



**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS & ECONOMICS SCHOOL OF COMMERCE**  
**POST GRADUATE PROGRAM**

The influence of corporate culture on sales performance :  
The case of coca cola beverages Africa – Ethiopia

A Research Project Submitted to office of Graduate Studies of Addis Ababa University  
School of Commerce in Partial Fulfillment of the Requirements for the Degree of master's in  
business leadership.

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**Addis Ababa, Ethiopia**

### Statement of Declaration

I declare that this research project entitled: **The influence of corporate culture on sales performance : The case of coca cola beverages Africa – Ethiopia** is my original work under the guidance of Seyifu Mamo (PhD) and has not been presented for a degree in any other University with any source have been used duly acknowledged.

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### Statement of Certification

This is to certify that Godolias Tefera Amakelew has carried out this research work on the topic entitled the **influence of corporate culture on sales performance :The case of coca cola beverages Africa – Ethiopia**. This work is original in nature, and it is sufficient for submission for the partial fulfillment for the requirements of the award of Master of Art in Business Leadership.

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**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS & ECONOMICS SCHOOL OF COMMERCE**  
**POST GRADUATE PROGRAM**  
**Department of Business Leadership**  
**Board of Examiner Approval sheet**

**The influence of corporate culture on sales performance :  
The case of coca cola beverages Africa – Ethiopia**

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**Abbreviations**

<b>CCBA:</b> Coca cola Beverages Africa	<b>SD:</b> Strongly Disagree
<b>CSR:</b> Company sales representative	<b>D:</b> Disagree
<b>ASM:</b> Area Sales Manager	<b>N:</b> Neutral
<b>RTM:</b> Rout to market	<b>A:</b> Agree
<b>SPSS:</b> Statistical Package for the Social Sciences.	<b>SA:</b> Strongly Agree
<b>CEO:</b> Chief Executive Officer	<b>Sig:</b> Significance
<b>M:</b> Mean	<b>ANOVA:</b> Analysis of Variance
<b>SD :</b> Standard Deviation	

### **Abstract**

*The key area of this research project is to analyze influence of corporate culture on sales performance. To inquiry this research project in these areas a quantitative research approach and random sampling technique was used . To collect survey data 45 questioner was distributed for 165 samples from the total of 281 total population. And 135 of of responded correctly with response rate of 81.2%. These questionnaires are adopted from Denison's model of organizational culture and included self-administered questions to understand organization culture influence on CCBA, Ethiopian sales volume performance or volume achievement. The survey was conducted in Coca-Cola beverages Africa Ethiopian sales team actively working in operational, technical, and supervisory level. The survey considered all areas except Amhara region due to the nature of data collection means. After collecting information from various source SPSS analytics tools applied the descriptive statistic, tabulation and percentage used to analyze results. The study indicates that Advocating Corporate core vale has significant influence on sales performance in Coca-Cola beverages Africa.*

### **Key Words**

*Coca-Cola beverages Africa, East Africa, Bottling Share company, Fast moving consumer goods*

## CHAPTER ONE: INTRODUCTION

In this part of this paper, the background of the study deals with defining organizational culture in general. And it tries to evaluate organizational culture related literature to study how organization culture impact organization sales performance, employee engagement. This chapter also comprises the statement of the problem, research questions, the objectives of the study, significance of the study, delimitation of the study.

### 1.1 Background of the Study

Despite wide research on corporate culture, there's a research gap in terms of understanding and clearly describing its influence on companies' sales performance and how it impacts competitive advantage. Ineffective organizational culture and poor cultural integration in the corporate or business companies can affect organizational performance including sales that jeopardize shareholders return (Tewodros Bayeh , 2016). In Ethiopian industries are not numerous where they follow close competitive strategies to sustain in the market in fast moving industries including beverages like soft drink , alcoholic and bottled water and service sectors like Telecom , Detergent companies , entertainment companies and so on follow closely related strategies to improvement their business .Employees can work in these industries by moving time to time and they are familiar with other firms employees business and culture in different degree. Most employees in these industries are aware of other potential competitors Business competitive advantage in substantial ways.

Therefore, one company culture could impact its own performance and other potential companies' business in different directions that also influence business bottom line as wells overall sales performance. Many studies about corporate culture focused on its influence or impact on overall business performance, its relationship with leadership, different perceptions (Bayeh Tedla, T., 2016, Pathiranage, J., 2019.). Unlike other professions sales profession is not formalized; there is no required certification process, and therefore, no criteria defining the differences between the levels of proficiency existing among those in the profession.

Therefore, the influence of corporate culture on sales performance should be single out and better discussed in research.

Organizational culture has been defined by different theorists in various ways. In its most basic form, organizational culture can be defined as the shared values and beliefs that enable members in corporation to understand their roles in and the norms of the organization. A more detailed definition is offered by organizational cultural theorist Edgar Schein (Schein, 2019), who defines it as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, and that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Generally organizational culture defined as a Shared values and beliefs that enable members in organization to understand their roles and the norms of the organization (Fred Luthans, 2017)

Because Business companies or Organizations are among the key units of the society, throughout their establishment and development, a specific kind of organizational culture eventually emerge. In this organizations this emerged culture improve solidarity and cohesion, and to stimulate employees' enthusiasm and creativity to improve the organization's performance and it also greatly influences employee behavior. Organizations regularly find out how their organizational culture affect their employee's behavior to improve business performance. Organizational culture largely influences employee's motivation, individual learning, communication, and organizational values, group decision making and solving conflicts. (Tianya LI, 2015).

Employees in MNC also need to understand their organizational culture regardless of whether environment or cultural context affects the MNC, when individuals join an MNC, not only do they bring their national culture, which greatly affects their learned beliefs, attitudes, values, and behaviors, but they also enter an organizational culture (Fred Luthans, 2018)

Employees of MNCs are expected to "fit in." For example, at PepsiCo, personnel are expected to be cheerful, positive, and enthusiastic and have committed optimism; at Ford, they are expected to show self-confidence, assertiveness, and machismo. Regardless of the external environment or their national culture, managers and employees must understand and follow their organization's culture to be successful. Therefore, understanding interaction between organizational and national culture has become recognized as vital to effective international management (Fred Luthans, 2018)

Corporate culture is one of the most critical intangible resources that considerably affect the overall organizational performance in developing countries (Salah H. Ghumiem, 2023). Organization performance affected by ineffective organizational culture and poor cultural integration in the corporate group. A well-defined mission that attributed to developing shared understanding between employees and managers, and employee-focused leadership that contributed to motivating employees (Tewodros Bayeh , 2016 ).

Organizational culture is a vital element of organizational performance and a source of sustainable competitive advantage. It is also an important element to unify various company cultures in the corporate group structure (Kenny, 2012). Corporate managers may establish an effective organizational culture to fit in the organizational culture and to improve performance. Successful cultural integration within the corporate group is an important element to maintaining successful communication and improving performance (Idris, Wahab, & Jaapar, 2015).

Establishing an effective organizational culture in the corporate group is necessary to improve performance and productivity (Lee & Gaur, 2013). To ensure competitive advantage corporate leaders should assess their organizational culture effectiveness against respective corporates strategies like well-defined mission and vision, core corporate values, employee-focused leadership, and consistency. Corporates leaders may enhance their company performance by establishing effective organizational culture (Tewodros Baye, 2016).

## **1.2 East Africa bottling S.C**

Coca-Cola Beverages Africa (CCBA) is the 8<sup>th</sup> largest Coca-Cola bottling partner worldwide by revenue and the biggest on the continent, accounting for about 40% of all Coca-Cola volumes sold in Africa. It also employs more than 18,000 people and our 40 bottling plants service over 720,000 customer outlets. CCBA invests in the growth and development of people working with it to enhance their skills and capabilities. Coca-Cola Beverages Africa currently serves 15 countries in sub-Saharan Africa: South Africa, Kenya, Ethiopia, Mozambique, Tanzania, Uganda, Namibia, Ghana, Botswana, Zambia, Eswatini, Lesotho, Malawi, Mayotte, and the Comoros. CCBA Saying people inspired by its values, especially maintaining a winning mindset and a passion for our customers. As inclusive, diverse teams, it works and win by building trust, connecting, collaborating, and co-creating together. Importantly, it encourages excellence in the way they engage with one another, their communities, and our customers.

East Africa Bottling Share Company (EABSC), a subsidiary of Coca-Cola beverages Africa (CCBA). Coca-Cola beverages Africa is the only bottler of Coca-Cola products in Ethiopia, having served the country for

more than 60 years. In addition to the existing three plants in Addis Ababa, Bahir Dar and Dire Dawa, EABSC's recently expanded new manufacturing site in Sebeta, which was inaugurated in May 2022, is the largest Coca-Cola plant in Ethiopia. Additionally, Ambo Mineral Water Share Company (AMWSC), with its 90-year track record in Ethiopia, is also a subsidiary of CCBA since East Africa bottling S.C acquires it in 2016. The company owns five Coca cola Products bottling plants including Addis Ababa, Sebeta, Dire Dawa , Bahir Dar and Ambo. It has more than 2,500 permanent employees working in all bottling plants.

To ensure performance Coca-Cola beverages Africa and its subsidiaries including east Africa bottling S.C planed annual sales volume and cascade it down in quarter, monthly weekly and in daily basis. Before the budget year or in the beginning of the year leadership team engaged middle managers and communicate annual performance expectations including sales volume performance. Owing the plan, Middle level managers further communicated stakeholders including their operational areas and regularly track performance. Sales volume performance tracked against current monthly target and previous year month actual sales performance.

In addition to Physical case (PC) target it also track sales performance per pack size and different flavors. To ensure accountability performance regularly tracked per region, district, areas and per individual. The company follows different strategies, process, and tools to ensure sales performance effectiveness. The commercial function is structured into different subfunctions including sales, trade marketing, Knowledge and insight, rout to market, commercial capability development, and revenue growth. To ensure effectiveness and efficiency market areas strategically structure into Regions, Districts, distributor territories and daily sales routs. The company commercial function leadership includes Commercial director, regional sales managers, Rout to market manager, Trade marketing manager, Capability development manager and Knowledge and insight manager. Under regional sales managers there are supervisors or area sales managers. These areas sales managers or supervisors directly supervise company sales representatives and this party distributor partners. The rout to market manager manages rout to market specialists and coordinators. Its distributors are required to operate with defined set of requirements and key performance indicators. To facilitated administrative tasks the company employ sales automation system. The company delivery job related training and developments to equip its employees and regular assess their capability against sets of standards. And trade marketing managers manages trade marketing specialists and event coordinators.

### 1.3 Company Sales performance (2014-2023)

Time series Data taken from the company demonstrates that overall physical case sales steady increased in the year between 2014 to 2019. During the Covid-19 epidemic and war incident in North parts of the country sales volume decreased for next two consecutive years against current and previous year's performance (2021&2022). Nevertheless, in the year 2022 sales volume stated to recovery the company hadn't been achieving sales target for the past five years after the epidemic outbreak.

Undoubtedly the covid pandemic, conflict incidents and the macro economy factors are belied to impact Ethiopian and the global economy as well, Coca-Cola beverages Africa claims these were not the only issues for sales fall behind previous years and against budget year sales target and revenue.

### 1.4 Statement of the Problem

Whereas the company beliefs Organizational culture is an important factor for its existence and success, promoting its purpose as "*At CCBA, our purpose is to refresh Africa every day and make our continent a better place for all.*" (Company mission and vision statement), Employees working in sales function has concern of unhealthy working environment.

The researcher made some assessment and developed years of close observation how organization culture influence the company in commercial areas including culture of involving employees in decision making, company core values and how employees own and governed by it and culture of building commercial team capability. In early 2024, coca cola major competitor Pepsi began reformation in Ethiopia market. Following Pepsi change model, professionals who had been working in different beverage industries including coca cola beverages Africa joined Pepsi. Since no legal ground of prohibiting employing competitors' employee, Pepsi hired formerly working Coca-Cola and active employees from Coca-Cola company. Therefore, this paper aims to learn and describe the east Africa bottling prevailing organizational culture influence on its competitive advantage and sales performance.

### 1.5 Basic Research Questions

Considering the above identified issues, the next research questions are developed for this study. Thus, this research or study intended at resolving the following research questions.

- What strategies do leaders use to establish an effective organizational culture that enables better sales performance?

- How leaders shape culture in organizations that can nurture employee involvement, innovation, and culture of building commercial team employees' capability to enhance their performance in sales?
- Why corporate leaders' value and give great attention on their company core values to be competitive in their performance?

## 1.6 Objectives of the Study

The **main purpose** of this quantitative study is to describe the influence of some corporate culture on sales performance. The study results may provide relevant information for business companies in understanding the influence of their respective organizational culture on performance.

## 1.7 Significance of the study

The importance of this research work is to know the influence of organization culture on the sale performance and competitive advantage in the case of coca cola beverages Africa. The research result gives a good insight for coca cola beverages Africa leadership to identify which organizational culture significantly impact its sales performance.

It also helps the company to assess itself and develop mitigating strategies for potential ineffective organizations culture that affect performance in sales. The results of this study will be key input to coca cola beverages Africa leadership that are responsible in decision making and shaping organization culture. In addition, some other organizations with similar attributes can use the study to learn or improve their work culture proactively. Lastly, the findings from this study can also add values to the body of existing knowledge on organizational culture and organizations sales and related performance.

## 1.8 Delimitation/Scope of the Study

This research specifically indented to study organizational culture influence on sales performance in the case of coca cola beverages Africa and it would be better if some other related industries considered. The researcher collected information only from non-managerial employees, supervisors, and specialists, and worked in coca cola beverages Africa commercial team. The researcher also doesn't consider respondents in Amhara region due to internet access to collect information using google form platform. Studying Organizational cultures needs times to learn and create deep understanding, but this study has conducted in five months' time frame.

## 1.9 Organization of the Research Report

**Chap-1: -Introduction:** -This chapter contain background of the study, statement of the problem, basic research questions, objectives of the study, hypothesis, significance of the study, and delimitation/scope of the study undertaken.

**Chap-2: -Literature review:** - This chapter deals with the literature relevant to the study. It will have an introduction, theoretical review, empirical review, and the conceptual framework of the study.

**Chap-3: -Research Methodology:** -Under this chapter, it is going to describe the type and design of the research; the subjects/participant of the study; the sources of data; the data collection tools/instruments employed; the procedures of data collection; and the methods of data analysis used.

**Chap-4: -Results and discussion/Data presentation, analysis &interpretation:** - This chapter shall summarize the results/findings of the study and interpret and/or discuss the findings. Here the paper expected to make extensive use of the literature review.

**Chap-5: -Summary finding, Conclusion and recommendation:** -This chapter include summary of findings, conclusions, limitations of the study and recommendations. The study summary of findings will draw from the results discussed under chapter four; the conclusions should be drawn from the summary of findings; specify any limitations that could have effect on the study conclusions.

## Chapter Two: Literature review.

### 2.1 Introduction

Organizational culture has been well-defined by numerous theorists in several ways. In its most basic form, the term organizational culture or corporate culture defined as the shared values and beliefs that allow members in corporation or company to understand their roles in and even the norms of the organization. A more comprehensive definition is offered by organizational cultural theorist Edgar Schein ( Schein , 2010) , who defines it as a pattern of shared basic assumptions that the group or members of the organization or company or corporation learned as it solved its problems of external adaptation and internal integration, and that has worked well enough to be reflected valid and, therefore, to be taught to new members or employee as the correct way to notice, reason, and sense in relation to those possible issues .Other author also defines

company or corporate culture as a Shared values and beliefs that enable members in organization to comprehend their roles and the norms of the organization ( Fred Luthans , 2018) .

Organizational culture which is a system of shared values (what is important or accepted) and beliefs (how people and things effort) that cooperate with a company's people, organization structures, and regulator systems to create behavioral norms, the means people in organization do things around. Likewise, (Sun ,2008) defines organizational culture as the “set of theory” of key values, beliefs, and arrangements that members accept, which enables leaders and managers to make decision and arrange activities of the organization. And Brown (1995, 1998) defines company personality or culture as the pattern of beliefs, values and learned ways of experiencing that have established during an organization's history, and which tend to be demonstrated in its physical preparations and in the performances of its employees in organization.

Similarly, (Schein ,1985) distinguishes Company culture as essential ideas members of an organization create, which leads their reflections and acts. He added and described Company culture as a pattern of shared basic assumptions educated by organizational members as they resolve difficulties of outside adaptation and inside integration, which have demonstrated to be effective, and are then trained to new members. Nevertheless, of how the term corporate culture is described by different theorists in their study, various essential personalities are combined with an organization's culture (Fred Luthans, 2018) Including.

- Observed behavioral consistencies including common language, terminology, and rituals reflected among employees in the company.
- Norms, as revealed by things such as the extent of work to be done and the degree of cooperation between leaders and members.
- Dominant values that the companies' promoters and assumes members to share, such as high product and service quality, low absenteeism, and great efficiency.
- A philosophy that is set forth in the MNC's beliefs regarding how employees and customers should be treated.
- Rules that dictate the dos and don'ts of employee behavior relating to areas such as productivity, customer relations, and intergroup cooperation.
- Organizational climate, or the overall atmosphere of the enterprise, as reflected by the way that participants interact with each other, conduct themselves with customers, and feel about the way they are treated by higher-level management.

## **2.2 Sources of Organizational Culture:**

Organizational culture may be developed from numerous bases including the views and assumptions of the authors and knowledge experience of followers or members in their respective company (Ruiz-Palomino & Martínez-Cañas, 2014; Schein, 2010;). Organization originator or founders are the main source of influential a new culture for their organization (Flamholtz and Randle (2012)).

The early business approach and direction are mostly based on the operational expectations of the creators, which may be derived from their personal knowledge and cultural history (Toma & Marinescu, 2013). Originators may impose their individual experience and culture on their workers and partners (O'Reilly et al., 2014). A good example, Steve Jobs, the founder of Apple company., imposed his personal skills and theories on workers, which caused to build an effective organizational culture at Apple Inc. (Kaliannan & Ponnusamy, 2014). Apple's culture contributed to change the vision of the founder into realities. Schein 2010 designated that Apple Inc. is a complete example to demonstrate how the personal culture and assumptions of founder completely impact the culture of the company.

The gain knowledge or experience is another source of corporate culture, which is obtained from the social trends and the dynamics of the business environment (Nguyen & Aoyama, 2014). Members of the organization may adapt some characteristics from the social as well as from the business environment.

## **2.3 History of Organizational Culture:**

early 1980s, the theory of company culture involved organizational behavior along with the subjects of societal science such as anthropology, sociology, and social psychology (Denison, 1990). In 1982, Peters & Waterman showed the attributes of the organizational culture in high accomplishment corporates. Moreover, Peters & Waterman have profiled 46 outstanding corporates in the USA based on their organizational culture.

In 1985, Schein directed the effectiveness of organizational culture with respect to the organizational performance by breaking organizational culture into 3 parts: Assumptions, Artifacts, & Values. The first part Assumptions denote private but valuable rules in the organization. The Artifacts symbolize the noticeable or observable factors of Company culture, incorporating work practice, the work setting, and organizational structures.

The element vale Values represent the beliefs of the organization members & their business strategy. These three components contribute to preserve a valuable organizational culture (Childress, 2013; Schein, 1985).

By 1992, Kotter & Heskett do research more than 200 big companies in the USA and found a strong relationship between organizational culture & business performance. Schein (2010) has acknowledged this investigation as seminal research in the field of company culture.

And In 2011, Flamholtz & Randle (2011) contributed to a widespread knowledge in company culture concerning business performance with applied examples extracted from various corporates in the USA, Europe, China, and other parts of the world. Sharma & Good (2013) carried out an empirical study to decide the influence of company culture on their business performance. The findings or results of the study proven that organizational culture is a significant element of organizational performance & a source of competitive advantage.

Further to the believed seminal studies, other a comparable and similar book & articles contributed to the theory of organizational culture (Childress, 2013). However, Nwibere (2013) denoted that there is a lack of theoretical justification to advance managers' knowledge around effectiveness of organizational culture to improve organizations business performance.

#### **2.4 Strong & Weak Organizational Culture:**

In organizations strong organizational culture has meaning and influence to enhance organizational performance (Nwibere, 2013). Kotter & Heskett (1992) also indicated that strong organizational cultures foster to share organizational values & goals throughout the organization, accelerating the quick adaptation of these values to new workers. Business managers allow their employees to take part in the key decision-making activity within a beneficial and healthy organizational culture.

Corporate leaders and managers with a strong organizational culture use open and transparent communication to motivate employees and develop performance (Senaji et al., 2014). In an organizational culture with open communication, members simply share appropriate info across the organization (Simoneaux & Stroud, 2014). Clear communication requires a high level of participation by all members of the organization. When organization employees participate in transparent communication, all members of the organization have a high degree of involvement (Miguel, 2015).

Creating a set of organizational norms and trends principally involves developing a well-defined communication channel among managers and workers (Schein, 2010). Such A strong organizational culture is key for motive to the employees of the organization (Schein, 2010). Encouraged staff are the key drivers

for realizing organizational goals and enhancing organizational operation (Fiordelisi & Ricci, 2014;). Inspired employees make valuable use of their time to implement their daily duties (Flamholtz & Randle, 2011).

Corporate leaders, managers and employees with a strong organizational culture have an outstanding expert excellence which enables the development of organizational performance. As Busse (2014) expressed, skilled quality includes three major factors: respect & dignity joining managers and employees, strong commitment to customer services, and motivation and moral engagement for attaining organizational objective. In a strong organizational culture, business leaders may begin a set of formal rules and trends of doing business (Denison, 1990). Customers and other stakeholders may perceive and use the culture and work trends of members of the organization to distinguish the organization from other organizations (Childress, 2013).

Corporate leadership and management attributed by weak organizational culture has a significant potential to affect business profitability of the organization (Shahzad et al., 2012). If the organizational culture is weak, the presence of the organization is at danger since the workers of the organization have different values and beliefs, where they may work against the main concern of the leadership and corporate as whole (Eaton & Kilby, 2015).

The author, Childress (2013) indicated that in a weak corporate culture, there is always a challenge for employees to detect the values of the organization and establish the appropriate business process to achieve the organizational goals. Flamholtz and Randle (2011) indicated that employees with a weak organizational culture may behave in a way that is contradictory with organizational goals due to insufficient communication and lack of transparent leadership or direction.

## **2.5 Positive Organizational Culture:**

Business leaders or managers may make and sustain a positive organizational culture to improve corporate performance (Childress, 2013). Founders of Google & Apple identified their positive organizational culture as the fundamental source of surviving competitive advantage (Simoneaux & Stroud, 2014). Walmart & Southwest Airline's originators also stated that their positive organizational culture as a fundamental factor for the accomplishment of their business (Flamholtz & Randle, 2011). Inabinett & Ballaro (2014) found that positive organizational culture & corporate performance are having a positive relationship. In a positive

organizational culture, business managers adopt a transparent leadership style to build and endure confidence towards the leadership.

Transparent leadership involves constant processes of decision-making and transparent communication across the organization. Positive organizational cultures foster business leaders and managers to give explanation and convey corporate goals and values to employees and other stakeholders of the organization (Flamholtz & Randle, 2012; Simoneaux & Stroud, 2014). Once employees recognize and share the corporate goals and values, they may successfully participate with value-added activities (Childress, 2013).

## **2.6 Effective Organizational Culture:**

Effective organizational culture is a combination of strong organizational culture and positive organizational culture. In a strong organizational culture, organizational workers perform in a means of which coherent with organizational values. In a positive organizational culture, employees recognize and share the corporate goals and values across the organization (Flamholtz & Randle, 2012). Childress (2013) specified that an effective organization culture is a combination of five sub-organizational cultures:

- Healthy customer service,
- Employee-oriented management,
- Strong interpersonal relationship,
- Exemplary leadership,
- Ethical decision-making process.

In 2011 Hartnell et al indicated that business managers deploy an effective organizational culture to shape employee attitudes, develop operational effectiveness, and increase financial performance in the organization. Business managers arrange an effective organizational culture to create a healthy working environment to improve performance in the organization (Flamholtz & Randle, 2012) indicated that an effective organizational culture is an asset while an unsuccessful culture is a liability for organizational performance. In 2014 Engelen et al. indicated that effective organizational culture sustains employee-focused leadership, sound interpersonal relationship, and ethical decision-making process.

Low employee turnover and high employee satisfaction are characteristics of an effective organizational culture (Hartnell et al., 2011). An effective organizational culture is valuable to motivate and retain competent and trustworthy employees in the organization (Berg & Wilderom, 2012; Eaton & Kilby, 2015). Teamwork is an important factor in achieving a common organizational goal. Effective organizational culture

involves shared values and common purpose to develop a sense of coordination and collaboration (Flamholtz & Randle, 2011; Schein, 2010).

Wiewiora et al. (2014) indicated that business managers deploy an effective organizational culture to promote teamwork and information sharing environment. In an effective organizational culture, business managers and employees work together to improve organizations performance (Childress, 2013; Schein, 2010). Customer service: a source of sustainable competitive advantage, is an important responsibility for business managers in an effective organization culture. In an effective organizational culture, employees share the organizational values and beliefs (Denison, 1990).

As employees share the organizational values and beliefs, they are more motivated to undertake organizational goals by delivering a professional customer service (Childress, 2013). In an effective organizational culture, business managers deploy employee-focused and right ways of leadership to enhance performance in the organization.

In 2014 Wiewiora et al. stated that transformational business managers promote collaboration and teamwork. As business managers promote collaboration and teamwork within the organization, employees may benefit from supportive cooperation and shared capability (Man & Luvison, 2014). In a supportive and welcoming work environment, workers are motivated to produce satisfactory implementation.

Strong interpersonal association is a valuable element of a successful organizational culture (Engelen et al., 2014). When there are strong interpersonal relationships within an organization, employees may positively communicate with their managers, and share their ideas and opinions without reservation and hesitation (Nongo & Ikyanyon, 2012). When employees are feeling happy and have confidence in their leadership, they would shape a sense of ownership and duty towards the organization, which is an important factor in attractive and inspiring employees to attain better performance (Denison, 1990).

## **2.7 The Role of Organizational Culture on Business Performance:**

Organizational culture is an essential determining factor of business performance (Denison, 1990). Founding an effective organizational culture contributes performance development in the organization (Fusch & Gillespie, 2012). Childress (2013) discussed that an organizational culture does impact business performance positively or negatively. Laforet (2016) indicated that protective or founder type culture does not have a

positive effect on innovation performance, but an entrepreneurial just like externally focused, flexible, agile, practical, and long-term oriented culture does.

In 2016 Park et al. initiate that participative management and innovative culture are positively associated to perceived organizational performance which is internal efficiency of corporates, but the relationship between participative management and perceived organizational performance is moderated by the perceptions of employees. In 2018 Polychroniou and Trivellas 2018 discussed a positive relationship between culture strength and internal performance which is innovation competence and human relations as well as firm outcomes , profitability, growth, and reputational assets.

On the other side, culture imbalance exerts a negative impact on organizational performance. In 2012 Flamholtz & Randle indicated that 46% of company earning earnings are affected by the effectiveness of organizational culture. Nonetheless, Berg and Wilderom (2012) reasoned that the organizational culture might impact performance, where the change is a longer time interval showing the effects of culture on financial performance. In 2018 Sengottuvel & found that all dimensions of indicated that 25% of performance is affected by company cultural traits, and therefore cultural improving will result performance enhancement by 25%.

There is much other empirical confirmation stress the importance of organizational culture on organizational performance. Other Quantitative study results indicate a positive relationship between organizational culture and business performance (Jofreh & Masoumi, 2013). And one Case study finds and confirm that an effective organizational culture is a steering element in organizational performance (Simoneaux & Stroud, 2014).

However, some contemporary empirical facts reasoned that there is **no such relationship exists between organizational culture and organizational performance** (Leithy, 2017). A study undertook by Rashid & Shah in 2016 denied the hypothesis that indicated there is a substantial relationship between organizational culture and organizational performance. Furthermore, Leithy in 2017 claimed that both work-related attitudes and work behavior can be seen as associated to organizational performance, and the structural equation model apparently eliminated the relationship between organizational culture and organizational performance.

In 2012 Berg & Wilderom established a method with **five factors**: Employee empowerment, External emphasis, Interdepartmental collaboration, Human resource orientation, Performance improvement tendency to evaluate the impact of organizational culture on business performance. organizational culture explains significant variation in the performance, whilst strategic emphasis as the most significant predictor of

organizational performance. Nikpour (2017) indicated that organizational culture elsewhere its direct impact exerts indirect impact on organizational performance through the mediation of the organizational commitment of employees.

Prominent Organizational theories Edgar H. Schein identified four types of Culture with different categories including Microculture, Organizational culture, Subculture and microcultures. Macro culture categorized into National culture, ethnic Culture, Religious group, and Occupations. Organizational Culture categories include private or Corporate Culture, public, nonprofit, and governmental organizations. Subculture includes occupational (e.g., Law, Medicine, Engineering ...) groups within organization. And Microculture categorized into microsystem (organizational unit) within or outside the organization.

## 2.7 Hypothesis of the Study

Based on the Research the following hypotheses were established and tested in the study based on the theoretical and empirical literature discussed above.

**H1a:** There is significant and positive impact between coca Coa beverages Africa shared value and sales performance in the company.

**H2a:** There is significant and positive impact between Employee involvement and sales performance in Coca-Cola beverages Africa.

**H3a:** There is significant and positive impact between sales team capability development and sales performance Coca-Cola beverages Africa.

## 2.8 Corporate culture Conceptual Approach:

As we will see, the area of corporate culture provides many chances for the development of new concepts since it has not yet been studied sufficiently in group or team, organizational wide, and work-related domains to have created novel theory. It is still a developing field of study for academicians or practitioners.

The consequences of this approach for the student are that should go out and experience cultures as read about them. Visit different kinds of organizations and see what you can witness for ourselves. Culture is both a “here and now” active phenomenon and a powerful background structure that influences us in multiple ways. Culture is relentlessly recreated and created by our communications with others and shaped by our own performance and behaviors.

When we are dominant in shaping the behavior and values of others, we think of that as “leadership” and are initiating the environments for newfound culture realization. Similarly, culture suggests solidity and

inflexibility in the sense that how we are imaginary to observe, feel, and act in each culture or society, organization, or profession has been taught to us by our many socialization involvements and becomes prescribed to maintain the “social order.” The “rules” of the social order make it possible to forecast public manners, get along with each other, and find sense in what we do.

Organizational cultures will vary in strength and stability as a function of the length and emotional strength of their actual history from the moment they were established. Work-related cultures will differ from greatly structured ones such as medicine to comparatively fluid ones such as management. Microcultures are the most variable and the most dynamic and, thus, provide special opportunities to study culture pattern and evolution.

The connection between culture and leadership is clearest in organizational cultures and microcultures. What we end up calling a culture in such systems is by and large the result of the surrounding of what a founder or leader has enacted on a group that has worked out. In this sense, culture is eventually founded, rooted, progressed, and ultimately controlled by leaders.

Likewise, with group maturity, culture comes to constrain, stabilize, and give structure and meaning to the group members even to the point of eventually specifying what kind of leadership will be standard in the future. If elements of a given culture become dysfunctional leaders must overcome their own culture and speed up the normal evolution processes with forced managed culture change programs. These dynamic processes of culture creation and management are the essence of leadership and make you realize that leadership and culture are two sides of the same coin.

## **2.9 The Concept of organizational Culture: Why bother to study or to know in corporation.**

Forces that are created in social and organizational situations originating from culture are powerful. If we don't realize the operation of these forces, we become victim to them. Corporate Cultural forces are powerful because they operate outside of our awareness. We need to figure out them not only because of their power but also since they help to give explanation many of our puzzling and frustrating experiences in social and organizational life. Most importantly, understanding cultural forces allows us to understand ourselves better.

Culture as a concept has had a long and checkered history. **Laymen** have used it as a word to indicate superiority, as when we say that someone is very “cultured.” **Anthropologists** have used it to imply to the customs and rituals that societies develop over the course of their history. In the past numerous decades, some organizational investigators or researchers and managers have used it to refer to the norms and practices that organizations develop around their handling of people or as the espoused values and credo of an organization.

This from time to time confuses the concept of culture with the concept of climate and confuses culture as what is with culture as what ought to be. Thus, company leaders and managers speak of developing the “right kind of culture,” a “culture **of quality**, ” or a “ **culture of customer service**, ” suggesting that culture has to do with certain values that managers are trying to inculcate in their organizations.

Also implied in this usage is the assumption that there are better or worse cultures, stronger or weaker cultures, and that the “right” kind of culture would influence how good organizations are. In the managerial literature, there is often the implication that having a culture is necessary for effective performance, and that the stronger the culture, the more effective the organization.

Researchers have supported some of these views by reporting findings that certain cultural extents do correlate with economic performance, but this study is hard to evaluate as of the many descriptions of culture and the diversity of indexes of performance that are used (Wilderom, Glunk, & Maslowski, 2000). Advisors and students have touted “culture **surveys**” and have requested that they can improve organizational performance by helping organizations create certain kinds of cultures, but these claims are often based on a very different definition of culture than the one I will be arguing for here (Denison, 1990).

As we will see whether a culture is “good” or “bad,” “functionally effective, ” or not, depends not on the culture alone but on the association of the culture to the circumstances in which it exists. Perhaps the maximum interesting aspect of culture as an idea is that it points us to phenomena that are below the surface, that are powerful in their effect but unseen and to an extensive degree unconscious.

## CHAPTER THREE: RESEARCH DESIGN AND RESEARCH METHODOLOGY

### **3.1 Introduction**

This part of the research work deals with research approach, research design, variables, target population, sampling technique, sample size, data collection instrument, method of data collection and data analysis and presentation tools to report the study outcomes.

### **3.2 Research Design and Approach**

This specific research project assumed a quantitative research approach to gather relevant data and to determine how organizational culture including employee involvement, capability development and core values which are the independent variable influence sales performance in the organization, the dependent variable. The study also employed descriptive type of research to describe findings. Structured questionnaire will be developed to assess both dependent and independent variables and used as the main research instrument for the study.

### **3.3 Description of Variables**

The study describes the three attributes of corporate culture including employee involvement, culture of Employee Capability Development, and culture of promoting corporate core values. In this study the independent variables which are attribute or characteristics that influences or affect an outcome or dependent variable which is sales performance (Creswell, 2012:116). The Dependent variable is an attribute or characteristics that dependent on or influenced by independent variable including employee involvement, capability development and promoting core values (Creswell, 2012:115). Therefore, culture of employee involvement, culture of employee capability development and promoting company core values are the independent variable whereas sales performance is the dependent variable.

### **3.4 Types and Sources of Data**

This research project work uses survey of structured questioner as a primary data to be collected through online google form platform applying a random sampling technique including Area sales managers, specialists' other individuals working in Coca-Cola beverages Africa, Ethiopia. Furthermore, the research also uses an extensive secondary data including prior research on related topics, journal publications, bulletin publications, published books depending up on its relevance for this research project work.

### **3.5 Target Population**

The researcher selectively focused on commercial team supervisors and non-leadership or top managerial roles including, areas sales managers, company sales representatives, trade marketing specialists and others commercial related employees working in East Africa bottling share company.

The researcher also randomly selected the above individuals working in Addis Ababa, North (only Tigray), West Ethiopian, South and east parts of the country. The researcher only considers respondents on the above-mentioned areas who are holding role of frontline and sales support functions including individual in the role of sales and support functions, sales team supervisors, Commercial capability team, rout to market project team and trade marketing function.

### 3.6 Sample Frame

In this research Probability sampling technique and simple random sampling method was used to this research. According to (Acharya ,2013) in simple random sampling method every individual has equal chance of being selected in the sample of a population. As used to simple random sampling is often utilized in surveys and quantitative research design (Rahi,2017).

Total of 281 target population including sales supervisors, and different specialists in commercial team in different level of experience and geographical locations to ensure High level of diversity. The researcher applied a random sampling technique aiming only targeted respondents.

Considering their year of experience and understand about the topic being studying, this random sampling techniques select participants who are supposed to have better understanding to replay relevant information. The researcher excluded non- commercial function and some commercial at lower-level staffs including sales representatives and coordinator because they have limited understanding and awareness on sales area organizational culture issues of the organization relative senior and selected level of role in the commercial function specifically sales. Moreover, the researcher grouped the respondents in to six groups to compare the information based up on the above-mentioned roles in the company.

### 3.6 Sample Size

To establish the right sample size, three parameters typically need to be stated in addition to the population size and study purpose: the **degree of accuracy**, the **degree of variability** in the characteristics being measured, as well as the degree of confidence or risk (Miaoulis and Michener, 1976).

The researcher applied a formula suggested by Yamane (1967) to choose the sample size that is indicated below for a 95% confidence level and  $p = 0.5$ , implies  $= 0.05$

$$n = \frac{N}{1+N(e^2)} \quad n = \frac{281}{1+281(e^2)} = 165$$

Where “n” is the sample population, “N” is the population size and “e” is the level of accuracy and 1 is a constant. Accordingly, the researcher applied the above formula & come up with a sample size of 165 which is representative of the total target population with 95% of confidence interval that leave a 5% room for the tolerance of any research error.

<b>S. N</b>	<b>List of population</b>	<b>Population Size</b>	<b>Percentage distribution</b>	<b>Sample size</b>
<b>1</b>	<b>Company Sales Representative</b>	<b>211</b>	<b>75%</b>	<b>100</b>
<b>2</b>	<b>Area sales managers</b>	<b>39</b>	<b>17%</b>	<b>35</b>
<b>3</b>	<b>Rout to market specialists</b>	<b>3</b>	<b>0.01%</b>	<b>3</b>
<b>4</b>	<b>Rout To Market Coordinator</b>	<b>6</b>	<b>0.02%</b>	<b>6</b>
<b>5</b>	<b>Trade marketing specialists</b>	<b>14</b>	<b>0.05%</b>	<b>14</b>
<b>6</b>	<b>Event Coordinator</b>	<b>2</b>	<b>0.007%</b>	<b>2</b>
<b>7</b>	<b>Commercial capability specialists</b>	<b>2</b>	<b>0.007%</b>	<b>2</b>
<b>8</b>	<b>Sales Analysis</b>	<b>4</b>	<b>0.014</b>	<b>4</b>
<b>Total</b>		<b>281</b>	<b>100%</b>	<b>165</b>

Table 3.1. Population Distribution

### **3.7 Instrument Design/Measurement**

Questionnaire was developed to answer research questions and objectives. Corporate culture characteristics questions were developed including level of employee involvement in sales, habits of employee capability development corporate core value.

Total of 45 questions a 5-point Likert-scale where respondents were asked to rate their understandings using a five-point Likert Scale. In this scoring system, for each of the five response categories (1=Strongly, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree), with the highest score of 5 assigned to “Strongly Agree”. The secondary data was collected from the company website human capital management procedures, manuals, proclamations leaflets and annual reports of the company.

### **3.8 Data Collection Procedures**

Due to the nature of the study undergoing the studied applied a quantitative method of research instrument and a structured questionnaire employed as source of primary data collection approach with above mentioned questioners parts : Part I is to collect the respondents basic/demographic information, Part II has questions to

assess the respondents insight on the dimensions of the organizational culture of employee involvement ,Capability Development and corporate core value and sales performance.

And the researcher will also have phone call communication with respondents to have alignment on when to submit them. Once the researcher created sufficient awareness on the parts of the respondents, the researcher sent the questioner link to the respective respondents through online platform with relevant description. Following clear phone communication with respondents there will be follow up and support communication from the researcher until expected respondents deliver all requests. Then primary data collected from respondents will be analyzed quantitatively using descriptive and inferior research method to understand the undertaking study on coca cola beverages Africa share company sales performance.

### **3.9 Validity and Reliability**

Validity explains how well the collected data covers the actual area of investigation (Ghauri and Gronhaug, 2005). As agreed commonly by most scholar's validity refers to the appropriateness of the inferences made about the results of an assessment. Furthermore, it focuses on the consequences of the inferences made implies that they should be appropriate and adequate.

Reliability concerns the extent to which a measurement of a phenomenon provides stable and consistent result (Carmines and Zeller, 1979). For example, a scale or test is said to be reliable if repeat measurement made by it under constant conditions will give the same result (Moser and Kalton, 1989). Generally, from the above definition one can understand that validity concerns whether an instrument can accurately measure, while reliability pertains to the consistency in measurement.

The most used internal consistency/reliability measure is the Cronbach Alpha coefficient. It is viewed as the most appropriate measure of reliability when making use of Likert scales (Whitley, 2002, Robinson, 2009). No absolute rules exist for internal consistencies, however, most agree on a minimum internal consistency coefficient of .70 (Whitley, 2002, Robinson, 2009). Moreover, among the three validity measures by Greener (2008), the researcher applied constructive validity on designing of the questionnaire. According to Greener (2008), construct validity is the assumption that the instruments must measure what they are supposed to measure.

### 3.10. Method of Data Analysis

Data analysis refers to the turning of collected data into insightful knowledge. To address the decision-making process, several strategies are used in this process, such as modelling to identify trends, correlations, and ultimately conclusions (Start, 2006). The descriptive analysis condenses the facts into a straightforward presentation on Univariate and bivariate analyses are two categories into which this technique falls (Taherdoost, 2021).

To analyze this research, the descriptive analysis, and the Denison organizational culture model were used in conducting the study with Statistical Package for Social Science (SPSS). The study also uses correlation and regression analysis to study the relationship between the three corporate culture attributes including involvement, capability development and company core value. To summarize the degree and strength of the relationship between two or more numerical variables, use correlation. Regression is useful for predicting, optimizing, or explaining numerical responses between variables.

Regression Model :  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$

Where: Y = Employee Motivation      X1 = Transformational Leadership Style

X2 = Transactional Leadership Style, X3 = Laissez-faire Leadership Style,

$\beta_0$  = Coefficient of Independent Variable, and  $\epsilon$  = Error Margin.

The research applied a descriptive & inferential method of data analysis through various ways of comparisons, tabulations, graphical presentations, average (mean) analysis, standard deviation analysis, Pearson correlation and multiple regression analysis to determine the impacts of organizational culture on sales performances financially or non-financially of Coca-Cola beverages in Africa, Ethiopia.

Finally, interpret the outcome of the analysis, draw a conclusion of the research strictly based up on the interpretations of the data analyzed without putting any personal biasness and come up with a summary of recommendation that can be applied on Coca-Cola beverages in Africa Ethiopia.

### 3.11. Reliability and validity analysis.

For this research, the primary goal of a validity and reliability analysis is to ascertain whether the conclusions drawn from the assessment's findings are relevant and fulfill the intended function. Every time I use multiple guidelines and processes, construct validity and reliability are involved, and a particular attribute needs to be

measured. To measure the consistency of the research is analysis by reliability, and we measure accuracy by validity.

### **3.12.General Reliability test**

The Cronbach's alpha results should give a number from 0 to 1, the closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. George and Mallery (2003) provide the following rules.

>= 9 Excellent, >=8 Good m, >=7 **Acceptable**, >=6 Questionable, >=5 Poor and &lt;=5 Unacceptable.

### **3.13.Ethical Consideration**

It is required to give proper credit when using someone else's ideas (Creswell, 2009). All resources that belong to another individual or group have been appropriately acknowledged in this regard. Lastly, the researcher has taken the necessary precautions to guarantee that research participants won't suffer any physical or psychological harm, and they will provide a copy of the completed report to the relevant department.

To do research ethically, one must be aware of the risks and advantages involved, safeguard the rights of human subjects, obtain informed permission, and be familiar with the rules and regulations governing this activity. The research was carried out with a focus on ethical obligations. This involved correctly citing sources, informing participants about the study's objectives and how the data would be utilized, as well as presenting the results in an unbiased manner. The

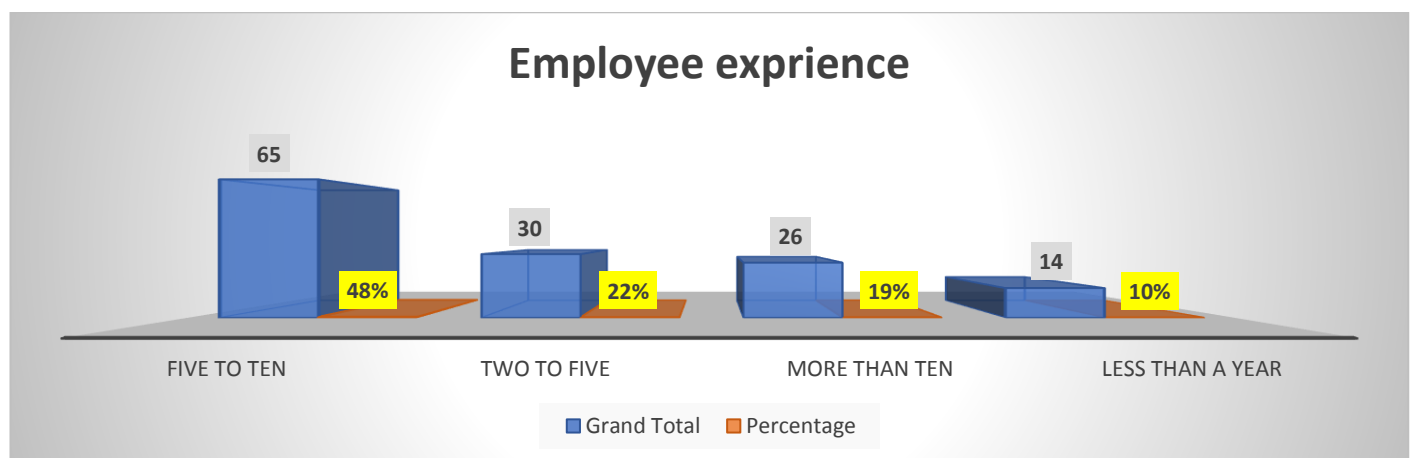
## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

Following survey data collection has finalized the research project was analyzed using a statistical tool. All relevant data was coded, summarized, and then transferred to SPSS software to be analyzed and presented the output. Respondents profile summarized using frequency table and percentage, whereas descriptive statistics was used to calculate mean and standard deviations of respondents. Responses collected from Coca-Cola beverages Africa commercial team specifically non managerial and supervisory level actively working in sales areas about their understanding of their company culture and its influence on their performance. The regression analysis techniques applied to examine influence of corporate culture attributes on sales performance and a correlation used to analyze the relationship between company culture and employee sales performance.

### 4.1 Respondents' Demographic characteristics

Respondents' demographic information including Gender, Level of education, Experience in the company, their position, and salary described. The descriptive statistics results of demographic characteristics of the respondents presented in terms of frequency and percentage.

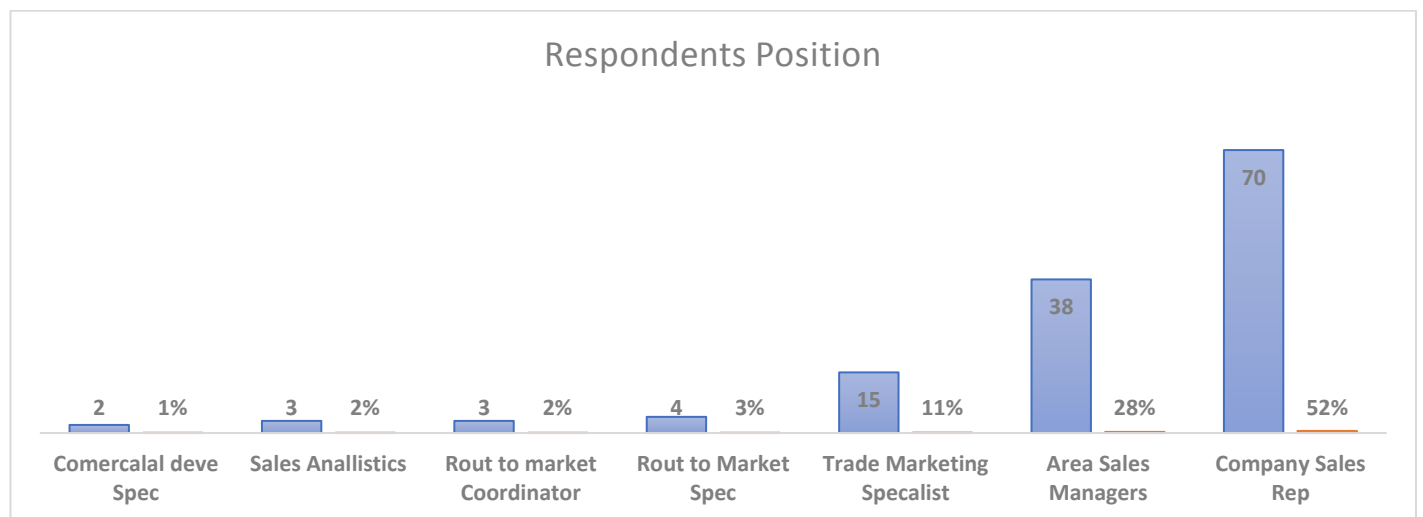
To understand how company culture influence employees and company sales performance this research paper targeted employees working at frontline operational, technical and supervisor level. Top level leadership including regional sales managers, Trade marketing Managers, Rout to market Manager, Commercial Capability Manger, Knowledge and insight Manager, Revenue growth Manager and Commercial Director not included. In the survey company sales representatives working in Amhara Region are not included because of internet access to collect using google form.



**Figure 4.1: Employee work experience descriptive statics**

Respondents having five to ten years' experience in the company constitutes majority (48.2%) , respondents working two to five years in the company constitute second (22%) , respondents working more than ten years in the company constitute third (19%) and last respondents working less a year in o company contributes less percentage (10%) .Sixty seven percent (67%) of respondents have more than five years' experience in the company . Response from more experience respondents leverage data quality and excellence.

**In** Coca-Cola beverages Africa nonmanagerial and supervisory level of employees work experience in the company shows 67% of respondents have more than five years' experience. whereas 48.2% of respondents have work experience between five to ten years, employees working more than ten years constitute only 19% implies that as employees gets more experience, they tend to leave the company.



**Figure 4.2: Employee position descriptive statics**

Respondents experience statistics demonstrates that 52% constitutes Company sales representatives, Area sales Manages (28%), Trade marketing Manages (11%), Rout to market specialists (3%), Rout to market coordinators and Sales Analyst each (2%) and Commercial Capability Development specialists (1%) respectively.

The first two respondent positions are in the front line of the sales whereas other seven positions are supportive positions. Trade marketing positions are supporting sales by executing marketing activities, Rout to market specialists and coordinators support the sales by market research and data driven strategies to distribute the product in efficient and effective ways. Sales analysts also provide insight and support the sales by coordinating sales order from the company to distributors.

Commercial Capability support teams develops commercial team skill and capability by training and tacking performance. Both frontline employees and support teams are expecting to perform in coordinated and synergetic means of operations. All are coordinating to deliver common sales performance goal.

Position	Less than a year	two to five	Five to Ten	More than ten	Grand Total
Company Sales Rep	14 20%	24 34%	23 33%	9 13%	70 100%
Commercial Capability Specialist Development Spec		1 50%	1 50%		2 100%
Trade Marketing Specialist		4 27%	10 67%	1 6%	15 100%
Sales annalistic			3 100%		3
Rout to market Coordinator		1 33.3%	2 66.7%		3
Area Sales Managers			23 61%	15 39%	38 100%
Rout to Market Spec			3 75%	1 15%	4 100%
Grand Total	14	30	65	26	135
	10.4%	22.2%	48.1%	19.3%	100%

**Table 4.1: Employe work experience Descriptive statics.**

Respondents of Company sales representatives have different years of work experience in the company,34% of responded company sales representatives worked in the company two to five years. secondly 33% of responded company sales representatives worked in the company five to ten years. Whereas 20% of responded company sales representatives worked less than a year in the company ,13% of then worked more than ten years. Thus 54% of responded company sales representatives worked in the company five and below five years.

All area sales managers worked in the company more than five years. whereas 61% of responded areas sales manages worked five to ten years in the company 39% have more than ten years of experience in the company. Respondents of trade marketing specialist also worked different years in the company. of 27% of

trade marketing specialists worked in the company two to five years, 67% ten to five years and 6% more than ten years.

Commercial capability development specialists' statics result demonstrates 50% of them worked two to five years and five to ten years. All sales analytics have work five to ten years in the company. Rout to market coordinators respondents work experience in the company shows 33.3% of them two to five and 66.6% of them worked five to ten years. Seventy five percent (75%) of Routs to market specialist worked in the company five to ten years while 15% worked more than ten years.

**In** Coca-Cola beverages Africa company sales representative position level of employees work experience in the company shows 46% of respondent CSRs have more than five years' experience. whereas 33% of respondent CSRs have work experience between five to ten years, employees working more than ten years constitute only 13% implies that as employees gets more experience, they tend to leave the company. Generally, 54% of have less than five years of experience. This implies that some of them may promoted to next level of positions or leave the company. On the other hand, 39% of areas sales managers are working more than ten years in the company implies that supervisory position is supervised by senior employees.

Gender	Age	Diploma	Fist degree	Masters	Grand total
Female	20 to 25		3 100%		3 100%
	25 to 30	3 14.3%	14 66.7%	4 19%	21 100%
	30 to 35	2 14.3%	9 63.3%	3 21.4%	14 100%
	Above 35		3		3
	<b>Total</b>	<b>5</b> 12.2%	<b>29</b> 70.7%	<b>7</b> 17.1%	<b>41</b> 100%
Male	20 to 25		3 100%		3 100%
	25 to 30	1 3.4%	17 58.6%	11 37.9%	29 100%
	30 to 35		18 34%	35 66%	53 100%
	Above 35		7 77.8%	2 22.2%	9 100%
	<b>Total</b>	<b>1</b> 1.1%	<b>45</b> 47.9%	<b>48</b> 51.1%	<b>94</b> 100%
		<b>6</b>	<b>74</b>	<b>55</b>	<b>135</b>

<b>Grand total</b>	<b>4.4%</b>	<b>54.8%</b>	<b>40.7%</b>	<b>100%</b>
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**Table 4.2: Employee gender Descriptive statics.**

To conduct this research project 45 questionnaires were distributed for identified 165 potential respondents and 135 of responded properly which is response rate of 81.8%. whereas Sixty-eight point six (69.6%) are Male respondents, Female respondents constitutes 30.4%.

Majority of the respondent are men and aged between 30 and 35 years (39.3%), second men respondents aged between 25 and 30(21.5%) and thirdly female respondents between 25 and 30(15.6%), Female aged between 30 and 35 constitutes 10.4%, men above 35 years constitute 6.7% and Female aged between 20 and 25 , Female above 35 years and Males above 35 year each constitutes 2.2% by gender.

Majority of respondents are first degree holders (54.8%) whereas 40.7% holds first degree only 4.4% of respondents are diploma holders. Seventy point seven (70.7%) of females are first degree holders, 17.2 of female are second degree holders and 12.1% of them are diploma holders. whereas 47.9% of male respondents are first degree graduated, 51.1% are second degree holders and 1.1% of males are diploma holders.

Men respondents dominantly constitute 69.6% of total respondents implies that Coca-Cola beverages Africa female workers are fewer. It is proven that women empowerment and involvement have significant effect on business performance. In Coca cola beverage Africa women are lesser and it may also impact female future leadership role. In the company 91.1% of respondents are below 30 years of old

Code	Culture of Sales team Involvement	%Freq						Mean	St Dev
		SA	DA	N	A	SA	TOTAL		
IV1	Sales leaders in my company highly involved me in business related decisions including determining sales target for my areas	32	12	33	18	40	135	3.163	1.523
		24	9	24	13	30%	100%		
		%	%	%	%				
IV2	Sales leaders values sharing relevant job-related information about sales	29	31	28	33	14	135	2.793	1.297
		21	23	21	24	10%	100%		
		%	%	%	%				
IV3	Sales leaders Values teamwork for ensuring sales performance.	28	18	40	39	10	135	2.889	1.230
		21	13	30	29	7%	100%		
		%	%	%	%				
IV4	Sales leaders honestly values my positive impact in sales performance.	3	33	55	36	8	135	3.096	0.898
		2	24	41	27	6%	100%		
		%	%	%	%				

IV5	Sales leaders believe frontline sales team as building block for sales performance.	14	35	43	29	14	135	2.956	1.131
		10	26	32	21	10%	100%		
		%	%	%	%				
IV6	Sales leaders are customer focused on every act to improve sales performance.	40	53	20	18	4	135	2.207	1.073
		30	39	15	13	3%	100%		
		%	%	%	%				
IV7	Sales leaders view failure as an opportunity for learning and improvement in sales performance.	6	64	24	20	21	135	2.896	1.178
		4	47	18	15	16%	100%		
		%	%	%	%				
IV8	Sales leaders values my interest and contributions to sales performance.	19	9	15	64	28	135	3.541	1.280
		14	7	11	47	21%	100%		
		%	%	%	%				
IV9	Sales leaders value Customer comments and recommendations for better sales performance	50	30	22	14	19	135	2.422	1.415
		37	22	16	10	14%	100%		
		%	%	%	%				

**Table 4.3: employee culture of involvement Descriptive statics.**

In the company culture of employee involvement of sales team in the business including determining annual, monthly, and daily sales targets score mean of 3.163. Thirty percent (30%) of respondents strongly agreed that sales leadership highly involved them in decision making, 13% of respondents agreed that their sales leaders involved them in decision making. Thus only **43%** of respondents are agreed that their leaders consider them in decision making. Whereas 24% of respondents were neutral, 24% of respondents strongly disagree that their sales leaders characterized by highly involving their team in decision making. And 9% of this question respondents also disagree that sales leaders highly involve them in decision making. Involving employees at every level leverage business performance.

Coca cola beverages Africa sales leaders should emphasize involving their team to increase their sales performance. Only 43% of respondents tend to believe leaders values involving employees whereas 33% tends to disagree and the remain 9% remains not taking sides of agree not agree.

Leaders Culture of Sharing relevant information for sales team in coca cola beverages Africa respondents mean score of 2.793%. Respondents answered this culture of involvement differently (Strongly Agree (10%) , Agree(24%) , Neutral (21%) , Disagree(23) and strongly disagree(21). Thus only **34%** of respondents tend to agree that their leaders share them job related and relevant information while 44% of them tend to disagree in culture of leaders sharing the information. Twenty one percent (21%) of them remains neutral.

Culture of value teamwork impact in Coca-Cola beverages Africa viewed by respondents differently. Whereas 36% of respondents are toward agree 34% disagree side and 30% of them remains neutral. On the other hand, respondents rate culture of value individual positive impact on performance rated by respondents differently with mean of 3.096%. (33% tends to agree whereas 26% tends to disagree and 4% remains neutral).

Company's sales leaders' culture of values frontline sales team employees as building block for business performance rated by respondents differently 2.9656% (strongly agree (10%) Agree (21%), neutral (32%), disagree(26%) and strongly disagree(10%)

Coca cola beverages Africa culture of valuing customers input to act in every business activity viewed by respondent very low with mean of 2.207%. Only 3% of respondent strongly agree company sales leaders retains a habits of valuing customers input for business actions( Strongly agree(3%) agree (13%), neutral(15%), disagree(39%), strongly disagree(30%) .Furthermore sales leaders culture of Applying customers comment and recommendation rated by respondents very low with mean of 2.422% ( strongly agree (14%), agree(10%), neutral(16%), disagree(22%) and strongly disagree (37%) .

In Coca cola beverages Africa individuals' interest and contribution is highly valued by sales leaders with respondents mean score of 3.541% (strongly agree (21%), agree (47%), neutral (11%), disagree (7%) and strongly disagree (14%)). on the other hand. Sales leaders learning from mistake as and take as opportunity to improve sales performance rated by respondents a mean of 2.896% (strongly agree (16%), agree (16%), neutral (18%), disagree47%) and strongly disagree (4%)).

Therefore, in Coca-Cola beverages Africa (Ethiopia) culture of involvement characterized by

1. **Low employee involvement in decision making** only 43% of respondents rated agree and strongly agree the rest rated as disagree or strongly disagree while the reaming remains neutral.
2. **Limited information sharing:** Leaders are not good at sharing relevant information for employees or not regularly update them changes or some other job-related information's. only 34% of respondents agreed that leads tend to disagree while rest tend to disagree or remains neutral.
3. **Insufficient teamwork practice:** only 34% of respondents believe that their sales leaders value practice or culture of teamwork to improve sales performance.
4. **Undermine customer input:** 16% of respondents believe that leaders values customer input to improve performance.

Code	Sales Capability Development	Freq						Mean	St Dev
		SA	DA	N	A	SA	TOTAL		
CD1	Sales leaders value development capability to improve sales performance	0 0%	4 3%	51 38%	72 53%	8 6%	135 100%	3.622	0.634
CD2	Sales leaders regularly invest on employee skill and development to improve sales performance.	1 1%	18 13%	37 27%	68 50%	11 8%	135 100%	3.519	0.844
CD3	Sales leaders value capabilities of sales team as an important source of competitive in the industry	15 11%	14 10%	21 16%	57 42%	28 21%	135 100%	3.511	1.238
LeCD 4	Sales Leaders continuously track sales progress against stated goals.	0 0%	26 19%	34 25%	55 41%	20 15%	135 100%	3.511	0.960
CD5	Sales Leaders regularly assess need for individual development and Training to improve sales performance	0 0%	10 7%	70 52%	32 24%	23 17%	135 100%	3.504	0.853
CD6	Leaders' values to promote competent and capable individuals for sales performance	0 0%	10 7%	70 52%	32 24%	23 17%	135 100%	3.474	1.049
CD7	Sales leaders regularly assesses investment on individuals against return on investment or impact on sales performance	5 4%	19 14%	42 31%	45 33%	24 18%	135 100%	3.422	0.874
CD8	Leaders' values young and talented individuals for sales performance	1 1%	17 13%	57 42%	44 33%	16 12%	135 100%	3.496	0.887
CD9	Leaders are providing training and development what they committed to deliver.	0 0%	10 7%	75 56%	23 17%	27 20%	135 100%	3.519	1.164

**Table 4.4: employee capability development Descriptive statistics**

Culture of value capability development, culture of investing to develop employee skill culture of values capability development as source of competitive advantage, culture of regularly track progress, culture of need for employee capability gap analysis and culture of providing planned and committed training for development scores with more than mean of 3.5 (3.622, 3.519, 3.511, 3.511, 3.504, and 3.519 respectively).

Comparatively respondents mean score regarding culture of promoting competent individuals, habits of assessing investment on employees against return on investment and culture of values young and talented individuals to improve sales performance is below 3.5 (3.474, 3.422 and 3.496 respectively)

Hence, Coca-Cola beverages Africa culture of developing employee capability to improve sales performance respondents feedback indicates sales leaders characterized by practicing culture of employee capability development to leverages sales performance. Sales leaders believe in capability development.

- **Culture of Investment on people:** leader is practicing it enhance their performance or valued it as source of competitive advantage.
- **Disregard talented employees:** leaders are not utilizing talented employees although believe in capability development. they always assess training need assessment and deliver accordingly but not utilized trained and capable employees to improve sales. Generally, people development return on investment not considering.

Table 4.2 Descriptive Statistics CCBA-ET comporte culture

Code	Company Core value	Freq						Mean	St Dev
		SA	DA	N	A	SA	Total		
CC1	Sales Leaders have a deep understanding of customer wants and needs.	14 10%	2 1%	44 33%	29 21%	46 34%	135 100%	<b>3.674</b>	1.251
CC2	Sales leaders believe in strong "win-win" problem solving culture to improve sales performance.	22 16%	9 7%	30 22%	45 33%	29 21%	135 100%	3.370	1.329
CC3	Sales leaders follow a consistent and predictable approach to perform sales improvement.	13 10%	5 4%	28 21%	44 33%	45 33%	135 100%	<b>3.763</b>	<b>1.224</b>
CC4	Sales leaders proactively aware potential competitor's threat on sales performance	14 10%	12 9%	15 11%	35 26%	59 44%	135 100%	<b>3.837</b>	<b>1.347</b>
CC5	Sales leaders values company core values for sales performance improvement	7 5%	7 5%	20 15%	29 21%	72 53%	135 100%	<b>4.126</b>	<b>1.159</b>
CC6	I have a shared vision of what the organization will be like in the future.	10 7%	6 4%	30 22%	44 33%	45 33%	135 100%	<b>3.800</b>	1.166
CC7	Sales leaders have a long-term viewpoint.	6 4%	18 13%	27 20%	26 19%	58 43%	135 100%	<b>3.830</b>	1.239
CC8	Sales Leaders highly values sales teamwork life balance	24 18%	8 6%	19 14%	24 18%	60 44%	135 100%	<b>3.652</b>	1.518
CC9	Sales leaders creates excitement and motivation for sales team to improve sales	6 4%	49 36%	14 10%	44 33%	22 16%	135 100%	3.200	1.210
CC10	There is positive relationship in sales team.	2 1%	8 6%	32 24%	62 46%	31 23%	135 100%	<b>3.830</b>	0.897
CC11	Sales leaders seriously concern sales team turnover impact on sales performance.	32 24%	13 10%	13 10%	70 55%	7 5%	135 100%	3.052	1.332
CC12	Sales leaders positively influence and motivates	19	30	30	20	36	135	3.178	1.399

	employees to stay in their sales team.	14%	22%	22%	15%	27%	100%		
CC13	Sales leaders value recognition and reward impact on sales	8 6%	23 17%	34 25%	48 36%	22 16%	135 100%	3.393	1.118
CC14	Sales leaders value transparency to improve sales team performance.	20 15%	17 135	40 30%	33 24%	25 19%	135 100%	3.193	1.286
CC15	Sales leaders believe no issues of integrity to their team.	35 26%	15 11%	23 17%	24 18%	38 28%	135 100%	3.111	1.566
CC16	Sales leaders values shaping strong company culture to improve sales performance.	22 16%	2 1%	10 7%	64 47%	37 27%	135 100%	<b>3.681</b>	1.331
CC17	Sales leaders values culture of cooperation to achieve sales target.	55 41%	22 16%	10 7%	29 21%	19 14%	135 100%	<b>2.519</b>	<b>1.520</b>
CC18	Employees in sales team are motivated and proud to work longtime with prevailing company culture.	51 38%	17 13%	22 16%	28 21%	17 13%	135 100%	<b>2.578</b>	<b>1.464</b>

**Table 4.3: employee culture corporate core values Descriptive statics**

Respondents view on Coca-Cola beverage Africa rated that they strongly believe sales leadership strongly values company core values for sales performance (Mean 4.126) , respondents strongly view that sales Leaders are proactive in anticipating potential competitors' threats(Mean 3.837) , respondent strongly agree that sales leaders are focusing on companies long run vision and they also agree that there is a healthy relationship with sales team(Mean 3.830) , and respondents strongly agree that sales leaders are consistent and predictable to improve sales performance .Leaders understanding, and values employees work life balance impact on sales performance(Mean 3.674) and culture of shaping strong company culture for sales performance(mean 3.652)

On the other hand respondents rated relatively low sales leaders cultures regarding values of recognizing and rewarding performers (M 3.393) , sales leaders culture of applying win-win to improve sales performance (m 3.70) , leaders culture of creating excitement and motivating sales team to improve sales performance( M 3.200) , leaders culture of demonstrating transparency to improve sales performance (M 3.193) , and culture of motivating and retaining employees in the company (Mean 3.178).

Finally respondents rated low on culture such as leaders trust and integrity on their employees (Mean 3.11) , leaders concern of employee turnover (Mean 3.052) , employee motivation and feeling of proud to stay and work in the company (M 2.578) and culture of cooperation (M 2.519) .

Despite leaders' values promoting company core values to enhance sales performance, they disregard some core company values.

- **Neglected Culture of employee recognition:** respondents rated this low implies leaders are not practicing recognizing and rewarding performers.
- **Low employee motivation:** due to culture of not recognizing enough, employees are not motivated in frontline of sales function.
- **Low transparency:** respondents feel that leaders are not transparent enough for employees.
- **Low trust and integrity:** respondents feedback indicates that leaders are not trusting their employees and there is issue of integrity.
- **Neglect impact of high employee turnover:** leaders are not taking as alarming or signal of company malfunctioning employee turnover!
- **Employees Not proud:** employees are not proud to work longer in the company since leadership not valuing recognizing talented and top performers.

Code	Performance	Freq						Mean	St Dev
		SA	DA	N	A	SA	Total		
DP1	Sales Performance affected by sales team and leadership conflict.	6 4%	4 3%	40 30%	49 36%	36 27%	135 100%	<b>3.778</b>	<b>1.020</b>
DP2	Sales performance is result of Sales leaders innovative ways of leadership	15 11%	33 24%	17 13%	39 29%	31 23%	135 100%	<b>3.281</b>	<b>1.345</b>
DP3	Leaders believe Sales performance is cumulative result of individuals in sales team.	55 41%	17 13%	20 15%	21 16%	22 16%	135 100%	2.541	<b>1.525</b>
DP4	Sales Performance is function of Full team involvement is culture of leaders	34 25%	19 14%	22 16%	41 30%	19 14%	135 100%	2.941	1.412
DP5	Sales performance affected by Leadership Style	13 10%	33 24%	32 24%	37 27%	20 15%	135 100%	<b>3.133</b>	1.210
DP6	Sales Performance Affected by employee ethics and behavior	11 8%	44 33%	27 20%	29 21%	24 18%	135 100%	<b>3.081</b>	1.247
DP7	Sales Performance improved by leadership and employee flexibility	6 4%	50 37%	28 21%	28 21%	23 17%	135 100%	<b>3.089</b>	1.188
DP8	Sales Performance improved by customers feedback input	22 16%	39 39%	18 13%	38 28%	18 13%	135 100%	2.933	1.316
DP9	Sales performance impacted by leadership long run directions	24 18%	22 16%	37 27%	24 18%	28 21%	135 100%	<b>3.074</b>	1.365

**Table 4.6 Descriptive Statistics CCBA-ET Sales performance - Dependent Variable**

Whereas Sixty three percent (63%) of respondents rated sales performance is affected by conflict between team and leadership, fifty two percent (52%) of respondents rated sales leaders' culture of innovative ways of leadership strongly. And how much sales performance affected by leadership style (3.133), impact of leadership and employee flexibility on sales performance (3.089) and how sales performance affected by employee ethical behaviors (3.081) rated by respondent in moderate ways .

Respondents view of sales performance is result of leadership believe of employee involvement (2.941) , respondents view of sales performance and customer feedback (2.933) , and leadership culture of values collective team input and sales performance(2.541) rated low.

### Descriptive Statistics

	Mean	Std Deviation	N
<i>Involvement</i>	2.88	.798	135
<i>Capability Development</i>	<b>3.52</b>	.397	135
<i>Core Value</i>	<b>3.39</b>	.769	135
<i>Performace</i>	<b>3.09</b>	.988	

**Tab le 4.6 Descriptive Statistics mean and standard deviation.**

Culture of creating sales team capability development with mean score of 3.52 and standard deviation.397 has greater influence on sales performance. Secondly culture of valuing company core values to shape employee health company culture with mean values of 3.39 and standard deviation .769 great has impact well in sales.

### 4.2. Correlation

Analysis of correlation is a statistical indicator of how strongly two variables have a linear relationship is the correlation coefficient. Its possible values are between -1 and 1. A perfect negative, or inverse, correlation is represented by a correlation coefficient of -1, where values in one series rise while those in the other series drop and vice versa. A straight association, or perfect positive correlation, is shown by a coefficient of 1. A correlation value of 0 indicates the absence of a linear relationship. The study analysis the correlation between the variables described as Evans (1999) provided guidelines for gauging the strength of a relationship.

- $r = 0 - 0.19$  is considered a very weak relationship
- $r = 0.20 - 0.39$  is considered a weak relationship

- $r = 0.40 - 0.59$  is considered a moderate relationship
- $r = 0.60 - 0.79$  is considered a strong relationship
- $r = 0.80 - 1$  is considered a very strong relationship

**Table 4.7 Descriptive Statistics correlation**

According to the correlation table

- Employee involvement has weak relationship with capability development.
- Relationship between employee involvement and company core value has strong relationship.
- Relationship between employee involvement and performance has also strong relationship.
- Relationship between core value and capability development has weak relationship.
- Employee capability and performance also have weak relationship.
- Relationship between company core values and performance has very strong

#### **4.4 The influence of corporate culture on sales performance**

Multiple regression is a statistical method for examining the relationship between one dependent variable and multiple independent variables. These multiple independent variables predict the value of the dependent value. Using known values for the independent variables to forecast the value of the single dependent variable is the goal of multiple regression analysis.

Weighing each predictor value indicates how much of an impact it has on the final prediction. This study analysis relationship between employee involvement, capability development and core values and sales performance

Table 4.9 model summary

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.821 <sup>a</sup>	.675	.667	.570	.675	90.553	3	131	.000

a. Predictors: (Constant), CULT, CAP, INVO  
b. Dependent Variable: PERF

Table 4.9 Descriptive Statistics model summary

In the above table, R value depicts multiple correlation coefficient between the independent variables (employee involvement, capability development and company core values) and the dependent variable (sales performance). How well a linear regression model "fits" a dataset is determined by its R-squared value. R-squared, also known as the coefficient of determination, is the percentage of the response variable's variance that can be accounted for by the predictor variable. R-squared values can vary from 0 to 1. A value of 0 means that there is no possible explanation of the response variable by the predictor variable. A value of 1 denotes that the predictor variable can accurately and completely explain the response variable.

From the table above shows that the value of R Square (R2) total of 0.675, or by 67.5% indicates that high positive relation between the variable's employee sales performance is determined by independent variables company core values, employee involvement, employee capability development, while the remaining 32.5% influenced by variables not examined in the study.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.298	3	29.433	90.553	.000 <sup>b</sup>
	Residual	42.579	131	.325		
	Total	130.877	134			

a. Dependent Variable: PERF  
b. Predictors: (Constant), CULT, CAP, INVO

Table 4.10 Descriptive Statistics Anova

The F value ratio of the ANOVA test is the overall regression model of the data is fit good the above table the result of f value is.90. 553 with p value of 0.000 this indicate that there is significance influence of corporate culture on sales performance. It shows that the effect of predictor on dependent variable is statistically significant which is below 0.05 ANOVA indicates that the model is reliable and best fitted at all conventional levels of significance. Since p value for F statistic is less than the 5% level of significance (0.000)

#### 4.5 Coefficient of Dependent and Independent variable

You may determine if there is a positive or negative connection between each independent variable and the dependent variable by looking at the sign of a linear regression coefficient. A positive coefficient suggests that the dependent variable's mean tends to increase along with the independent variable's value.

A negative coefficient indicates a tendency for the dependent variable to drop as the independent variable rises. The effect strength of each independent variable is compared to the dependent variable using a standardized beta coefficient. The greater the beta coefficient's absolute value

Table 4.11 Multiple regression coefficient result

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.048	.447		-2.346	.020
INVO	.441	.128	.356	3.450	.001
CAP	.257	.138	.103	1.865	.064
CULT	.581	.140	.452	4.161	.000

a. Dependent Variable: PERF

**Table 4.11 Descriptive Statistics coefficient of dependent and independent t variable**

culture of promoting company core values had a significant effect on Sales performance in ( $\beta=0.452$ ,  $p=.000$ ) the hypothesis was accepted in addition, the beta coefficient of culture of promoting company core vale in the above table indicates that there is a positive & direct relationship between such culture & sales performance which means as the Promoting company core value increases sales performance also increases.

The above table also shows that culture of employee involvement also had a significant effect on sales performance in ( $\beta=0.356$ ,  $p=.001$ ) the hypotheses was accepted.

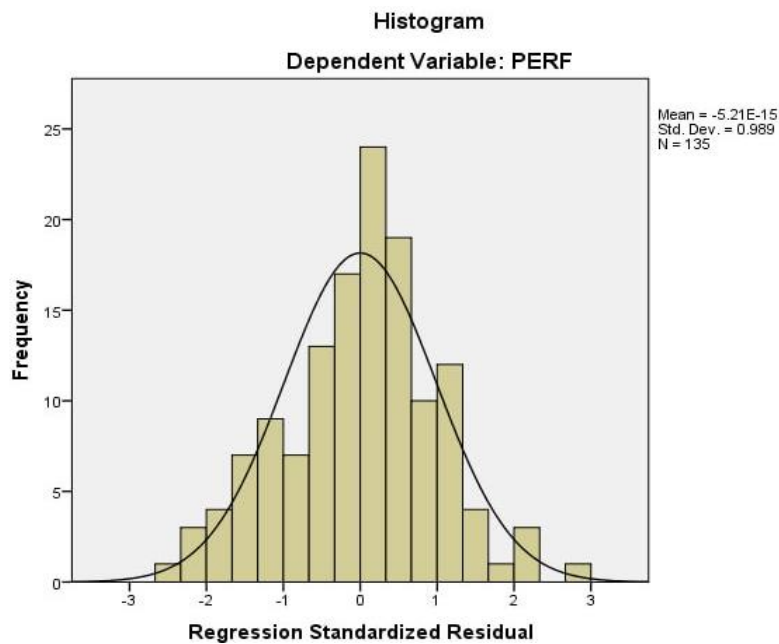
The survey indicates that provided in table, the Beta value for Company core values is 0.452 This indicates that a 1 percent increase in company core values was result in a 44.8% increase in sales performance, assuming all other factors remain constant. Similarly, the Beta value for employee involvement is 0.356, meaning that a 1 percent increase in employee involvement was led to a 35.6% increase in sales performance, holding other variables constant. Lastly, the Beta value (B) for capably development is 0.103, indicating that a 1 percent increase in employee involvement was result in a 7.9 percent increase in sales performance, assuming all other factors remain constant.

Based on the regression coefficient (B) findings, corporate core value has a higher predictive capability for sales performance compared to other independent variables, such as employee involvement and capability development

#### **4.6 Normality Test**

The researcher employed the histogram technique to verifying that the data is normal. The bell-shaped histogram formed, indicating a normal distribution of the residuals (disturbance or errors). A normal distribution of residuals around the anticipated dependent variable score is required. As shown on figure below, dependent Variable (Sales performance) is normally distributed for each value of the independent variables (employee involvement, Capability Development and Company core values)

Figure 4.1 Histogram



**Fig : 4.1 Descriptive Statistics Normality Distribution**

#### 4.7 Linearity Test

Linearity refers to the extent to which the variation in the dependent variable is associated with the changes in the independent variables. To analyze whether the relationship between the independent variables) and the dependent variable is linear, regression residuals were plotted using SPSS software. If linearity is present, the residuals should exhibit a linear relationship with the predicted scores of the dependent variable.

The illustration provided below demonstrates that the correlation between the dependent variable and the independent variables is predominantly driven by fluctuations in the latter. Therefore, there are no linearity issues in the data scrutinized for this study, and the residuals align with a straight line.

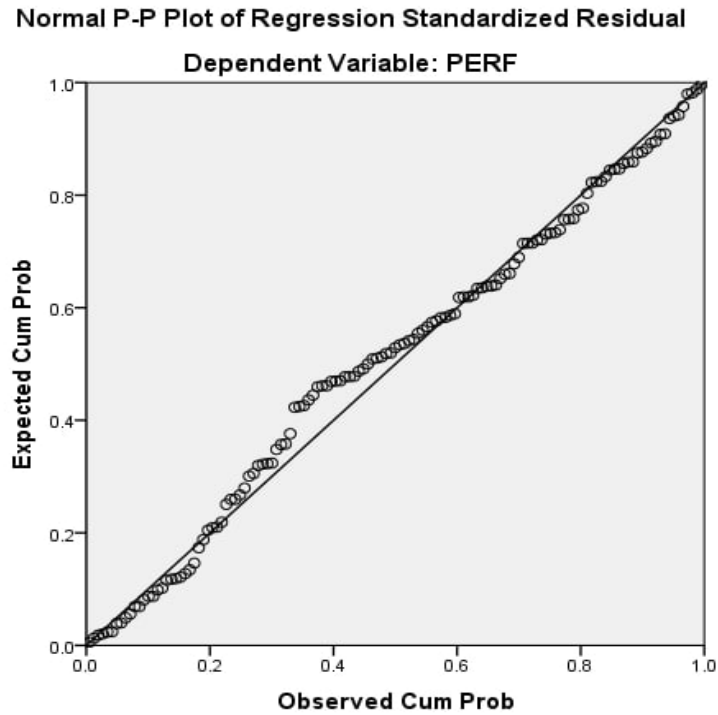


Figure 4.2 Normal p-p plot of Regression

## CHAPTER FIVE: SUMMERY FINDING, RECOMMENDATION AND CONCLUSION

This research work intended to describe the influence of corporate culture on sales performance. And specifically, this chapter discussed findings of the study, Possible recommendations, the limitations of the study, and potential area of future study.

### 5.1. Findings

This Research project work was designed to give answer for the following research questions including What strategies do leaders use to establish an effective organizational culture that enables better sales performance? How leaders shape culture in organizations that can nurture employee involvement, innovation, and culture

of building commercial team employees' capability to enhance their performance in sales? And why corporate leaders' values and give great attention on their company core values to be competitive in their performance?

And specifically, the study seeks in examining the influence of company culture on sales performance in Coca-Cola beverages Africa, Ethiopian. The study identified how employees at the operational, supervisory, and technical level of role in the sales function view culture of employee involvement in business decision making, culture of employee capability development to ensure performance and culture of promoting core value to improve sales performance. The study also investigated the relationship between employee involvement and employee capability development, relationship between employee involvement and company core values.

Method of the descriptive analysis, frequency table and percentage applied to analyze statistically respondents' demographic information including gender, age, position the company, salary range, work experience and level of education. In describing this respondent's demographic part of the research paper statistics of mean and standard deviation used to identify what kind of company culture attributing in Coca cola beverage Africa Ethiopia in the eye of respondents.

In Coca-Cola beverages Africa company sales representative position work experience shows 46% of respondent are five years' experience whereas 33% of respondent CSRs have work experience between five to ten years, employees working more than ten years constitute only 13% implies that as employees gets more experience, they tend to leave the company. Generally, 54% of have less than five years of experience. This implies that some of them may promoted to next level of positions or leave the company. On the other hand, 39% of areas sales managers are working more than ten years in the company implies that supervisory position is supervised by senior employees.

Men respondents constitute 69.6% of total respondents implies that Coca-Cola beverages Africa female workers are fewer. It is proven that women empowerment and involvement have significant effect on business performance. In Coca cola beverage Africa women are lesser and it may also impact female future leadership role. And the demographic statistics demonstrated 91.1% of the respondents are thirty or less than years of age. This indicates that the company has young employees have recruited and produce better working environment this results in increasing work motivation in the company. Thus, Age might explain shifts in employees' attitudes at work by impacting their needs, aspirations for the future, and values at a certain point in their lives.

The hypothesis promoting or practice of company core values to improve sales performance is supported by this research finding. The mean score of company core values 3.39 indicates culture of promoting company core values highly influence sales performance. Culture of promoting company core values has positive significance ( $p=0.000$ ) and positive correlation ( $r=0.801$ ) indicates the relationship between core values and sales performance is highly practiced in coca cola beverages Africa -Ethiopia. The regression coefficient of promoting culture of company core values had a significant effect on company sales performance ( $\beta=0.452$ ,  $p=0.000$ ), the beta coefficient of culture of promoting corporate core values in the above table indicates that there is a positive & direct relationship between such type of culture of promoting culture of core value promoting & sales performance which means as the more prompting company core value enhance sales performance as it also increases.

The hypothesis regarding advocating company employee capability development to improve sales performance is also supported by this research work finding. The mean score of culture of capability development which is 3.52 indicates leadership culture of promoting or dedicating on employee capability development Highly influence sales performance. Culture of capability development has positive significance ( $P=0.000$ ) and positive correlation ( $r=0.357$ ) this indicates that relationship between culture of employee development and sales performance is highly practiced in Coca-Cola beverages Africa. The regression coefficient of culture of company capability development core values had a significant effect on company sales performance ( $\beta=0.103$ ,  $p=0.064$ ), the beta coefficient of culture capability development indicates that there is a positive & direct relationship between such type of capability development & sales performance which means as the more culture of capability development improve sales performance as it also increases.

## **5.2 Conclusion**

The general objective of this research work is to analyze and describe the influence of corporate culture on sales performance. And analyzing different aspects of organization culture and their relating with sales performance is objective of the study. This organizational culture aspects considering in this study to analyze their influence on sales performance includes culture of employee involvement, culture of employee capability development and culture of promoting company core values.

In coca cola beverages Africa Ethiopian descriptive statistics indicates satisfactory practices on promoting its core values to leverage sales performance and poor practice of employee involvement in decision making.

From the finding culture of promoting company core values was found in the study as dominant predictor of sales performance and the correlation coefficient between culture of promoting company core values and culture of capability development with sales performance while culture of employee involvement has weak relationship with sales performance.

The core corporate values subject relates to the conceptual framework of this study, the Denison organizational culture model. The body of literature aligned with the core corporate values theme. Core corporate values include employee-focused leadership, strong interpersonal relationships, and consistent and ethical decision-making processes in the organization (Engelen et al., 2014). Core corporate values are important factors to establish an effective organizational culture and to improve performance in the organization (Denison, 1990; Schein, 1985). Core corporate values show how the corporate management does business and treats employees, customers, suppliers, the community, and other stakeholders.

### **5.3 Recommendations**

The regression coefficient finding indicates independent variables under study including culture of employee involvement, culture of capability development and culture of promoting core company values have predicted sales performance in the study area but they are not equally predicting the dependent variable or sales performance. From this culture of promoting company core values was learned that it is to be the dominant predictor of sales performance Hence, it is beneficial, if sales leaders of coca cola beverages Africa – Ethiopia dedicated to promoting and keep shaping employees in the sense of practicing its core values

### **5.5 Future research**

This research project work was conducted only in one organization and in commercial. Source of primary data collected from frontline employees working at operational, technical and supervisor role of the company within short period of time. This research encouraged further study including investigating the problem of the company to better understand and state in best ways for further study.

Further the model summary data point out that the value of R Square ( $R^2$ ) total of 0.6757, or by 67.5%. is indicating that high positive relation between sales performance is determined by independent variables, while the remaining 32.5% influenced by variables not examined in the study. So, further research is encouraged to explore this unidentified variable that have not explored in this study.

Clearly, the scope of this study limited to coca cola beverages Africa Ethiopian. As a result, the respondents were only from one organization and commercial areas. Hence, further research is needed to enhance the understanding that the influence of company culture on sales ore bottom-line in other related company.

Annex  
**Survey questions About.**

Code	Culture of Sales team Involvement	%Freq						Mean	St Dev
		SA	DA	N	A	SA	Total		
IV1	Sales leaders in my company highly involved me in business related decisions including determining sales target for my areas								
IV2	Sales leaders values sharing relevant job-related information about sales								

IV3	Sales leaders Values teamwork for ensuring sales performance.								
IV4	Sales leaders honestly values my positive impact in sales performance.								
IV5	Sales leaders believe frontline sales team as building block for sales performance.								
IV6	Sales leaders are customer focused on every act to improve sales performance.								
IV7	Sales leaders view failure as an opportunity for learning and improvement in sales performance.								
IV8	Sales leaders values my interest and contributions to sales performance.								
IV9	Sales leaders value Customer comments and recommendations for better sales performance								

#### Survey Questions about Sales Capability Development

Code	Sales Capability Development	Freq					Total	Mean	St Dev
		SA	DA	N	A	SA			
CD1	Sales leaders value development capability to improve sales performance								
CD2	Sales leaders regularly invest on employee skill and development to improve sales performce.								
CD3	Sales leaders values capabilities of sales team as an important source of competitive in the industry								
LeCD4	Sales Leaders continuously track sales progress against stated goals.								
CD5	Sales Leaders regularly assess need for individual development and Training to improve sales performance								
CD6	Leaders' values to promote competent and capable individuals for sales performance								
CD7	Sales leaders regularly assesses investment on individuals against return on investment or impact on sales performance								
CD8	Leaders' values young and talented individuals for sales performance								

CD9	Leaders are providing training and development what they committed to deliver.								
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**Survey questions about Company Core value**

Code	Company Core value	Freq					Total	Mean	St Dev
		SA	DA	N	A	SA			
CC1	Sales Leaders have a deep understanding of customer wants and needs.								
CC2	Sales leaders believe in strong "win-win" problem solving culture to improve sales performance.								
CC3	Sales leaders follow a consistent and predictable approach to perform sales improvement.								
CC4	Sales leaders proactively aware potential competitor's threat on sales performance								
CC5	Sales leaders values company core values for sales performance improvement								
CC6	I have a shared vision of what the organization will be like in the future.								
CC7	Sales leaders have a long-term viewpoint.								
CC8	Sales Leaders highly values sales teamwork life balance								
CC9	Sales leaders creates excitement and motivation for sales team to improve sales								
CC10	There is positive relationship in sales team.								
CC11	Sales leaders seriously concern sales team turnover impact on sales performance.								
CC12	Sales leaders positively influence and motivates employees to stay in their sales team.								
CC13	Sales leaders value recognition and reward impact on sales								
CC14	Sales leaders value transparency to improve sales team performance.								
CC15	Sales leaders believe no issues of integrity to their team.								
CC16	Sales leaders values shaping strong company culture to improve sales performance.								
CC17	Sales leaders values culture of cooperation to								

	achieve sales target.								
CC18	Employees in sales team are motivated and proud to work longtime with prevailing company culture.								

### Survey Questions about Performance

Code	Performance	Freq					Mean	St Dev
		SA	DA	N	A	SA		
DP1	Sales Performance affected by sales team and leadership conflict.							
DP2	Sales performance is result of Sales leaders innovative ways of leadership							
DP3	Leaders believe Sales performance is cumulative result of individuals in sales team.							
DP4	Sales Performance is function of Full team involvement is culture of leaders							
DP5	Sales performance affected by Leadership Style							
DP6	Sales Performance Affected by employee ethics and behavior							
DP7	Sales Performance improved by leadership and employee flexibility							
DP8	Sales Performance improved by customers feedback input							
DP9	Sales performance impacted by leadership long run directions							

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