Deviation
9.	I receive recognition when I perform my work well.	112	2.96	1.518
10.	I experience genuine enjoyment in performing my job duties.	112	4.22	0.927
11.	Communication within the organization is clear and effective.	112	3.05	1.394
12.	Overall, I am satisfied with my job.	112	3.91	1.227
	Valid N (listwise)	**112**	**3.52**	

***Source**: statistical package for social science (SPSS) version 27*

Based on the table 4.5.1 above, there were about twelve statements given to individual respondents to understand their level of satisfaction.

The descriptive statistics results indicate that employees generally exhibit a moderate level of job satisfaction, with mean values ranging from 2.45 to 4.22.

The highest mean score was recorded for “I experience genuine enjoyment in performing my job duties.” (Mean = 4.22), followed by “My job provides me with meaningful and interesting tasks.” (Mean = 4.10), as well as “I enjoy working with my coworkers”, and My job provides me with a high level of satisfaction with the same mean of 3.96. These results suggest that employees derive intrinsic satisfaction from the nature of their work and maintain positive interpersonal relationships within the organization.

Similarly, items related to enthusiasm, overall satisfaction, and job enjoyment also showed relatively high mean values, indicating that employees are generally motivated and engaged in their work.

However, compensation, promotion opportunities, and recognition for performance had lower mean values which is the Mean value of 2.45, 2.72, and 2.96 respectively. These findings indicate that ECAE head office employees are less satisfied with fewer rewards and career advancement opportunities.

On the above table, the communication and managerial fairness mean values were

moderate it indicates there need improvement in the enterprise practices.

Overall, the ranking analysis reveals that intrinsic factors (nature of work, enjoyment, coworkers) contribute more strongly to job satisfaction than extrinsic factors (pay, promotion, recognition). This indicates that while employees value their work and environment, improvements in reward systems and career development opportunities are necessary to enhance overall job satisfaction.

Table 4.5.2: Summary of Descriptive Statistics of Culture Type and Job Satisfaction

Descriptive Statistics

	Mean	Std. Deviation	N
Job_Satisfaction	3.5208	.83285	112
Clan_Culture	3.2024	1.09700	112
Adhocracy_Culture	3.3638	1.06378	112
Market_Culture	3.9375	1.04650	112
Hierarchy_Culture	3.5402	.99756	112

Source: Statistical Package for Social Science (SPSS) version 27

Based on the table 4.5.2, the level of job satisfaction was (mean=3.52, SD = 0.833) among independent cultures. The hierarchy culture received (mean = 3.54, SD= 0.998), the clan culture received (mean =3.20, SD= 1.097), the adhocracy culture received (mean = 3.36, SD= 1.064), and the market culture received (mean = 3.94, SD= 1.047). This indicates that market culture has the highest mean value and is regarded as the dominant culture in ECAE head quarter while clan culture has the lowest mean value, especially when compared to market culture.

4.6. Correlational Analysis

Correlation analysis was conducted to examine the independent variables (clan, adhocracy, market, and hierarchy cultures) and the dependent variable (job satisfaction) relationship. The strength of these relationships was interpreted using Cohen's (1988) guidelines (Cohen, 1988). A positive correlation indicates that the variables move in the same

direction, while a negative correlation suggests that they move in opposite directions. Based on this approach, the relationships between organizational culture types (clan, adhocracy, market, and hierarchy) and job satisfaction are presented below.

Table 4.6.1: Correlation Between Each Culture Types and Job Satisfaction

Correlations

		Clan_Culture	Adhocracy_Culture	Market_Culture	Hierarchy_Culture	Job_Satisfaction
Clan_Culture	Pearson Correlation	1	.759**	.485**	.605**	.693**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	112	112	112	112	112
Adhocracy_Culture	Pearson Correlation	.759**	1	.488**	.599**	.607**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	112	112	112	112	112
Market_Culture	Pearson Correlation	.485**	.488**	1	.415**	.396**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	112	112	112	112	112
Hierarchy_Culture	Pearson Correlation	.605**	.599**	.415**	1	.697**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	112	112	112	112	112
Job_Satisfaction	Pearson Correlation	.693**	.607**	.396**	.697**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	112	112	112	112	112

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

Source: statistical package for social science (SPSS) version 27

The Pearson correlation analysis was conducted to examine the four culture types relationship with ECAE head office employee's satisfaction on their job. The results revealed that all organizational culture dimensions had positive and statistically significant relationships with employee job satisfaction at the 0.01 significance level ($p < 0.01$).

From the above table, it can be inferred that organizational culture dimension of Hierarchy Culture with $r = 0.697$ and $p < 0.001$ showed the strongest relationship with employee job satisfaction which is statistically significant.

Similarly, Clan Culture with $r = 0.693$ and $p < 0.001$ demonstrated a strong positive and significant relationship with employee job satisfaction. This also implies the presence of a strong relationship between clan culture and ECAE employees job satisfaction which is statistically significant.

Adhocracy Culture also had a strong positive correlation with job satisfaction. As the value indicated in the table, Adhocracy culture ($r = 0.607$ and $p < 0.001$) is positively correlated with job satisfaction which is statistically significant.

However, Market Culture ($r = 0.396$, and $p < 0.001$) is positively correlated with job satisfaction but moderate relationship between market culture and employee job satisfaction. This implies that the market culture is weaker relationship with job satisfaction compare with other enterprise culture types.

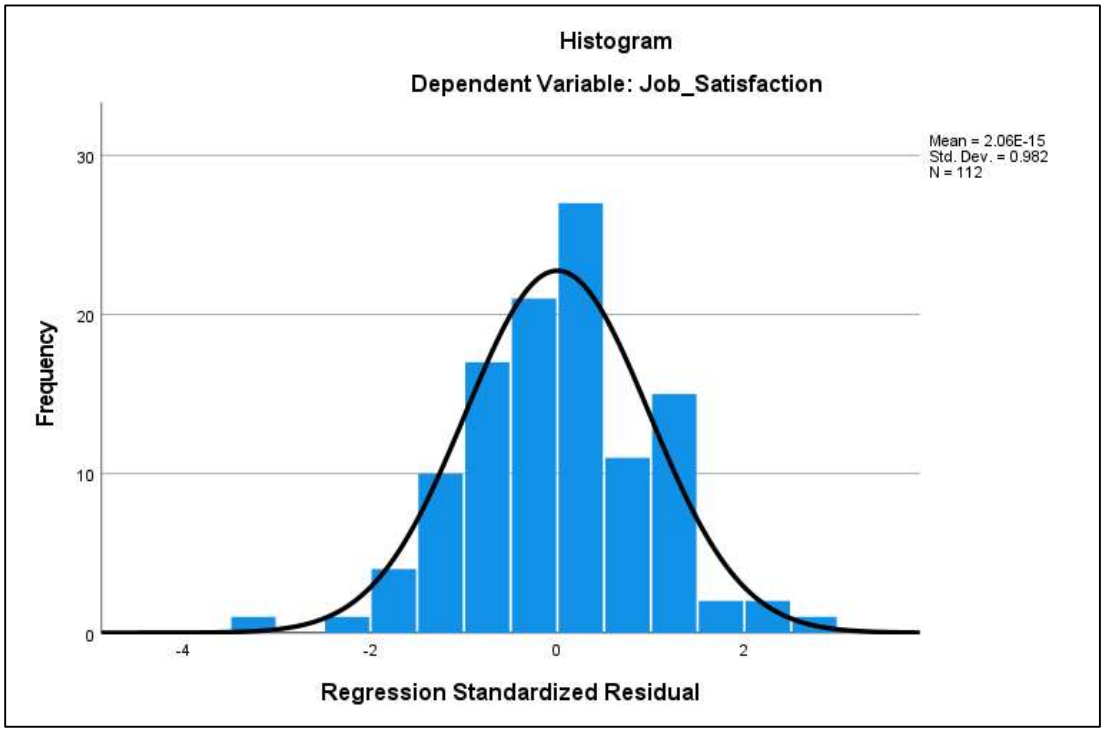
The results further indicate significant positive relationships among the organizational culture dimensions themselves. For example, clan culture had a strong positive relationship with adhocracy culture ($r = 0.759$, $p < 0.001$), while hierarchy culture was strongly associated with clan culture ($r = 0.605$, $p < 0.001$) and adhocracy culture ($r = 0.599$, $p < 0.001$).

4.7. Diagnosis test

4.7.1. Assumption 1: Test of Normality

In linear regression analysis normality is an important assumption. Its residuals will be approximately normally distributed. This assumption assessed based on the shape of normal distribution on the histograms and graphic plots. A histogram is a graphic representation shows the frequency distribution of a variable with values on the horizontal axis and frequencies on the vertical axis. A Q–Q plot compares the observed values with the expected values from a normal distribution.

Figure 4.7.1.: Normality Tests of Residual 3



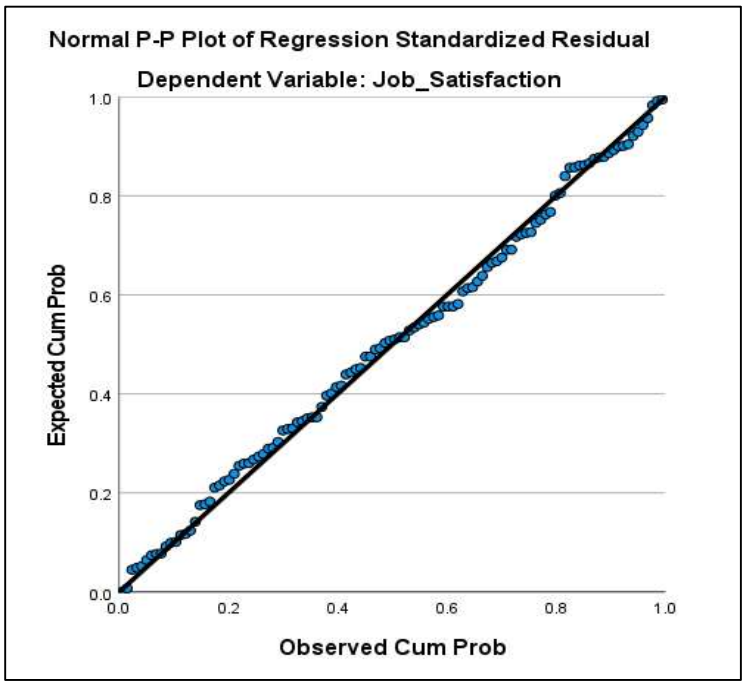
Source: statistical package for social science (SPSS) version 27

In addition to graphical methods, normality can be evaluated using skewness and kurtosis statistics generated through IBM SPSS Statistics version 27. Skewness measures the degree of asymmetry in the distribution. Values close to zero indicate a more symmetric distribution, whereas larger deviations from zero suggest non normality. Kurtosis indicates the extent to which a distribution is peaked or flat. Positive kurtosis indicates a more peaked distribution, while negative kurtosis suggests a flatter distribution. When skewness and kurtosis values fall within acceptable ranges, the data can be considered approximately normally distributed (Field, 2018). Furthermore, Hair et al. (2019) suggested that skewness and kurtosis values ranging between −3 and +3 are acceptable for most social science research.

In this study, as indicated in Figure 4.7.1, the skewness and kurtosis values for all variables were found to be within the acceptable range. Furthermore, the histogram exhibited an approximately bell-shaped and peaked pattern, indicating that the data were reasonably normally distributed. Therefore, the normality assumption of the regression analysis was satisfied.

4.7.2. Assumption 2: Test of Linearity

Figure 4.7.2 Test of linearity 4



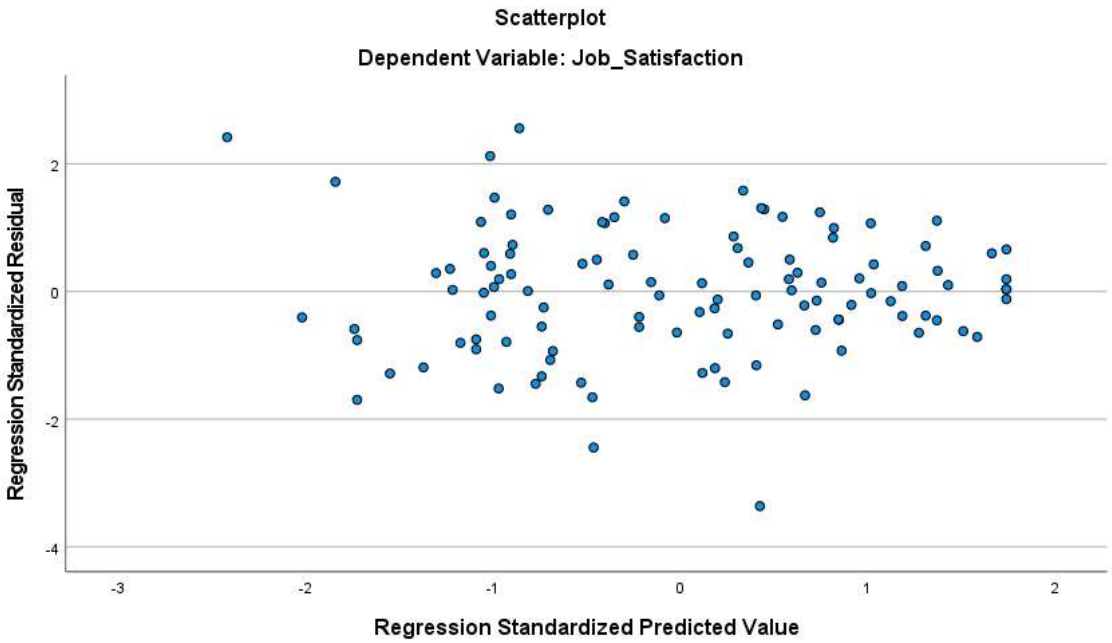
Source: statistical package for social science (SPSS) version 27

The normality assumption was tested using the histogram and Normal P-P Plot of standardized residuals. The histogram showed that the residuals were approximately normally distributed and formed a bell-shaped curve. In addition, the points on the P-P Plot were closely distributed around the diagonal line, indicating that the residuals followed a normal distribution. Therefore, the assumption of normality was satisfied for the regression analysis.

4.7.3. Assumption 3: Homoscedasticity

Homoscedasticity refers to the assumption that the variance of the residual terms remains constant across all levels of the predictor variables in a regression model. To assess this assumption, a scatterplot was generated by plotting the standardized residuals (ZRESID) on the Y-axis against the standardized predicted values (ZPRED) on the X-axis for the dependent variable, job satisfaction. The scatterplot in the regression analysis used to evaluate homoscedasticity and linearity assumptions.

Figure 4.7.3: Scatter plot for testing 5



Source: statistical package for social science (SPSS) version 27

Figure 4.7.3. show the residuals are fairly randomly distributed around the zero line. The points in the plot are fairly and evenly distributed. This indicates that across the predicated values the variance of the residuals remains relatively constant. Therefore, the homoscedasticity test in this study is met and the assumption is well satisfied.

In addition, as there is no any curved or nonlinear pattern founded in the plots shows the is linear relationship between culture type and job satisfaction, i.e., the assumptions of linearity are also fulfilled.

4.7.4. Assumption 4: Multicollinearity Test

The multicollinearity test conducted and multicollinearity exists when two or more than two explanatory variables are highly correlated. The test was assessed using Tolerance and Variance Inflation Factor (VIF) values. According to recent methodological recommendations, multicollinearity becomes a concern when the tolerance value is less than 0.10 and the VIF value exceeds 10 (Hair et al., 2019).

Table 4.7.4: Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Clan_Culture	.379	2.642
	Adhocracy_Culture	.381	2.623
	Market_Culture	.719	1.390
	Hierarchy_Culture	.579	1.727

a. Dependent Variable: Job_Satisfaction

Source: statistical package for social science (SPSS) version 27

The results of the data in the preceding table revealed that the tolerance values for all organizational culture dimensions were above the minimum acceptable threshold of 0.10. Specifically, clan culture, adhocracy culture, market culture, and hierarchy culture had tolerance values of 0.379, 0.381, 0.719, and 0.579, respectively. Similarly, the VIF values for clan culture, adhocracy culture, market culture, and hierarchy culture were 2.642, 2.623, 1.390, and 1.727, respectively, all of which were below the maximum acceptable threshold value of 10.

Since all tolerance values were greater than 0.10 and all VIF values were not more than10, the findings shows that there was no multicollinearity problem among the independent variables included in the regression model. Therefore, the regression model was considered appropriate for further analysis.

4.7.5. Assumption 5: Autocorrelations Test

A common method of testing for autocorrelation is the Durbin-Watson test. Statistical software SPSS version 27 may include the option of running the Durbin-Watson test when conducting a regression analysis.

Table 4.7.5: Autocorrelations

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.777[a]	.603	.588	.53448	1.923

a. Predictors: (Constant), Hierarchy_Culture, Market_Culture, Adhocracy_Culture, Clan_Culture

b. Dependent Variable: Job_Satisfaction

Source: statistical package for social science (SPSS) version 27

According to the Hair et al. (2019) description, the Durbin Watson statistic ranges in value from 0 to 4. A value near 2 indicates non-autocorrelation, a value towards 0 indicates positive autocorrelation and a value towards 4 indicates negative autocorrelation. As shown in the above table 4.7.5, the performance of the Durbin-Watson test is 1.923, which is within the acceptable range. Therefore, the result indicates that there was no autocorrelation problem in the regression model.

4.8. Regression Analysis

Regression analysis is a statistical technique used to examine the relationship between one or more independent (predictor) variables and a dependent variable. It enables researchers to assess how well the independent variables predict or explain variations in the dependent variable. In this study, regression analysis was conducted to determine the overall effect of the selected organizational culture dimensions on employee job satisfaction.

Table 4.8.1: Summary of the Model

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.777[a]	.603	.588	.53448	1.923

a. Predictors: (Constant), Hierarchy_Culture, Market_Culture, Adhocracy_Culture, Clan_Culture

b. Dependent Variable: Job_Satisfaction

Source: statistical package for social science (SPSS) version 27

The multiple linear regression analysis was conducted to examine the effect of organizational culture dimensions on employee job satisfaction at ECAE. The findings from the model summary table revealed that the correlation coefficient (R) was 0.777, indicating a strong positive correlation between employee job satisfaction and independent variables. The coefficient of determination (R^2) was 0.603, which implies that 60.3% of the variation in employee job satisfaction was explained by clan culture, adhocracy culture, market culture, and hierarchy culture collectively. The remaining 39.7% of the variation in employee job satisfaction was attributed to other factors not included in the model. Furthermore, the adjusted R^2 value was 0.588, indicating that the model had good explanatory power after adjusting for the number of predictors included in the regression model.

4.9. ANOVA

Table 4.7.1 ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.426	4	11.607	40.629	<.001[b]
	Residual	30.567	107	.286		
	Total	76.993	111			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Hierarchy_Culture, Market_Culture, Adhocracy_Culture, Clan_Culture

Source: statistical package for social science (SPSS) version 27

The analysis of variance (ANOVA) indicates the overall regression model was statistically significant, with $F(4,107) = 40.629$ and $p < 0.001$., as shown in table 4.7.1. This indicates that the organizational culture dimensions jointly had a significant effect on employee job satisfaction. Therefore, the regression model was considered appropriate for predicting employee job satisfaction at ECAE.

Table 4.7.2: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.160	.228		5.090	<.001
	Clan_Culture	.302	.075	.398	4.016	<.001
	Adhocracy_Culture	.039	.077	.049	.499	.619
	Market_Culture	.001	.057	.002	.025	.980
	Hierarchy_Culture	.356	.067	.426	5.321	<.001

a. Dependent Variable: Job_Satisfaction

Source: statistical package for social science (SPSS) version 27

The coefficients table further revealed that clan culture and hierarchy culture had positive and statistically significant effects on employee job satisfaction. Specifically, clan culture had a standardized beta coefficient of $\beta = 0.398$ with $p < 0.001$, indicating that supportive and collaborative workplace practices positively influenced employee job satisfaction. Similarly, hierarchy culture had the strongest positive effect on employee job satisfaction with $\beta = 0.426$ and $p < 0.001$, suggesting that structured procedures, clear rules, and organizational stability significantly enhanced employee satisfaction.

On the other hand, adhocracy culture ($\beta = 0.049$, $p = 0.619$) and market culture ($\beta = 0.002$, $p = 0.980$) did not show statistically significant effects on employee job satisfaction, as their significance values were greater than the acceptable threshold of 0.05. This implies that innovation-oriented and competitiveness-oriented cultural practices did not significantly influence employee job satisfaction in this study.

Overall, the regression results indicate that Clan Culture and Hierarchy Culture have positive and significant effects on employees' job satisfaction at the ECAE head office, whereas Adhocracy Culture and Market Culture show no meaningful or significant influence on job satisfaction in this study. These findings provide useful insights for management in understanding how different dimensions of organizational culture shape employee satisfaction, and can support evidence-based decisions aimed at improving job satisfaction within the enterprise head office.

From the above explanation on the contribution of the organization culture (i.e., clan, hierarchy, market, and adhocracy) to employees' job satisfaction, the value of regression weights was as follows:

$$\mathbf{Y'} = \boldsymbol{a} + \boldsymbol{\beta_1 x_1} + \boldsymbol{\beta_2 x_2} + \boldsymbol{\beta_3 x_3} + \boldsymbol{\beta_4 x_4} + \boldsymbol{e}$$

Where: -

- **Y'** = the dependent variable employee job satisfaction (JS)
- $\boldsymbol{a}$ = y axis intercept (the constant beta value), (*i.e., 1.16)*
- $\boldsymbol{\beta_1, \beta_2, \beta_3, and\ \beta_4}$ = beta weight for each independent variable, (*i.e., 0.302, 0.039, 0.001, and 0.356 respectively*.)
- $\mathbf{x_1, x_2, x_3,}\ \boldsymbol{and}\ \mathbf{x_4}$ = clan culture (CC), adhocracy culture (AC), market culture (MC), and hierarchy culture (HC) respectively.
- $\boldsymbol{e}$ = the error term (0.05 in this case)

In the equation below, the value of beta coefficients rounded to the nearest decimal. can be expressed as follows:

$$\boldsymbol{Y' = 1.16 + 0.302 * x_1 + 0.039 * x_2 + 0.001 * x_3 + 0.356 * x_4 + 0.05}$$

The result of the above equation shows that for every unit increase in the value of each organizational there is a significant % of job satisfaction on ECAE employees increased. As the finding shows 30.6% for clan culture, 3.9% for adhocracy culture, 0.1% for market culture and 35.6% for hierarchy culture has influence on increasing ECAE head office employee job satisfaction. The influence of job satisfaction on market culture and adhocracy culture is very low.

4.10. Discussion

The analysis on the effect of organizational culture on employees' job satisfaction in the ECAE head offices gives an important study result. The result of descriptive statistics with a mean value of 3.52 and standard deviation value of 0.833 shows that the overall job satisfaction level was moderate.

Market culture with the mean value of 3.94 and standard deviation value of 1.047 was the dominant culture. The hierarchy culture with a mean value of 3.54, adhocracy culture with a mean value of 3.36, and clan culture with a mean value of 3.20 were the took the second to the fourth dominance respectively in the enterprise.

The relationship between hierarchy culture and ECAE employee job satisfaction had a significant. According to the findings of this study, The Hierarchy culture had also a positive effect on employee job satisfaction. As hierarchy culture is a formalized and organized work environment in which procedures govern what people do, ECAE head office place a premium on permanence and stability. This is strengthened by other researchers indicating organized working environments had a positive impact on the employee performance and outcomes when clarity and stability are valued (Cameron & Quinn, 2006; Hartnell et al., 2011).

Clan Culture was considered as a supportive, collaborative, and family-like organizational environment which enhances employee morale. Employees who are working in the clan-oriented cultural working environment, the employees are more likely to had an experience of teamwork, participation in decision-making, and strong interpersonal relationships among employees and staffs. Robbins and Judge (2014) on their organizational behavior literature says clan cultures improve psychological well-being and job satisfaction (Robbins & Judge, 2024). According to the findings of this study, clan culture of ECAE had a positive and significant relationship with the employee job satisfaction. This finding aligns with local studies which confirm that clan culture working environments enhance employee satisfaction and engagement (Dawit Abraha, 2020; Mengistie, 2019; Semene, 2018).

The relationship between adhocracy culture and ECAE employee job satisfaction was also investigated. And the finding shows that a positive but statistically insignificant effect on the employee job satisfaction. Even if the adhocracy culture in the organization enhances innovation, flexibility, and adaptability, in this study its influence on job satisfaction was not strong enough. This finding suggests that employees may prefer organizational stability and strong organizational structure than innovation at ECAE. In this regard, there are diverse study findings: the first finding indicates there is a positive relationship between

adhocracy culture and employee job satisfaction (Dawit Abraha, 2020; Semene, 2018), and the second suggests that the adhocracy organizational culture impact may have impact depend on the organizational readiness and employe adaptability (Cameron & Quinn, 2006).

The finding of this study showed that, even if having the highest mean score, market culture had no significant effect on ECAE employee job satisfaction. Market culture is defined as competitiveness, focused on organization success. The finding of this study had a similar finding of previous research which suggest excessive competitiveness may have a negative effect on employees and may reduce their job satisfaction by creating stress and pressure (Bunjak et al., 2023). However, other studies finding suggest that there is a positive relationship between market culture and employee job satisfaction specially in the performance-based organizations (Han et al., 2020; Li & Ko, 2021; Semene, 2018; Sempane et al., 2002; Shahidi et al., 2024). These shows that the market culture effect may vary based on organizational context and the perception of employee on the performance pressure.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents a summary of major findings, conclusions drawn from the findings, and the study recommendations. The general purpose of the study was to investigate the organizational culture exists in ECAE head office and its relationship with employee job satisfaction. At the end of this chapter, the researcher dropped appropriate recommendations which enhance the performance of ECAE at its head office.

5.1. Summary of the major finding

This study aims to investigate the effect of organizational culture on employee job satisfaction: In the case of Ethiopian Conformity Assessment Enterprise (ECAE) head office.

The following basic research questions were addressed in this study: -

- What type of organizational culture (i.e., clan culture, adhocracy culture, market culture, or hierarchy culture) is dominant in the Ethiopian Conformity Assessment Enterprise (ECAE)?
- Which type of organizational culture has the strongest influence on employees' job satisfaction in the Ethiopian Conformity Assessment Enterprise (ECAE)?
- Is there a significant relationship between the organizational culture and employees' job satisfaction in the Ethiopian Conformity Assessment Enterprise (ECAE)?
- What is the level of employees' job satisfaction in the Ethiopian Conformity Assessment Enterprise (ECAE)?

Based on the determined sample size, a total of 118 questionnaires were distributed to employees of the Ethiopian Conformity Assessment Enterprise (ECAE), of which 112 usable responses, representing a response rate of 94.9%, were used for the final data analysis. Organizational culture was measured using the Organizational Culture Assessment Instrument (OCAI), developed by Cameron and Quinn (2022), based on the Competing Values Framework (CVF), which assesses

four organizational culture dimensions: Clan, Adhocracy, Market, and Hierarchy cultures. The questionnaire included 18 items distributed across the four culture dimensions, specifically six items for clan culture, four items for adhocracy culture, two items for market culture, and six items for hierarchy culture.

In the study the dependent variable was employee job satisfaction and measured using an adapted scale from Babin and Boles (1998) and used recent organizational behavior studies Robbins and Judge (2024) to refined it more. The structured questionnaire prepared with a five-point Likert scale presented as 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree.

IBM Statistical Package for Social Sciences (SPSS) version 27 was used to analyzed the collected data. The researcher implemented both descriptive and inferential statistical methods were used to analyze the data. Pearson's correlation analysis was conducted to examine the relationship between organizational culture dimensions and employee job satisfaction, while Multiple Linear Regression (MLR) analysis was applied to determine the effect of organizational culture dimensions on employee job satisfaction by estimating the correlation coefficient (R), coefficient of determination (R^2), regression coefficients (B values), and the statistical significance of the independent variables.

Following the analysis of the collected data, the study identified the following key findings.

About 59 (52.68%) of the respondents were male, while 53 (47.32%) were female, indicating that a relatively balanced gender distribution, with a slightly higher proportion of male participants., and researchers saw it as a good opportunity for future organizational development. When it came to age, 30 (26.79%) of the participants were between the ages of 20 and 30, 59 (52.68%) of the respondents were between the ages of 31 and 40, 19 (16.96%) of the respondents were between the ages of 41 and 50. And the remaining 4 (3.57%) of the respondents were over the age of 50. the largest group of respondents, 40 (35.71%), had 2–5 years of service. This was followed by 34 respondents (30.36%) with 6–10 years of experience, and 27 respondents (24.11%) with more than 10 years of experience. A smaller proportion, 11 respondents (9.82%), had less than 2 years of work experience. This indicates that most respondents have sufficient work experience to provide reliable information about the organization. 77 (68.75%), hold a BA/BSc degree. This is followed by 28 respondents (25.00%) with MA/MSc degrees, and 7 respondents (6.25%) with diplomas.

There were no respondents with certificate-level or PhD qualifications. This implies that the workforce of the Ethiopian Conformity Assessment Enterprise (ECAE) is largely well educated, with most employees holding at least a first degree.

The level of job satisfaction was (mean=3.52, SD = 0.833) among independent cultures. The hierarchy culture received (mean = 3.54, SD= 0.998), the clan culture received (mean =3.20, SD= 1.097), the adhocracy culture received (mean = 3.36, SD= 1.064), and the market culture received (mean = 3.94, SD= 1.047). This indicates that market culture has the highest mean value and is regarded as the dominant culture in ECAE head quarter while clan culture has the lowest mean value, especially when compared to market culture.

The Pearson correlation analysis was conducted to examine the relationship between the four organizational culture types and employee job satisfaction at ECAE head office. The results revealed that all organizational culture dimensions had positive and statistically significant relationships with employee job satisfaction at the 0.01 significance level ($p < 0.01$). Regressing organizational culture against job satisfaction yielded a R Squared value of 0.603, suggesting that the four forms of organizational culture explained 60.3 percent of the variation in the dependent variable, leaving 39.7 percent unexplained. The R value of 0.777 suggests that organizational culture types and job satisfaction have a high association.

The coefficients table further revealed that clan culture and hierarchy culture had positive and statistically significant effects on employee job satisfaction. Specifically, clan culture had a standardized beta coefficient of $\beta = 0.398$ with $p < 0.001$, indicating that supportive and collaborative workplace practices positively influenced employee job satisfaction. Hierarchy culture with $\beta = 0.426$ and $p < 0.001$ had strongest positive effect on ECAE head office employee job satisfaction. It shows that to enhance ECAE head office employee job satisfaction there should be a structured procedures, clear rules, and organizational stability in the enterprise.

The other two organizational culture, i.e., adhocracy culture with $\beta = 0.049$ and $p = 0.619$) as well as market culture with $\beta = 0.002$ and $p = 0.980$, did not show significant effects on ECAE employee job satisfaction. This reflects that, in ECAE head office, the employee job satisfaction did not significantly influence by innovation-oriented and competitiveness-oriented cultural practices.

The regression analysis results suggest that Clan Culture and Hierarchy Culture have positive and

significant effects on employees' job satisfaction, Adhocracy Culture and Market Culture show no meaningful or significant influence on ECAE head office employee job satisfaction.

5.2. Conclusion

The study on the effect of organizational culture on employees' job satisfaction in the Ethiopian Conformity Assessment Enterprise revealed that the dominant organizational culture in the enterprise was market Culture. The second dominant culture was hierarchy Culture and clan culture was the least dominant culture in the enterprise. The overall level of employee job satisfaction was found to be moderate.

The correlation analysis showed that all organizational culture dimensions had positive relationships with job satisfaction. However, the regression analysis indicated that only Clan Culture and Hierarchy Culture had positive and statistically significant effects on employees' job satisfaction, with Hierarchy Culture having the strongest influence. In contrast, Adhocracy Culture and Market Culture did not significantly affect job satisfaction.

Overall, the study concludes that supportive, collaborative, and well-structured organizational cultures play a significant role in improving employees' job satisfaction at ECAE.

5.3. Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed to improve organizational culture and employees' job satisfaction at the Ethiopian Conformity Assessment Enterprise (ECAE): -

- ✓ ECAE management should strengthen Clan Culture by promoting teamwork, employee participation, mutual trust, and supportive leadership practices. Creating a more collaborative and family-oriented work environment can improve employees' job satisfaction.
- ✓ Since Hierarchy Culture was found to have the strongest positive effect on job satisfaction, the organization should continue maintaining clear procedures, well-

defined responsibilities, and stable working systems while ensuring that rules and policies support employees effectively.

- ✓ The organization should improve areas with lower satisfaction levels, particularly employee compensation, promotion opportunities, recognition systems, and career development practices, in order to enhance overall employee motivation and satisfaction.
- ✓ The ECAE Management should encourage in the enterprise an open communication, transparency, and employee involvement in the processes of decision-making to build a strong trust and enhance enterprise commitment among employees.
- ✓ Adhocracy Culture emphasizes innovation, creativity, risk-taking, and continuous improvement in the enterprise. Within ECAE head office, an adhocracy culture was not significant. However, ECAE should tried creating the environment that can help the employee to create new ideas and support them to participate in the problem-solving activities.
- ✓ Market Culture focuses on competitiveness, performance, achievement, and results. In ECAE, market culture was the most dominant culture. So, ECAE management should make sure that competitiveness and performance do not affect employees' sense of accomplishment negatively. Employee support and performance achievement should be balanced.
- ✓ The enterprise should give a continuous capacity building training for employees to enhance their professional knowledge and skills, to enhance the communication between employees, and at the end to achieve the enterprise goal by strengthen the enterprise commitment.
- ✓ It is also recommended future researcher could conduct more studies to strengthen this study and to include other factors affecting employee job satisfaction with in ECAE head office to have had broader understanding, including leadership style, innovation, enterprise commitment, employee motivation, work environment, and employee turnover.

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APPENDIX

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

PROGRAM OF BUSINESS ADMINISTRATION

QUESTIONNAIRE

Dear Participants,

I am a Master of Business Administration graduate student at Addis Ababa University, College of Business and Economics. I prepared this questionnaire to gather information on my research entitled **"The Effect of Organizational Culture on Employees' Job Satisfaction: The Case of Ethiopian Conformity Assessment Enterprise (ECAE)".**

The questionnaire is prepared for **academic purposes only**, and the information will be kept **confidentially**. It is not mandatory to write your name. The reliability and validity of this study depend greatly on your honest and accurate responses.

Your cooperation in completing the questionnaire is highly appreciated.

Instructions: -

Please read each question carefully and respond based on your experience.

- You are **not required to write your name** on the questionnaire.
- Please indicate your answer by putting a (√) mark in the appropriate box.
- Kindly **complete and return the questionnaire on time.**

If you have any questions or suggestions regarding this questionnaire, please contact the researcher through the following address: -

Phone number: 09-13-70-71-84 or **Email**: smamo2000@gmail.com

Thank you very much for your valuable cooperation!!

I. Respondent's Background

1. Gender:

☐ Male ☐ Female

2. Age:

☐ 20-30 ☐ 31-40 ☐ 41-50 ☐ above 50

3. Marital Status

☐ Married ☐ Unmarried ☐ others

4. Educational Level

☐ Certificate ☐ Diploma ☐ BA/BSC ☐ MA/MSC

☐ PhD ☐ Others

5. How long you have worked in ECAE?

☐ Less than 2 years ☐ 2-5 years

☐ 6-10 years ☐ above 10 years

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II. Organizational Culture

This section of the questionnaire includes items adapted from the Organizational Culture Assessment Instrument (OCAI). Its main purpose is to assess four types of organizational culture: clan, adhocracy, market, and hierarchy. Please indicate your level of agreement with each statement regarding the culture in your organization, using the following scale, and place a "✓" next to your chosen rating: -

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Clan Culture						
CC1	My enterprise is a friendly and supportive workplace where employees feel like members of a family.					
CC2	Leaders in ECAE are viewed as mentors, facilitators, or supportive figures.					
CC3	The management style in my enterprise emphasizes teamwork, participation, and consensus.					
CC4	Loyalty, mutual trust, and strong commitment hold the enterprise together.					
CC5	My enterprise fosters trust, transparency, and active employee participation. It places a strong emphasis on human progress and employee development.					
CC6	ECAE success is defined by employee development, teamwork, and concern for people.					
Adhocracy Culture	**Item**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**

AC1	The management style in my enterprise encourages innovation, creativity, and risk-taking. Employees are supported in exploring new ideas and approaches to improve enterprise performance.					
AC2	A strong commitment to innovation and development holds the enterprise together. The enterprise places great emphasis on being creative and staying ahead through new ideas and initiatives.					
AC3	ECAE prioritizes acquiring new resources and pursuing new challenges. Employees are encouraged to try new approaches and explore new opportunities.					
AC4	Success in my enterprise is measured by efficiency and effective performance. Emphasis is placed on consistent service delivery, smooth scheduling, and cost-effective operations.					
Market Culture	**Item**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
MC1	The enterprise's management style is characterized by strong competitiveness, high expectations, and a focus on accomplishment.					
MC2	A shared drive for achievement and goal attainment unites the enterprise, where assertiveness and success are core themes.					
Hierarchy Culture	**Item**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
HC1	The enterprise is an extremely structured and restricted environment. In most cases, formal procedures govern people's actions.					
HC2	The enterprise's leadership is widely regarded as a model of coordination, organization, and smooth operation.					
HC3	The enterprise's management style emphasizes job security, uniformity, predictability, and interpersonal stability.					

HC4	Formal rules and policies are what hold the enterprise together. Maintaining smooth operations is critical.					
HC5	The enterprise values permanence and stability. Efficiency, control, and seamless operations are highly prioritized.					
HC6	Achievement in the enterprise is defined by efficiency. Reliable delivery, flexible scheduling, and low-cost service are key measures.					

III. Job Satisfaction Survey

Please share your thoughts about your current employment by indicating what you are satisfied with and what you are not comfortable with for each of the following statements. For each item, indicate the extent to which you agree or disagree by placing a "✓" next to the appropriate rating: -

1. **Disagree**; 2. **Disagree**; 3. **Neutral**; 4. **Agree**; and 5. **Strongly Agree**

NO.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
JS1	I find my job enjoyable.					
JS2	I feel fairly compensated for the work I do.					
JS3	I am satisfied with the opportunities for promotion in my organization.					
JS4	My director treats employees fairly and respectfully.					
JS5	My job provides me with a high level of satisfaction.					
JS6	I enjoy working with my coworkers.					
JS7	My job provides me with meaningful and interesting tasks.					
JS8	I receive recognition when I perform my work well.					
JS9	I feel enthusiastic about the work I do.					
JS10	I experience genuine enjoyment in performing my job duties.					
JS11	Communication within the organization is clear and effective.					
JS12	Overall, I am satisfied with my job.					

አባሪ

አዲስ አበባ ዩኒቨርስቲ

የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

የቢዝነስ አስተዳደር ፕሮግራም

መጠይቅ

ውድ ምላሽ ሰጪዎች፣

ይህ መጠየቅ **"የድርጅት ባህል በሰራተኞች የስራ እርካታ ላይ ያለው ተጽእኖ፡ በየኢትዮጵያ የተሰማሚነት ምዘና ድርጅት (ኢተምድ)"** በሚል ርዕስ ለሚደረገው ጥናት መረጃ ለመሰብሰብ የተዘጋጀ ነው፡፡ የጥናቱ ዋና ዓላማ በኢተምድ ዋና መስሪያ ቤት ውስጥ ያሉ የተለያዩ የድርጅታዊ ባህል አይነቶች በሰራተኞች የስራ እርካታ ላይ እንዴት ተፅእኖ እንደሚያደርሱ ጥናት ለማድረግ (ለመመርመር) ነው፡፡

ይህ መጠይቅ **ለአካዳሚክ (ለትምህርት) ዓላማ** ብቻ የተዘጋጀ ሲሆን የሚሰጡት መረጃ በሙሉ በሚስጥር ይጠበቃል። ስምዎን መጻፍ አያስፈልግም፤ የሚሰበሰበው መረጃም ለምርምር ዓላማ ብቻ ይውላል። የጥናቱ ተቀባይነትና ትክክለኛነት እርስዎ በሚሰጡት ትክክለኛና ታማኝ መልሶች ላይ በእጅጉ የተመሰረተ መሆኑን ማሳወቅ እወዳለው፡፡

በቅድሚያም መጠይቁን ለመሙላት ፍቃደኛ ስለሆኑ እና ስለተባበሩኝ በጣም አመሰግናለው፡፡

መመሪያዎች: -

እባክዎ እያንዳንዱን ጥያቄ በጥንቃቄ በማንበብ መልስዎን ካለዎት ልምድ እና ተሞክሮ በመነሳት ይመልሱልኝ፡፡

- በመጠይቁ ላይ **ስምዎን መጻፍ አያስፈልግዎትም።**
- መልስዎን በተገቢው ሳጥን ውስጥ ይህንን መልክት **(√)** ያስቀምጡ፡፡
- መጠይቁን **በጊዜ ሞልተው እንዲልኩልኝ** በትህትና ለመጠየቅ እወዳለው፡፡

መጠይቁ ላይ ማንኛውም ጥያቄ ወይም አስተያየት ካለዎት በሚከተለው አድረሻ ቢያጋሩኝ በደስታ የምቀበል ይሆናል፡፡

ስልክ:09-13-70-71-84 **ወይም** **Email:** smamo2000@gmail.com

ዋጋ ላለው እና ጠቃሚ መረጃዎት እና ትብብርዎት ከልብ አመሰግናለው፡፡

I. የምላሽ ማጎደር

1. ፆታ:

☐ ወንድ ☐ ሴት

2. እድሜ:

☐ 20-30 ☐ 31-40 ☐ 41-50 ☐ ከ50 ዓመት በላይ

3. የጋብቻ ሁኔታ

☐ ያገባ ☐ ያላገባ ☐ ሌላ

4. የትምህርት ደረጃ

☐ ሰርተፍኬት ☐ ዲፕሎማ ☐ የመጀመሪያ ድግሪ

☐ ሁለተኛ ድግሪ ☐ ሶስተኛ ድግሪ ☐ሌሎች

5. በኢተምድ ውስጥ ያለዋት የስራ ልምድ?

☐ ከ2 ዓመት በታች ☐ 2-5 ዓመት

☐ 6-10 ዓመት ☐ ከ10 ዓመት በላይ

II. ድርጅታዊ ባህል

ይህ ክፍል ከ “Organizational Culture Assessment Instrument (OCAI)” የተወሰዱ ጥያቄዎችን አካቷል፡፡ ዋና ዓላማው በድርጅት ውስጥ ያሉ አራት ዓይነት የድርጅታዊ ባህሎችን ለመገምገም ነው፡፡ እነሱም ቤተሰባዊ ባህል፣ ፈጠራ ባህል፣ ገበያ ባህል፣ እና መዋቅራዊ ባህል ናቸው።

እባክዎ በድርጅትዎ ያለውን የድርጅታዊ ባህል በተመለከተ ከሚቀርቡት እያንዳንዱ መግለጫ ጋር የስምምነትዎን ደረጃ በሚከተለው መለኪያ መሰረት ያመልክቱ፤ እና በመረጡት ደረጃ አጠገብ “√” ምልክት ያድርጉ።

1. በጣም አልስማማም
2. አልስማማም
3. ገለልተኛ
4. እስማማለሁ
5. በጣም እስማማለሁ

ቁጥር	መለኪያ	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
የቤተሰባዊነት ባህል						
CC1	ኢተምድ ለሰራተኞች እንደቤተሰብ አባል እንዲሰማቸው የሚያደርግ የወዳጅዊ እና የሚደግፍ የስራ አካባቢ ያለው ነው፡፡					
CC2	በኢተምድ ያሉ የስራ መሪዎች እንደአማካሪ፣ አጋዥ ወይም ደጋፊ ነው የሚታዩት፡፡					
CC3	በኢተምድ ያለው የአስተዳደር ስርዓት የቡድን ስራን፣ ተሳትፎን እና የጋራ ስምምነትን ያበረታታል።					
CC4	ታማኝነት፣ የጋራ እምነት እና ጠንካራ ቁርጠኝነት ድርጅቱን አስተሳስሮ ይዟል፡፡					
CC5	ድርጅቱ እምነትን፣ ግልጽነትን እና የሰራተኞች ንቁ ተሳትፎን ያበረታታል። በሰው ልማትና በሰራተኞች እድገት ላይ ትልቅ ትኩረት ይሰጣል።					
CC6	የኢተምድ ስኬት በሰራተኞች እድገት፣ በቡድን ስራ እና ለሰራተኞች በሚሰጠው እንክብካቤ የሚተረጎም/የሚታይ ነው።					
የፈጠራ ባህል	**መለኪያ**	**በጣም እስማማለሁ**	**እስማማለሁ**	**ገለልተኛ**	**አልስማማም**	**በጣም አልስማማም**

AC1	በድርጅቱ ያለው የአስተዳደር ስርዓት ፈጠራን፣ አዲስ ሀሳብን እና አደጋ መቀበልን ያበረታታል። ሰራተኞች የድርጅቱን አፈጻጸም ለማሻሻል አዳዲስ ሀሳቦችን እንዲያመነጩ ይደግፋል (ያበረታታል)።					
AC2	ጠንካራ የፈጠራና የልማት ቁርጠኝነት ድርጅቱን አስተሳስሮ ይዟል። ድርጅቱ በፈጠራ ሀሳቦችና በአዲስ እቅዶች ወደፊት መሄድ ላይ ትልቅ ትኩረት ይሰጣል።					
AC3	ኢተምድ አዳዲስ ሀብቶችን ማግኘትና አዳዲስ ፈተናዎችን መጋፈጥን ያስቀድማል። ሰራተኞች አዳዲስ መንገዶችን እንዲሞክሩና አዳዲስ እድሎችን እንዲፈልጉ ይበረታታል።					
AC4	በኢተምድ ስኬት በብቃትና በውጤታማ አፈጻጸም ይመዘናል። በቀጣይነት ባለው አገልግሎት አሰጣጥ፣ በደንብ በተዘጋጀ የአሰራር ስርዓት እና በወጪ ቆጣቢ አሰራር ትኩረት ይሰጣል።					
የገበያ ባህል	**መለኪያ**	**ወሳኝ አይደለም**	**ወሳኝ አይደለም**	**ገለልተኛ**	**አስፈላጊ**	**ወሳኝ ነው**
MC1	የድርጅቱ የአስተዳደር (የአሰራር) ስርዓት በጠንካራ ውድድር (ፉክክር)፣ የላቀ ፍላጎት እና ስኬት ላይ መሰረት ያደረገ ነው፡ ፡					
MC2	ኢተምድን የሚያስተሳስረው የድርጅቱ ስኬትና ድርጅቱ ያስቀመጠው ግብ የመሳካት ፍላጎት ነው። እንዚህም ጠንካራ እርምጃዎችና ስኬቶች የኢተምድ ዋና ባህሪያቶች ናቸው።					
የመዋቅር ባህል	**መለኪያ**	**ወሳኝ አይደለም**	**ወሳኝ አይደለም**	**ገለልተኛ**	**አስፈላጊ**	**ወሳኝ ነው**
HC1	ድርጅቱ በደንብ የተዋቀረና የተገደበ የስራ አካባቢ ያለው ነው፡፡ በአብዛኛው ጊዜ መደበኛ የአሰራር ሂደቶች የሰራተኞችን እንቅስቃሴ ይመራሉ።					
HC2	የድርጅቱ አመራርነት በተቀናጀ አስተዳደር፣ በስራ ቅንጅት እና በተሳለጠ አሰራር ምሳሌ እንደሆነ ይቆጠራል፡፡					
HC3	የድርጅቱ የአስተዳደር ስርዓት የስራ ዋስትናን፣ አንድነትን፣ ተገማችነትን እና የሰዎች እርስበእርስ መረጋጋትን ያበረታታል።					
HC4	ድርጅቱን ያጠናከሩት የድርጅቱ ደንቦችና ፖሊሲዎች ናቸው። የድርጅቱን የስራ እንቅስቃሴ በተስተካከለ ሁኔታ እንዲቀጥል መጠበቅ አስፈላጊ ነው።					

HC5	ዘላቂነትና ፅናት ድርጅቱ እሴቶች ናቸው፡፡ ብቃት፣ ቁጥጥር እና ያለ እንከን ስራዎችን መከወን በድርጅቱ ውስጥ ቅድሚያ የሚሰጣቸው ናቸው፡፡					
HC6	በድርጅቱ ውስጥ ስኬት በቅልጥፍና ይመዘናል። አስተማማኝ አገልግሎት አሰጣጥ፣ ተስማሚ የስራ ጊዜ ሰሌዳ (መርሃ-ግብር) እና ዝቅተኛ ወጪ ያለው አገልግሎት ለድርጅቱ ስኬት ዋና መለኪያዎች ናቸው።					

III. የስራ እርካታ ጥናት

በስራዎ እርካታ የሚሰማዎት አልያም ምቾት የማይሰማዎት ከሆነ እባክዎን ከታች በተገለፁት ሃሳቦች (መግለጫዎች) መሰረት አመለካከትዎን ያጋሩን:: ለእያንዳንዱ መግለጫ የሚከተሉትን መለኪያዎች ማለትም ከ**"በጣም እስማማለው"** እስከ **"በጣም አልስማማም"** በመምረጥ ያስቀምጡ::

1. በጣም አልስማማም
2. አልስማማም
3. ገለልተኛ
4. እስማማለሁ
5. በጣም እስማማለሁ

ቁጥር	መለኪያ	በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
JS1	ስራዬን አስደሳች ሆኖ አግኝቼዋለው።					
JS2	ለምሰራው ስራ ተገቢ ክፍያ እንደምቀበል ይሰማኛል።					
JS3	በድርጅቴ በአለው የስራ እድገት እድል ረክቻለው::					
JS4	ዳይሬክተሬ ሰራተኞችን በፍትሃዊነትና በክብር ይያዛል::					
JS5	ስራዬ ከፍተኛ የሆነ የእርካታ ይሰጠኛል።					
JS6	ከስራ ባልደረቦቼ ጋር መስራት ደስ ይለኛል::					
JS7	ስራዬ ትርጉም ያላቸውና የሚያስደስቱ ተግባራቶችን ያስገኝልኛል::					
JS8	ለምሰራው ውጤታማ ስራ እውቅና አገኛለው::					
JS9	በምሰራው ስራ እጓጓለው።					
JS10	የስራ ግዴታዎቼን ስፈጽም እውነተኛ ደስታ ይሰማኛል።					
JS11	በድርጅቱ ውስጥ ያለው ኮሙኒኬሽን ግልጽና ውጤታማ ነው።					
JS12	በአጠቃላይ በስራዬ እረክቻለው::					