



**The Effect of Organizational Culture on Employees’
Engagement: The case of Awash International Bank S.C.**

**A Thesis Submitted to Addis Ababa University College of Business and
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of the Requirements for the Award of Master Business Administration in
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POST GRADUATE PROGRAM OF BUSINESS ADMINISTRATION

This is to certify that this research entitled as “**The effect of organizational culture on employees’ engagement the case of Awash international bank S.C**”. It is submitted to College of Business and Economics at Addis Ababa University in partial fulfilments of the requirements for the degree of Master of Business Administration in Management. The thesis done by Araya Alemayehu Beissa is an authentic study carried by his own effort under our guidance.

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DECLARATION

I, the undersigned, declare that this paper, titled "The effect of organizational culture on employee engagement in the case of Awash International Bank S.C," is the result of my own research and efforts. This research has not been submitted to any other university for a degree. It is submitted to Addis Ababa University's College of Business and Economics in partial fulfilment of the Master of Business Administration degree requirements. All sources of research materials have been properly acknowledged, cited, and referenced.

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LETTER OF CERTIFICATION

This is to certify that Araya Alemayehu Beissa has carried out his study under my supervision on the topic of: **The effect of organizational culture on employees' engagement the case of Awash international bank S.C.** This work is original in its nature and it is suitable for Submission in partial fulfillment of the requirement for the award of Degree Master of Business Administration in Management.

Yohannes Workaferahu (PHD) _____

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ABSTRACT

The core objective of this study was to examine the effect of organizational culture on employees' engagement in Awash International Bank S.C. Organizational culture was used as an independent variable in the conceptual framework, while employee engagement was used as a dependent variable. Four research questions and four hypotheses were developed to attain the goal. Organizational culture was more expressed using specific culture types such as clan, adhocracy, market, and hierarchy culture. With a quantitative research methodology, both descriptive and explanatory or causal study designs were used. Cronbach's alpha was used to assess the questionnaire's reliability and internal consistency. Closed-ended questionnaires with 41 statements on a five-point Likert scale were used to collect the data. The study used a target population of 3088 people and a sample of 342 people, of which 326 (95.3%) were returned. SPSS was used to analyse the data (version 24). The data was analysed and the results were interpreted using descriptive and inferential statistics. According to a Pearson Correlation analysis, there was a statistically significant positive association between employee engagement and all four organizational culture types (clan, adhocracy, market, and hierarchy). Moreover, the regression result revealed that all the four culture types measuring organizational culture were found to have their own positive and significant effect on employees' engagement. Clan culture was found to be the most contributing organizational culture types in the prediction of employees' engagement. The remaining three organizational culture types; adhocracy, market and hierarchy culture had significant contribution in predicting employees' engagements in their respective order. And also the results of regression analysis, it can be concluded that 51% of the variation in the employees' engagement of the bank can be explained by the organizational culture. Based on the research findings and research conclusions, the bank should observe the organizational culture and should check whether the cultures they have consistent approach to doing business are making their employees more engaged or not. And also the bank should give emphasis to all selected organizational culture types i.e. clan culture, adhocracy culture, market culture and hierarchy culture which had strong influences on employees' engagement.

Key words: *Organizational Culture, Clan culture, Adhocracy culture, Market culture, Hierarchy culture, Employees' engagement.*

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List of Acronyms

AIB -	Awash International Bank
ANOVA -	Variation of analysis
DF -	Degree of freedom
SPSS -	Statistical Package for Social Sciences

CHAPTER ONE

1.1. INTRODUCTION

An organization as a social unit gives together people of diverse backgrounds to jobs towards a common defined aim. People emanated into the organization with different values, beliefs and way of doing things. Hofstede et al., (2010) confirms that every person conveys within him/herself a way by which they feel, act and think that are cultured through the person's life. These people come into an organization that has its own set of values, beliefs and way of doing things. In order to attain the mutual goal, the organization must therefore identify a common culture and venture to inculcate it to its constituents its employees. Culture is said to reside in the practical and existing activities and in the way, people identify that which goes in the organization (Hofstede et al., 2010). By reading documents and observing how things are done within an organization, it is possible to interpret the culture within a particular organization.

The issue of organizational culture failed to compete with their Japanese counterparts in terms of organizational performance in the late 1980s and early 1990s, the problem of organizational culture garnered more attention (Ojo, 2010). The phrase "organizational culture" has been defined in a variety of ways. This study adheres to Dolan and Lingham's (2012) definition of culture as a set of values and norms commonly held beliefs that govern which acts are acceptable and expected for a specific group People are surrounded by culture, which is typically unseen and forms the backdrop to their professional life. By influencing how we perceive the world around us, organizational culture is a strong tool for directing behaviour. Organizations do not form in a vacuum, but rather in response to a set of circumstances the way their employees think, feel, and behave is influenced by their explicit culture or socio-cultural environment. The culture of a workplace has a significant impact on an employee's work life. It's the fundamental thing that binds the company together. As a result, managers and employees do not work in an environment that is devoid of value. As a result, organizational culture is defined as the core values, beliefs, and principles and performs that establish its management operations (Denison, 1990).

Organizational culture may be perceived to be supportive/unsupportive or positive/negative. Organizations with a positive culture reward their employees and create an enabling environment where employees develop, grow and operate at their full potential (Robbins &

Judge 2012). According to French & Holden (2012), positive organizational cultures buffer ill effect of bad news during change processes. This means that when employees perceive an organizational culture as positive, they respond to change better and make change management possible. Van (2013) concludes that employees drive innovation and move the organization forward where they perceive the organizational culture as supportive. Supportive organizational cultures reduce negative work-home spill overs and provide flexible work home arrangements that attract and retain high quality employees concurs (Sok et al., 2014).

Kahn (1990) was the first to hypothesize engagement by defining personal engagement as the simultaneous display of an individual's ideal self in assignment actions that encourage a link to the job and to other people, a link to personal presence (emotionally, mentally and physically), and a link to active job performance. Employees' engagement is a decent indicator of results that a business sees as appreciated, and is therefore a reasonable measure of organizational welfare (Rich et al., 2010). There appears to exist a significant relationship of engagement to a variety of prosperous business results that include commitment, accomplishment, efficiency, invention, maintenance, and generally advanced work results. Employee engagement is evaluated at an individual level taking into consideration that individual engagement levels are affected by the organization's leadership and culture among other factors (Alarcon et al., 2010).

Progress of any organizations depends upon the engagement of its workforce, and organizational culture is one of the factors that drive employee engagement (Mc Bain 2007; Lockwood 2007). Work engagement plays a mediating role between job resources and in the role and extra role performance, thereby boosting the progress of organization. Culture of positive communication, effective reinforcement, suitable resources, innovation, trust in senior, skill improvement, cooperation and independence help in improving the engagement level of employees (May et al. 2004). Efficient work culture helps employees feel empowered and satisfied with the work environment, thereby making them feel engaged in their work. A healthy work environment comprising of engaging organizational culture is a necessity of the hospitality industry. Engaged employees have high energy levels and are enthusiastic about their work. As a result, management needs to be customer focused, communicate effectively and have employees' wellbeing as a top priority to produce engaged employees (Ludwig and Frazer 2012). Employee engagement plays vital role in modern era

of work environment and knowing and responding to employees' feeling and attitude becomes more important than old days set up of work environment. In connection with this, employee engagement turned out to be one of competitive advantage for organizations in recent years (Yongxing et al., 2017).

Employee engagement's prominence in organizational concerns is largely down to a shared and somewhat inherent belief that it is linked to productivity. Employee engagement was a common concept and was widely discussed in different fields from 1990s till now. In today's complex economy, employee engagement particularly becomes critical for every organization. Because, of the struggle to achieve competitive advantage over the others through use of knowledgeable capital. Meyer et al., (2002) confirm that there are many definitions of employee engagement, but they all are agreeing that employee engagement is anticipated by organizations, has an organizational purpose.

Employee engagement, according to Kahn (1990), is the connection of organizational members' selves to their work roles; during role performances, employees direct themselves physically, cognitively, and emotionally. Moreover, Hewitt Associates LIC (2004) defined employee engagement as the level of commitment and involvement an employee has towards their organization and its values. It describes that an engaged employee is intellectually and emotionally bound with the organization, enthusiasm with its goals.

Culture in organizations is considered as one amongst the most significant factors that results in the creation of a competitive advantage and continues to remain as it impacts the organizational performance and behaviour either negatively or positively (Bogdanowicz, 2014). It is therefore significant that managers within organizations, academicians and consultants to widely accept this fact. The organizational objectives and purpose are what influences the organizational culture and substantially impacts the morale of the employees, their retention and engagement levels (Tsai, 2011). The objective here is not just to become a good employer, but it is more about ensuring that the employees are more committed towards the organizational vision, mission and strategy. An organizational culture which is highly effective also leads to create superior levels of engagement and effectiveness amongst the employees which essentially is translated into high levels of productivity (Kotter & Heskett, 2011). Superior levels of employee engagement (EE) are critical to the organization (Ugargol & Patrick, 2018). Employees who are engaged continue committed and devoted to their

work, work with renewed passion and are thoroughly fascinated within the tasks they execute. Employee engagement is also impacted by resource availability and behaviour of the leader. Nonetheless, prevalent literature, mostly from developed nations stands testimony to the integral role that organizational culture plays towards increasing employee engagement and effectiveness. Findings from researches that have been conducted in the past with respect to impact of organizational culture on employee engagement and effectiveness within prosperous firms have confirmed a direct relationship between strong organizational cultures and high employee engagement (Nongo & Ikyanyon, 2012).

In the case of Awash International Bank, this study was undertaken with the goal of investigating the organizational culture types (clan, adhocracy, market, and hierarchy) and their relationship with three markers of employee engagement (vigour, dedication, and absorption). It also aims to determine which aspects of organizational culture are strongly linked to employee engagement in order to comprehend the concept of corporate culture and employee engagement as expressed by many researchers.

1.2. Statement of Problem

According to Ludwig and Frazer, (2012) organizational culture of effective communication and autonomy encourages employee engagement. Corporate cultures are categorized by teamwork, agreeable working conditions, and the considerate treatment of employees, growth chances, skill improvement and abundant training opportunities. Employees' sense of security and long-term commitment to the firm, as well as meeting their specific needs, all contribute to higher levels of engagement (Davy 2009). Job resources such as freedom, social maintenance, supervisory coaching, performance, feedback; participation in decision-making; and opportunities for learning, training, and professional growth have been to relate positively with employee engagement (Bakker et al. 2012).

Effective organizations place high highlighting on their people and consider their most important asset in achieving their goals (Peters & Waterman, 1982). The same works for Awash International Bank which states in its values that building highly competent and motivated human resources for the success of the bank. Simply stating or listing competent and motivated human resources is not enough to get the required output from them rather organizations should work hard to create organizational culture which improves the engagement of their employees.

Employee engagement occupies an important place in the list of human resource departments all over the world. This is because it touches on the bottom line of the organization and dictates to which extent employees can feel completely part of the organization and work on their drive. Researchers connect the determinants of engagement to leadership, organizational environment, organizational policies and procedures, organizational structure, rewards and recognition between others (Anitha, 2014).

Several studies found out that those employees that are engaged perform much better than their counterparts who may not be engaged on a number of organizational actions (Shuck, Rejo & Rocco, 2011). It has been demonstrated that work engagement has a relationship to several positive work results and that is why it makes sense for organizations to nurture a progressively positive culture, that ensures employees continue to be engaged in their work, with a view to retaining workers much longer than those organizations do not to engage in promotion of engagement (Alarcon, 2010).

In a study of effect of organizational culture on strategy implementation in commercial banks Muthoni (2012) concludes that where their culture that is anchored on tenets, practices and behavioural models that support strategy it enhances the authority of an organization's strategy implementation effort.

Wambugu (2014) in her study on the influence of organizational culture and employee performance concludes that top management of an organization plays a very crucial part in achieving the sphere of organizational culture and is answerable for preserving an ideal culture that would hold transparent and crystal-clear guidelines and procedures. It is, therefore clear that culture formed by values, norms and ways of doing things is important to whether or not employees will work with vigour, be committed and feel part of the organization.

Though various studies have been done in the past related to the relationship between organizational culture on employee engagement and the link between company culture and work happiness, they came up with some different findings. Engaged employees' value, enjoy and have pride in their work and are more willing to help each other and the organization succeed in addition, when employees are satisfied and engaged with their work, they are more creative and innovative and offer advances that allow companies to evolve positively over time with changes in market conditions (Mokaya & Kipyegon, 2014).

There are various arguments on the effect of these factors on private bank employees' engagement. Some individuals say there is a good reward and recognition in private banks so that employees are highly engaged whereas others including the bank employees argued that the lack of fair and just organizational justice, support and the routine nature of the job which does not allow the use of the skills and talents of the employees, make employees to be disengaged.

The factors stated above do have a profound effect on the engagement of employees in the banks industry. regardless of the above controversial arguments, one can observe and confirm that employees of the banks are not engaged to the level expected. Thus, the root causes of such disengagement need to be studied by looking into the effect of organizational culture and their relationship with engagement in the bank. Studying effects of the culture on the engagement of the banks' employees and identifying the important organizational culture will have its contribution to bring employees' engagement and also to contributing to the existing knowledge.

Therefore, studying the organizational culture types (clan, adhocracy, market and hierarchy) and its relationship with employees' engagement indicators (vigour, dedication, and absorption) their effect on it is required in Awash international bank. furthermore, this might help the organization to enrich its organizational culture practice and adjust its focus on the most important organizational culture types that can bring employees' engagement. and also, this research was carried out to determine the association between each chosen organizational culture types (clan, adhocracy, market and hierarchy) and its effect in employees' engagement in Awash International bank. Generally, this study is therefore aimed at filling the above gap in knowledge by answering the question: what is the effect of organizational culture on employee engagement at Awash international bank?

Research questions

The following were some of the potential research questions that the study aimed to address:

1. What is the effect of clan culture on employees' engagement in Awash bank?
2. What is the effect of adhocracy culture on employees' engagement in Awash bank?
3. What is the effect of market culture on employees' engagement in Awash bank?
4. What is the effect of hierarchy culture on employees' engagement in Awash bank?

1.3. Objective of the study

1.3.1. General objective

The general objective of the study was to examine the effect of organizational culture on employees' engagement in Awash Bank S.C.

1.3.2. Specific objectives

The following specific objectives were developed to achieve the overall objective of the study. The specific objectives of the study were:

1. To analyse the effect of clan culture on employees' engagement in Awash bank.
2. To examine the effect of adhocracy culture on employees' engagement in Awash bank.
3. To identify the effect of market culture on employees' engagement in Awash bank.
4. To find out the relationship between hierarchy on employees' engagement in Awash bank.

1.4. Significance of the study

Organizational culture is one of the critical factors that enhance the attainment of organizational goals and objectives. Thus, it seems highly essential that ensuring to have highly engaged employees might help Awash International Bank S.C to meet the strategic objectives and goals. Furthermore, this study will have the following significances:

- The study was benefiting the case organization by determining which type of company culture the most significant influence on employee engagement. This will also result in improvements in the workplace, allowing people to be more productive and engaged in their work.
- It may create awareness among employees of Awash International Bank S.C about the need of effective and strong organizational culture.
- The research could add to the existing body of knowledge by revealing the significance of the relationship between the chosen organizational culture and employee engagement. Moreover, empirically identifying the contribution of

types of organizational culture to employees' engagement in Ethiopian context is an important addition for the literature as well.

- The company might use the study finding as an input to amend its policy and procedure on organizational culture and other related human capital management strategies.
- It may also provide a support to other researchers who are interested to conduct further study on similar areas.
- It was enabling the researcher to acquire good practice and to fulfil preconditions for graduation.

1.5. Scope of the study

This research looked into organizational culture and how it relates to employee engagement at the company under investigation, Awash International Bank. In this study, data was collected from professional staff in Addis Ababa, the bank's headquarters, and selected branches using a standardized questionnaire. Therefore, non-professional employees and employees located in the other regions of the country were not part of this study due to knowledge gap, financial and time constraints.

Organizational culture types such as clan, adhocracy, market, and hierarchy culture were studied in this study to examine how they related to employee engagement. However, there are more cultural models that are beyond the scope of this study but should be covered by other studies. The study was used both descriptive and inferential statistics to see the rel.

1.6. Limitation of the Study

As is the case for any research, this study has limitations. Such as when we see from different variables affecting employee engagement; this study focused only on organizational culture and its types as independent variables of the study. Geographically, the study was delimited to AIB branches that exist in Addis Ababa area i.e., Head Office and four Districts because it is difficult to cover all areas and offices throughout the country the study.

1.7. Definition of Key terms

Culture is a set of values, customs, and beliefs that a group of people in a certain culture adhere to.

Organizational culture refers to a shared meaning system shared by members that distinguishes an organization from others.

Organizational culture types represent that the four classifications of organizational culture defined by Cameron and Quinn based on the Competing Values Framework after extensive research on effective organizations: clan, adhocracy, market, and hierarchy cultures.

Employee engagement is defined as the bond that exists between employees and their jobs; during role performances, people use and express themselves physically, cognitively, and emotionally (Kahn, 1990).

1.8. Organization of the study

This research was divided into five chapters. The study's background, statement of the problem, research questions, purpose of the study, significance of the investigation, and scope of the research were all included in the first chapter. The literature review is the subject of the second chapter. The research methodology was covered in the third chapter. The fourth chapter was research findings and results and the last chapter was the conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This study affords an insight to readers about the theoretical understanding of the topics under study. In line with the objectives of the study, the chapter covers topics related to the Organizational culture theories and concepts, as well as employee involvement. The chapter also contains empirical studies on the impact of organizational culture on employee commitment. Furthermore, the conceptual framework and hypothesis test. the results of the research are reported at the end of this chapter.

2.1. THEORETICAL REVIEW

2.1.1. Concepts and Definition of Organizational Culture

The concept and definition of organizational culture has been debated by many experts in the field for over a decade. The term “culture” originally comes from social anthropology. According to them, concept of culture was coined to represent, in a very broad and holistic sense, the qualities of any specific group that are passed from one generation to the next (Kotter, 1992).

Employees' attitudes, feelings, and behaviours in the workplace are influenced by organizational culture, which is made up of common values, beliefs, and standards. Culture is transferred to an organization's members by means of socialization and training, resources and services, communication networks, and symbols (Schein, 2011). Organizational culture is a set of traditions, values, beliefs, policies, and attitudes that serve as a unifying framework for everything people do and reflect in the workplace (Agwu, 2014).

Schein (1992) defines organizational culture is an outline of shared basic expectations that the group developed as it handled its challenges of external adaptation and internal integration, and that have proven to be legitimate enough to be passed down to new members as the correct way to observe, think, and feel about those challenges. Ravasi (2006) wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behaviour for various situations.

According to Abbas (2017) organizational culture can be thought as a value system that is held and represented by organizational members which distinguishes one organization from

another organization. It is said to be a set of basic assumptions that a company has discovered, created, or imagined as it learns to do things handle its challenges related to internal incorporation and external adaptation. Those, that have known to have functioned well to be taken as reliable and thus can be shifted through learning taught new members of the organization as the proper way to look at, think about, and feel about those around them encounters (Al Shehri et al., 2017).

Diverse cultural models prevail within literature. These would comprise of the cultural model presented by Cooper (1982), cognitive levels of culture presented by Schein (2010) and cultural parameters as depicted by Deal et al. (2000). Out of these, a model which is largely prominent is the framework of culture as presented by Handy (1987). This framework recognized four different types of organizational culture which comprised of achievement culture, power culture, support culture and role culture.

Owing to organizational culture's subjective nature, it becomes a challenging prospect to accurately define organizational culture's specifications. Irrespective of the fact that not one theory has been accepted in a uniform manner, it has been generally agreed that organizational culture has been conventionally defined and structured socially. This comprises of behaviours, beliefs, morals as well as values aligned with diverse organizational levels and integrating each facet of organizational life (Uddin et al., 2013).

Organizational culture as it has been outlined by (Schein, 2010), as a phenomenon of an organization on the whole and pertains to the rite and rituals, natural settings, organizational values and climate. According to Martins and Terblanche, (2003), culture is intricately linked with beliefs and values that have been shared by organizational members. Organizational culture associates the norms, beliefs, values and principles of the organization to its employees and such assumptions are combined within them as a set of behavioural standards and activities.

Organizational culture was situated by Klein (1996), as the core of activities within an organization that makes an overall influence on the effectiveness and engagement of employees. This in turn improves the quality of the services and products offered by the organization. Schein (2010) also adds that organizational culture can be summed up as a dynamic force in the organization that revolves, engages and is interactive and is moulded by behaviours and attitudes of the management as well as employees as can be seen from the

descriptions above, there are some overlaps, and it is reasonable to believe that organizational culture is made up of values, beliefs, and attitudes shared by individuals and the organization.

2.1.2. Characteristics of organization culture

Each of these qualities can be found in a range of intensities from low to high. Appraising the organization based on them, then, provides a complex picture of its culture as well as a foundation for the shared thinking members' thoughts on the organization, how things are done inside it, and how they are invented to behave (Robbins & Judge, 2013). 1.The degree to which people are refreshed to be inventive and take risks was measured in terms of innovation and risk taking.2. The degrees to which personnel are likely to demonstrate precision, analysis, and attention to detail are called attention to feature. 3.The degree to which management focuses on results or outcomes rather than the strategies and processes utilized to attain them is known as outcome orientation. 4.The degree to which management decisions reflect the impact of outcomes on people inside the organization is known as people orientation. 5.Team orientation: -the extent to which work is arranged around teams rather than individuals. 6. Aggressiveness refers to how aggressive and competitive people are rather than just going. In contrast to growth, the degree to which organizational actions focuses maintaining the status quo.

2.1.3. Types of Organizational Culture

According to Cameron and Quinn (1999) organizational culture is defined the stable set of the fundamental ideals, suppositions, interpretations and how members of an organization approaches matter. Culture in any entity can be looked at from two dimensions. One attention is on internal conservation (levelling and incorporation) versus external relationships (competition and distinction) and a highlighting on organic processes (flexibility and dynamism) versus machine like processes firmness and control (Cameron and Quinn 2006). Krog (2014) asserts that combining these two sets of competing values result in four unique culture types.

2.1.3.1. Clan Culture

Clan culture is focused on the internal environment. Inferred as the (supportive) culture it is melded in the middle of the between the scope of organization focus and flexibility/dynamism (Sak & Acar, 2014). This type of culture has an elevated connection

with teamwork and involvement (Quinn & Spreitzer, 1991). Aktas et al., (2011) confirms that it is the type of culture where a robust family sense happens and where the focus of the organization is to maintain stability, allegiance, cohesiveness and involvement.

2.1.3.2. Adhocracy/ Create Culture

This is the culture that occurs when an organization is a development sensible and it is characterized by invention, risk taking and (Quinn and Spreitzer, 1991). It signifies a culture within an organization that creates, is flexible to new ideas, is entrepreneurial and is inspired as a result of being an external oriented and dynamic structure (Acar & Acar, 2014). According to Aktas, Cicek & Kiyak (2011), adhocracy affords far more chances for individual development in each individual own way so long as it is in line with the organizational purposes. They further state that the focus of the organization is to achieve as many opportunities to innovate from the outside environment. Internet use in doing business is an example of this culture.

2.1.3.3. Market/ Compete Culture

This culture emphasizes stability and control and it has an external focus/orientation. It precedes a rational nature and whose highlighting is efficiency and accomplishment (Quinn and Spreitzer, 1991). The main emphasis of this culture is to a large extent goal attainment. Competition is quite common among individuals and therefore affects less flexibility in personal relationships. Employees seek success. A criterion for success is based upon target achievement.

2.1.2.4. Hierarchy/ Control Culture

Hierarch also known as control culture exists in the middle of the internal organization focus and steadiness/control dimensions (Acar & Acar, 2014). This culture exhibits norms as well as values that are association with bureaucracy (Quinn and Spreitzer, 1991). It has an internal focus and its emphasis is on control with structured and formalized work places with set guidelines and rules for what people need to do (Cameron & Quinn 2006). Hartnel et al., (2011) states that in these cultures, instructions and procedures are said to keep the organization together and stability as well as obviousness is seen as nurturing efficiency.

The Competing Values Framework (CVF)

Organizational culture researchers have proposed many forms or types of cultures. Cameron and Quinn (2006), for example, identified four sorts of culture: adhocracy culture, clan culture, hierarchical culture, and market culture.

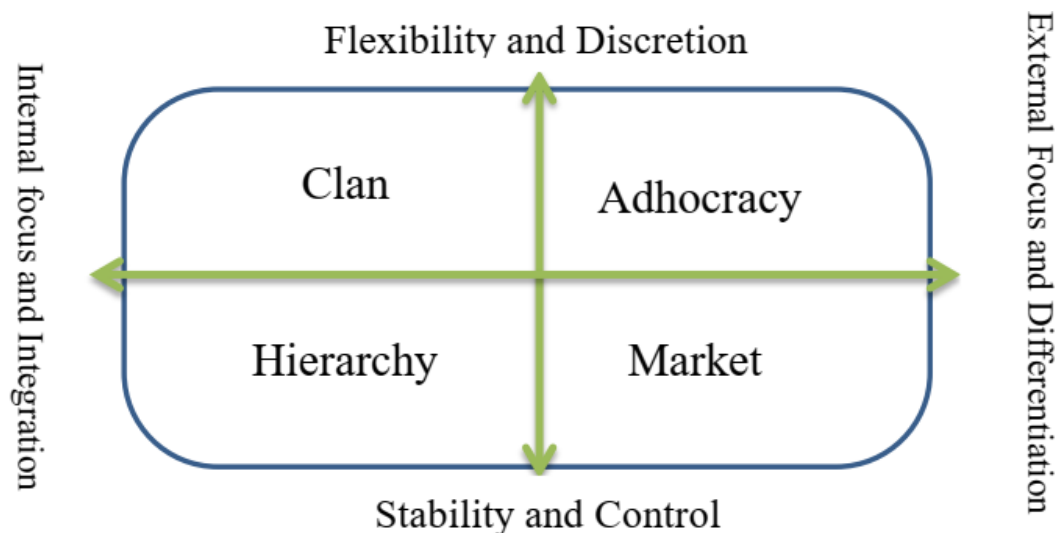


Figure 2.1: *The competing values frame work (Cameron and Quinn, 2006, p. 49)*

2.1.4. Functions of Organizational Culture

Organizational culture has diverse purposes in the lifecycle of any organizations. It within a company, he or she fulfils a variety of vital roles. As a result, it creates a sense of belonging and produces organizational commitment as well as commitment to the objective of the organization; it explains and reinforces behavioural norms (Greenberg, 2003). According to Patel (2014), the functions of organizational culture can manifest itself through creating employees' sense of belonging and loyalty to the organization and competitive edge to support the members (especially new members) in the organization to well recognize acceptable behaviour and social system steadiness.

Dwirantwi, (2012) designates that culture, both domestically and globally, helps to explain for differences among businesses and managers. Culture clarifies why distinct groups of people see things in various ways and perform things in different ways than others. Culture can aid in the reduction of difficulty and ambiguity.

It ensures consistency in attitude and values, as well as the decision-making, coordination, and control processes.

There is nothing accidental about cultural strengths. There is an association between an organizations culture and its performance. And he explains that culture performs the four main functions.

1. **First and foremost**, Work is created with the help of culture in addition to reasonable management. Culture takes a long time to develop. He continues by saying that, putting together People's behaviour in a company cannot be changed overnight due to culture. Culture unites people through symbols, values, physical environments, and language, increasing the use of rational management tools like technology and structure.

2. **The second purpose is it enables induction and socialization.** New employees are socialized and trained in the organization's cultural norms and general habits during induction. In order to accomplish an imagined commitment to the organization, the newcomer absorbs the organization's culture, which may require changing his or her attitudes and ideas.

3. **Furthermore, culture promotes a code of conduct;** a strong culture in an organization explicitly communicates modes of behaviour so that people are conscious that certain behaviours are expected and others would never be visible. The existence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would affect their behaviour in an invisible way. Where culture has been fully integrated by people, they obstinately indulge in a typical behaviour in an unplanned way. Promotion of the culture of quality can helps attain good business outcomes.

4. **Lastly;** Sub-cultures and sub-systems of values and assumptions, which may be based on departmentalization, activity centres, or geographical locations, contribute to organizational variety by giving meaning to the benefits of localized, explicit groups of people inside the macro-organization

2.1.5. Dimensions of Organizational Culture

One typology that has received a lot of research attention is the organizational culture profile in which culture is represented by seven distinct values (Chatman & John,1991). these include innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability, each of these characteristics exists on a continuum from low to high.

1. Innovative Culture

It is a degree in which employees are encouraged to be innovative and to take risks. If the culture of the organization is innovative and risk taking then employees will be more encouraged towards their work. According to the OCP framework, companies that have innovative cultures are flexible and adaptable, and experiment with new ideas. These companies are characterized by a flat hierarchy in which titles and other status distinctions tend to be downplayed (Deutschman, 2004).

2. Aggressive Culture

The degree to which employees of organization is aggressive and competitive rather than cooperative. In this case mostly employees compete with each other for rewards and there is no unity among them to work for achievements of organizational goals. Companies with aggressive cultures value competitiveness and outperforming competitors: By emphasizing this, they may fall short in the area of corporate social responsibility (Greene, Reinhardt & Lowry, 2004).

3. Output Oriented Culture

The OCP framework describes outcome-oriented cultures as those that emphasize achievement, results, and action as important values (Copeland, 2004). Research indicates that organizations that have a performance-oriented culture tend to outperform companies that are lacking such a culture (Nohria, & Roberson, 2003). At the same time, some outcome-oriented companies may have such a high drive for outcomes and measurable performance objectives that they may suffer negative consequences. Companies over rewarding employee performance experienced well publicized business and ethical failures. When performance pressures lead to a culture where unethical behaviours become the norm, individuals see their peers as rivals and short-term results are rewarded; the resulting unhealthy work environment serves as a liability (Probst & Raisch, 2005).

4. Stable Culture

These organizations aim to coordinate and align individual effort for greatest levels of efficiency, are predictable, rule-oriented, and bureaucratic. When the environment is stable and certain, these cultures may help the organization to be effective by providing stable and

constant levels of output (Westrum, 2004). These cultures prevent quick action, and as a result may be a misfit to a changing and dynamic environment. Public sector institutions may be viewed as stable cultures. In the private sector, company with centralized decision making and rule orientation that suffered as a result of the culture-environment mismatch (Thompson, 2006). Its bureaucratic culture is blamed for killing good ideas in early stages and preventing the company from innovating (Boyle, 2004).

5. People Oriented Culture

Value fairness, supportiveness, and respect for individual rights. These organizations truly live the mantra that “people are their greatest asset.” In addition to having fair procedures and management styles, these companies create an atmosphere where work is fun and employees do not feel required to choose between work and other aspects of their lives. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity (Erdogan & Kraimer, 2006).

6. Team Oriented Culture

Degree to which the teams form to all works and to perform the work of the organization because through the team the goals can be achieved successfully rather than working as an individually. Companies with team-oriented cultures are collaborative and emphasize cooperation among employees (Bolino & Turnley, 2003). Members tend to have more positive relationships with their co-workers and particularly with their managers (Erdogan & Kraimer, 2006).

7. Detail Oriented Culture

The degree to which employees is expected to exhibit precision, analysis, and attention to detail. Organizational culture based on employee's culture, and culture developed by the employees of organization. Organizations with detail-oriented cultures are characterized in the OCP framework as emphasizing precision and paying attention to details. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others (Fitch, 2004).¹³

2.1.6. The Five Dimensions of Culture

1. Power Distance

The power distance dimension is a literal measurement of the layers of management between an individual employee and the highest level of management. An individual contributor who reports to a manager who reports to a director who reports to a vice president who reports to a CEO has a power distance dimension of three, because there are three layers of management between the individual contributor and the CEO. The higher the power distance dimension, the less likely the employee is to feel that his contribution matters to the company. An organization may flatten its organizational structure to help employees feel connected to senior leadership (Hofstede, 1990).

2. Individualism

The individualism dimension measures not only the degree to which an employee maintains her unique attributes, but also the degree to which she becomes integrated into the collective group.

An individualist employee has loose ties to others in the organization. She looks out for herself and perhaps for others in her small work group. A collectivist employee fully integrates herself into the organization and demonstrates loyalty to the extended corporate "family." In turn, she expects others in the organization to support her (Hofstede, 1990).

3. Masculinity

The masculinity dimension measures the organization's personality against masculine and feminine stereotypes. A company with a masculine culture operates assertively and competitively, and a company with a feminine culture comes across as more modest and caring. Employees tend to model their behaviour after their companies' leaders. If the leadership team is competitive, employees may be encouraged to compete with one another or to beat out the company's competitors. If leaders are caring, employees are more likely to behave with tolerance and compassion (Hofstede, 1990).

4. Uncertainty Avoidance

Hofstede's uncertainty avoidance dimension measures employees' comfort with unstructured environments, unknown situations where surprising events may occur. In a business that lends itself to structure, such as a factory, the culture calls for rules that establish structure to promote safety and efficiency. In a creative environment, such as a design house, the culture encourages flexibility and problem-solving. Employees may not feel comfortable with either extreme, and an employee who likes to plan every minute of her day will quickly get frustrated in an organization with a low uncertainty avoidance dimension (Hofstede, 1990).

5. Long-Term Orientation

The long-term orientation dimension is associated with eastern culture and dates to the time of the Chinese leader Confucius. It measures long-term values, such as perseverance and thrift, against short-term values such as respect for tradition, fulfilment of social obligations and avoiding personal embarrassment. Employees with a high measure of long-term orientation respond well to a hierarchy-based organizational structure where leaders are highly respected. Employees with a low measure of long-term orientation demonstrate personal stability and observe customs such as reciprocating favors and gifts from others (Hofstede, 1990).

2.2. Employees' Engagement

Several literature reviews have revealed that employee engagement has been intellectualized in many different ways by different scholars and it shows that, there is no single definition that can comply with all different situations. And researches done on the area has shown that employee engagement is modified and adapted in different form depending on the contexts of study.

According to Welch (2011), there are many different explanations of employee engagement used by the researchers and at some point, of time, contexts, situations especially when relating the subject to certain situations in different environments or applying other predictors or in relationships with other variables create state of confusion in the description and usage of employee engagement. One of the first challenges presented by the literatures is the absence of a universal definition of employee engagement. According to Kahn (1990) Employee engagement is defined as the bond that exists between employees and their jobs;

during role performances, people use and express themselves physically, cognitively, and emotionally. The physical aspect of employee engagement concerns physical energies exerted by individuals to accomplish their roles. The cognitive expression of employee engagement is about employees' beliefs towards the organization, its leaders and working conditions. And emotional aspect concerns how employees feel on each of those three factors and whether they have positive or negative attitudes about the organization and its leaders. Thus, according to Kahn (1990), engagement means to be When occupying and fulfilling an organizational job, one must be both psychologically and physically present.

Stockley (2007) defined engagement as the degree that an employee believes in the mission, purpose, and values of an organization, and display or reflect that commitment by his/her actions as an employee and attitude towards the employer and customers. Most often employee engagement has been defined as Robinson's definition of engagement (2004) put employee engagement as the employee's positive attitude towards the organization and its value. It also means working with co-workers and being conscious of the business context to advance performance in the job for the best advantage of the organization.

Saks (2006) described Employee engagement is a distinct and original concept involving cognitive, emotional, and behavioural aspects of individual role performance. His further states that Engaged employees are often characterized by a deep, positive emotional connection with their work and are likely to display attentiveness and mental absorption in their work. Similarly, it has been recently defined in the literature it is individual employee's cognitive, emotional, and behavioural state focussed toward wanted organizational outcomes (Shuck & Wollard, 2010).

Hewitt Associates (2006) Employee engagement is defined as individuals who speak positively about the organization, aspire to be an effective member, and seek to perform beyond the organization's minimum needs. According to the Corporate Executive Board (2004), employee engagement is the degree to which an employee commits to something or someone in the organization, as well as the length of time they stay as a result of that commitment.

According to Baumruk (2004), Employee engagement is a concept that comprehends the value of understanding and improvement of individual and organizational performance which can be influenced by the leader.

As explained by Sarangi (2012), Employee engagement is indicated by three characteristics, namely employees who want to say or speak positively about the organization, employees who want to live or have an aspiration to become members of the organization, and employees who are trying to work beyond what is predictable for the organization.

Employee engagement has potential applications for the practices of human resource management such as assigning and demarcating roles, support, and flexibility. Each employee is a key element in every company and exhibit the capacity to enforce strategies and accomplish its objectives. There are many various studies that measure the construct of connection, but not always consistent operational definition (Christian et al., 2011).

Hassan and Ahmed (2011) discussed that, most recent researches have substantiated the notion of employee engagement as valid and reliable concept consisted of energy, involvement and efficacy which drive employees to perform their roles.

Some are found confused with the definitions of employee engagement with employee job satisfaction. As employee engagement is something that occurs when workers are committed to helping their companies achieve all of their goals. Engaged employees are interested to show up to work every day and do everything within their power to help their organizations' flourish. Unlike employee engagement, employee satisfaction is the state of a worker liking their job but not necessarily being engaged with it (Swaith, 2013).

In summary, however; the definition and meaning of engagement in the practitioner & academic literature described as a distinct and unique concept all reflect that it consists of cognitive, emotional, and behavioural components which connected with individual role performance.

2.2.1. Importance of employees' engagement

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results (Mutunga, 2009). As stated by her some of the advantages of engaged employees include the following.

1. Engaged employees will stay with the organization, be a promoter of the company and its products and services, and donate to bottom line business success. They will normally achieve better and are more motivated. There is an important link between employee engagement and profitability. Engaged employees form an emotional linking with the

company. This influences their attitude towards the company's customers, and thereby improves customer satisfaction and service levels. Further, engagement builds passion, commitment and alignment with the organization 's strategies and goals hence increasing employees' trust in the organization. In a competitive industry such as telecommunication, firms can encourage employee loyalty by engaging them. Through this, firms can effectively transform employees to brand ambassadors for the company.

2. A highly engaged employee consistently delivers beyond expectations. In the workplace research on employee engagement (Hagen & Morsheda, 1998) have repeatedly asked employees whether they have the opportunity to do what they do best every day? 'While one in five employees strongly agree with this statement. Those work units scoring higher on this perception have substantially higher performance. Thus, employee engagement is critical to any organization that seeks to retain valued employees. The Watson Wyatt consulting companies has proved that there is an intrinsic link between employee engagement, customer loyalty, and profitability. As organizations globalize and become more dependent on technology in a virtual working environment, there is a greater need to connect and engage with employees to provide them with an organizational identity.

According to Hewitt (2005), enhancing employee engagement creates a win-win situation. Employees are happier and more productive and this ultimately leads to a positive impact on business results. Employee engagement also acts as a catalyst towards the retention of staff. Greenberg (2004) observes that employee engagement is critical to any organization that seeks not only to retain valued employees, but also to increase its levels of performance. The more highly engaged your employees are, the more likely you are to have a strongly customer-focused organization.

2.2.2. Measuring employee engagement

Engagement looks at how much people want to exert extra effort and will engage in the flexible behaviours that contribute to business success. Though data is still gathered on processes and practices, the focus is on the difference these practices make to employees (Weatherly, 2003). Engagement surveys generally provide a lot more usable information to inform change. Because the surveys help identify the practices that drive engagement, they help link activities and output. The following section outlines steps involved in measuring employee engagement.

1st, the employer must listen to his employees and remember that this is a continuous process. The information employee 's supply will provide direction. This is the only way to identify their specific concerns. When leaders listen, employees respond by becoming more engaged. This results in increased productivity and employee retention. Engaged employees are much more likely to be satisfied in their positions, remain with the company, be promoted, and strive for higher levels of performance. Employee engagement needs to be measured at regular intervals in order to track its contribution to the success of the organization. But measuring the engagement (feedback through surveys) without planning how to handle the result can lead employees to disengage. It is therefore not enough to feel the pulse; the action plan is just as essential. Employee engagement satisfaction surveys determine the current level of employee engagement (Mutunga, 2009).

A well-administered satisfaction survey will let us know at what level of engagement the employees are operating. Customizable employee surveys focus on a starting point towards the efforts to optimize employee engagement. The key to successful employee satisfaction surveys is to pay close attention to the feedback from the staff. It is important that employee engagement is not viewed as a onetime action. Employee engagement should be a continuous process of measuring, analysing, defining and implementing (Mutunga, 2009).

2.2.3. Categories of Employee Engagement

According to Coffman (2002), there are, in terms of engagement, three groups of employees:

Engaged, Not engaged and actively disengaged.

Engaged

An engaged employee can be described as one who is desirous of his job, is personally responsible and obligated to his/her work in the company. An engaged employee could go further than their job description and help improve the company's standing in the marketplace. Vazirani (2007) states that an engaged employee is a builder as he is aware of what is expected of him in his job and he is able to achieve it. An engaged employee works consistently every day at a significant committed level using his effort, talent and strength and comes up with innovation to uplift his company's status.

Not Engaged

According to Coffman et al. (2002) the second group of employees is the “Non-Engaged Employees” those kind of employee do not have energy during performing their job. “Nonengaged Employees” According to Vazirani et al. (2002) have tendency to concentrate on the task rather than the outcomes that the company try to achieve, they do and finish what they have been told to do. They consider themselves by accomplishing their task they achieve a result. themselves by accomplishing their task they achieve a result.

Actively Dis-engaged

The third group is “Actively Disengaged Employees”. Those employees are characterized as openly unhappy with their jobs and they try to convince engaged employees to be disengaged.

According to Vazirani et al. (2007), this type of employees can be described as “cave dwellers” as they are constantly against everything and they always try to view everything with negativity influencing those around them. In addition, Vazirani (2007) revealed that employees increasingly depend on each other in the creation of products and services. So therefore, an actively disengaged employee seeking problems may affect the performance of the whole organization.

2.2.4. Indicators of Employee Engagement

2.2.4.1. Vigour

According to Schaufeli et al. (2007) when a person has vigour, it means that they have raised levels of energy and cognitive flexibility during work and a desire and feeling to put a lot of effort in the work and continues even when there are apparent difficulties.

2.2.4.2. Dedication

When employees are engaged, they display elevated commitment levels to a point that they feel that the work they are doing is very important to them. Schaufeli et al. (2007) refers to dedication as the state of being intensely involved in one’s own work, where they experience a sense of passion, inspiration, pride, a sense of worth as well as feel challenged by their work.

2.2.4.3. Absorption

Absorption happens where an employee feels that the work has filled them and almost taken them over. Schaufeli et al. (2007) states that it refers to being undecidedly engrossed in one's own work while at the same time happy to be doing it so that one is not conscious of time passing by and find it difficult to detach her/him from the work.

2.3. Empirical Review

A study conducted by Ilyasa et al. (2018) on 563 employees to identify the impact of organizational culture on employee engagement and effectiveness. According to the conclusions of this study, there is a direct link between corporate culture and employee engagement. As an outcome, the organizational culture influences engagement and fosters innovation, knowledge sharing amongst employees. Organizational culture also has a direct positive impact on employee effectiveness. This eventually leads to innovation amongst employees.

A study was conducted by Kalia and Verma (2017), within the hospitality sector in Himachal Pradesh in India to evaluate organizational culture and employee engagement. The findings from their study revealed that organizational culture plays an integral role in enhancing the overall rate of employee engagement. Out of the several dimensions affecting to organizational culture, the authors found that experimentation and autonomy were substantially associated with every dimension of employee engagement. Various organizational culture dimensions were observed to be associated more with dedication and vigour as opposed to the parameter relating absorption, on employee engagement. At the same time, absorption and dedication was predicted by trust, while collaboration only made an impact on the dimension of absorption related to employee engagement within the employees in the hospitality sector.

Another study was carried out by Pratima Sarangi and Nayak (2016), with regards to the impact of organizational culture and employee engagement within the manufacturing sector in India. The study involved around 200 employees and the results indicated that the present level of employee engagement and aspects related to work warranted an improvement to ensure employee engagement in an effective manner. On the basis of the survey and analysis that was conducted, it was found that employees had diverse opinion and confidence with regards to the organizational culture. It has been stated by Lockwood (2007), that

organizational success is driven by employee engagement. Superior levels of employee engagement in an organization results in talent retention, fosters loyalty amongst customers and improves the performance of the organization. It is also a vital link to customer satisfaction, organizational reputation and value of stakeholders on the whole. There were several factors that could influence employee engagement and these comprise of organizational culture, communication, style of management, respect and trust, organizational reputation and leadership. According to research, it has been found that a workforce that is fully engaged is largely effective, provides superior levels of customer satisfaction, realizes greater levels of productivity and lowers the rate of attrition. All these factors eventually translate into organizational performance (Buhler, 2006).

On the effects of employee involvement and a favourable organizational culture on an individual's ability to adapt to organizational change, Parent & Lovelace (2015) concluded that a positive organizational culture can improve individual adaptability to change. They went on to say that favourable organizational cultures create both work and organizational engagement in employees, and that people who are highly engaged in their jobs are less adaptable to change.

According to Reis, Trullen, and Story (2016), who conducted a study of 890 professionals from graduate and postgraduate programs at a business school in Brazil on perceived organizational culture and engagement: the mediating role of authenticity, those environments that are seen to be more comprehensive and participatory, and that incentive autonomy, have higher levels of perceived organizational culture and engagement (i.e., clan and adhocracy cultures) neither nurture nor inhibit realism. Employee engagement is adversely associated to cultures that are viewed as having control, are ordered, and emphasize stability (i.e., hierarchy and market cultures), while employees who behave more truthfully at work are more involved with their jobs.

According to a study conducted by (Bhavani et al., 2015), organizational culture is one of the elements that fosters employee engagement inside a company. This research was carried out in India's automobile manufacturing industry. The findings also indicated that organizational culture not only played a vital role in employee engagement but employee engagement was also instrumental in driving organizational success. The authors found that employee engagement within the automobile manufacturing sector resulted in growth in rate of

productivity, higher level of retention, trust amongst clients and overall profitability. Employees who perceived that the organizational culture is one where much emphasis is given to their well-being and health had more scope to remain engaged and remain in their present employment for longer periods. This could lead to large gains for the organization who then deliver more in an effective manner on the basis of enhancements in productivity and performance while lowering attrition, absence and cost of recruitment. An organizational culture which is conducive to employees allows the employees to value specific aspects related to their job. In such scenarios, their levels of engagement are highly impacted in a positive as well as negative manner, as opposed to those who do not accord any value to the aspect. A study that was conducted by Agrawal and Tyagi (2010) revealed that the organizational culture that existed within the manufacturing sector in India was largely of collaboration and experimentation.

Collaboration pertains to extending assistance and seeking assistance from internal as well as external collaborators. It would imply working in tandem with each other to resolve any challenges that exist while developing a team spirit. This kind of culture does create employee engagement and results in team work, enhanced communication, knowledge transfer and resource sharing. All these eventually translate into organizational enhancement and success. According to Krog, (2014) across 35 organizations in Norway organizational culture did make an impact on employee engagement and that there was a moderate relationship between employee engagement and clan culture. In the same vein, hierarchy culture as well as market culture did not reveal any large negative association with employee engagement. However, the researchers were unable to clearly identify that specific organizational culture types that influenced employee engagement and factors that affect and established in terms of employee engagement.

2.4. Conceptual Framework

The following conceptual model was established for this study based on an overall examination of related literatures and the theoretical framework. As explained in the literature, organizational cultures have significant impact on employees' engagement. Organizational culture types like clan, adhocracy, market, and hierarchy are taken as independent variables while, employees' engagement as dependent variable. Then the following framework is developed.

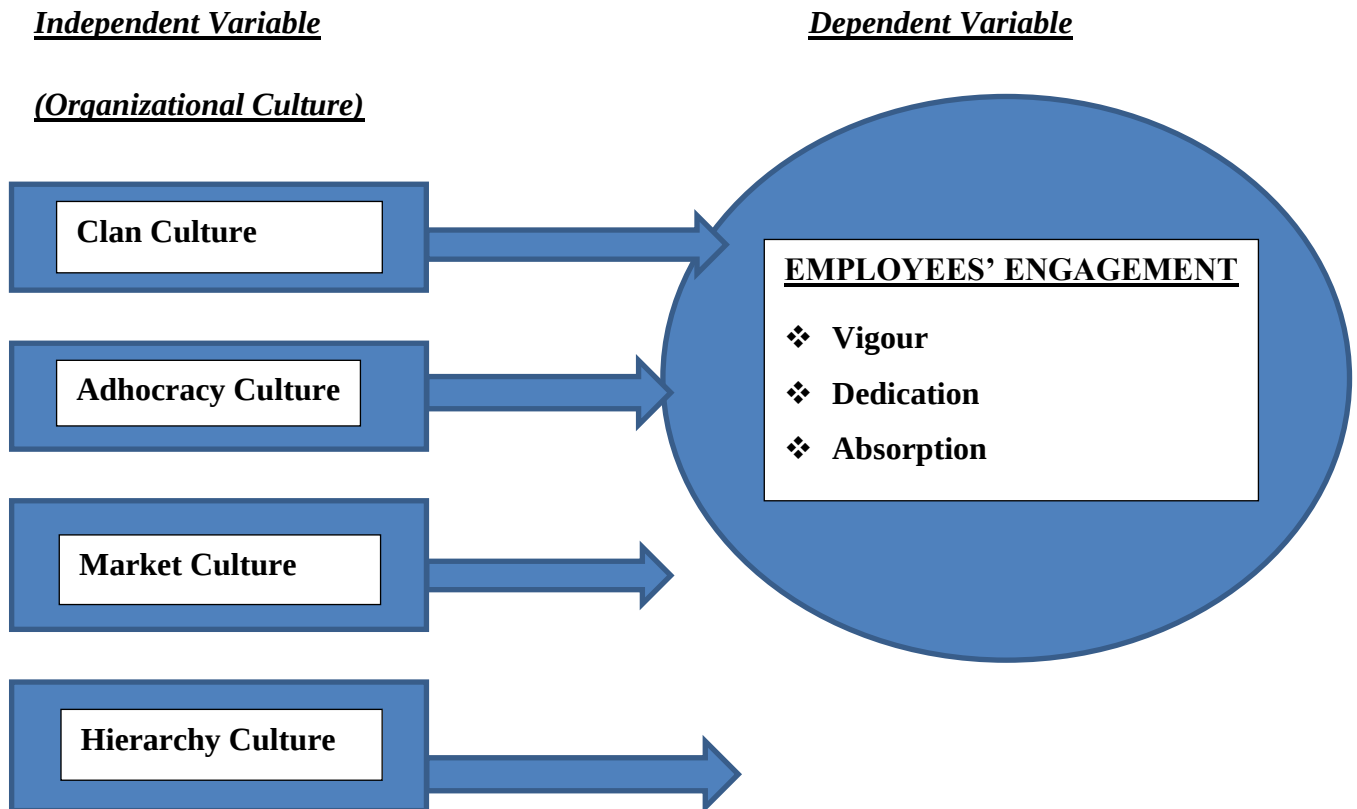


Figure 2.2: Conceptual frame work

Source: Source: Adopted from literature (Cameroon & Quinn, 2011)

2.5. Summary of Hypothesis

Therefore, based on the conceptual frame work and research questions, the summary of null hypothesis of main questions were outlined in such manner as follows.

H1: There is significant relationship between **Clan culture** and employees' engagement.

H2: There is significant relationship between **Adhocracy culture** and employees' engagement.

H3: There is significant relationship between **Market culture** and employees' engagement.

H4: There is significant relationship between **Hierarchy culture** and employees' engagement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Research methodology is the specific science of research that monitored to achieve predetermined research goal. Hence, all specific method that was used in the course of accomplishing this thesis is presented in this chapter. It covers the following topics: study area description, research design, research methodology, sample design, target population, sample procedures, data sources, data collection method, data analysis method, model formulation, and ethical considerations.

3.2. Description of the Study Area

Awash International Bank S.C. (AIB) was established after the dawn fall of the Dergue regime and introduction of market economic policy in the year 1991 It was founded with a paid-up capital of Birr 24.2 million by 486 initial shareholders. It was licensed on November 10, 1994, and started banking operations on February 13, 1995. The Bank was named after the popular river “Awash”. Moreover, as of March 2016, the number of shareholders and it’s paid up capital increased to over 3700 and birr 2.2 billion respectively. Shareholders have decided to raise the authorized capital to birr 3 billion within the next two years.

AIB is a bank that has thrived over 25 years in a rapidly evolving market and economy. Having grown from humble beginnings with visionary intent, it is the first private bank in Ethiopia to exceed a billion profit marks in the history of Ethiopian private banks in the financial year 2019/2020. Currently the bank has more than 3088 professional and semi-professional employees at the head quarter and the four regional branches which are found in Addis Ababa.. As of the bank Newsletter issue November 15/2020, the Bank operates with 202 branches all over the city of Addis Ababa indicating the fact that the Bank continues to hold its leading position in terms of branch network from private banks. Awash Bank duly recognizes the strategic importance of its workforce in achieving its business objectives. In this regard, the Bank not only gives much emphasis on the recruitment of qualified employees, but also focuses on the development of the capacity of employees through providing requisite training and retaining of qualified personnel through providing conducive working environment.

3.3. Research design

Research design is the blue print for satisfying research objectives and. The researcher explores the hypotheses of causal linkages between independent and dependent variables in a causal or explanatory study design. The purpose of an explanatory research design is to investigate a scenario or an issue in order to explain the link between two or more variables. Therefore, as the aim of this study was to examine the causal relationship and its extent between organizational culture and employees' engagement the study was applied an explanatory or causal research design. It's done to figure out how big and how complex the cause-and-effect linkages are between the variables. It also looks for explanations for observed occurrences, issues, or behaviours, as well as answers to why and how questions. It also aids in comprehending the nature of the link between independent and dependent variables.

3.4. Research Approach

According to Kothari (2004), there are three types of research approaches: quantitative, qualitative and mixed. The quantitative method entails the collection of quantitative data that can be subjected to rigorous quantitative analysis in a formal and structured manner. Qualitative approach on the other way is concerned with subjective assessment of attitudes, feelings and behaviour. For this study quantitative research approach was followed to examine the effect organizational culture on employees' engagement, as quantitative technique helps to explore, present, describe and examine relationships and trends within data and as it also helps to collect results in numerical and standardized data (Saunders, Lewis and Thorhill, 2009).

3.5. Population and Sampling Design

3.5.1. Target Population

Sekaran (2001, p.167) defines a population is the entire group of people, events, or thing of interest that the researcher wishes to explore. It can consist of objects, people and even events Walliman, (2011). The target populations for study were professional employees of Awash bank branches located in Addis Ababa and those who are working in the head office of the

bank. The total numbers of permanent employees who are working in the branches which are located in Addis Ababa and in head office were **3088**.

3.5.2. Sample Size Determination

With the growing need for research, a well-organized method of establishing the sample size required to be representative of a specific population has become necessary. Therefore, representative sample of these employees were calculated based on formula for sample size determination and for finite population.

According to Kothari (2004) it is given by the formula

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 \cdot (N-1) + z^2 \cdot p \cdot q}$$

Where, **n** = the desired sample size

z = the value of the standard variation at a given confidence level (to be read from the table giving the areas under normal curve)

p = the proportion of target population estimated (50%)

q = 1-p

e = acceptable error (the precision) **N** = population size

Therefore, representative sample of population was determined at 95% degree of confidence.

Hence at 95% degree of confidence,

Z=1.96 p=0.5 q=1-p e=5% (0.05); by substituting;

$$n = \frac{(1.96)^2 (0.5) (0.5) (3088)}{(0.05)^2 (3088-1) + (1.96)^2 (0.5) (0.5)} = 341.7549 \text{ which is approximately equal to } 342.$$

The researcher will apply the aforementioned formula to this investigation, taking into account sampling methods to reduce sampling error and to determine the sample size of 342 from 3088 permanent employees of head office and Addis Ababa city branches of Awash international bank.

3.6. Sampling Technique

According to Sekeran (2001), a sample is a subset of the population with the same characteristics as the whole. Because it was considered for this study that all Awash bank branches operate in a same manner in terms of policies and procedures, despite the fact that they are spread across the state, the researcher employed a stratified sampling methodology to analyse it selects the pertinent sample. technique produce the overall population parameters with greater precision and ensures a more representative sample is derived from a relatively heterogeneous population Denscombe, (2007). From each stratum the study was used simple random or randomly sampled based on performance as well as number of clients or customers of the branch to select 342 respondents.

Table 3. 1: Sampling frame

Head office and Addis Ababa District	Total number of employees	Sample size	Percentage
Head office	890	98	28.8%
East	477	58	16.9%
West	603	62	18.12%
North	495	60	17.5%
South	623	64	18.7%
Total	3088	342	100%

The distribution of the sample is on the bases of selected branches randomly from head office and each district from the list of employee data by using a lottery system in order to select certain number.

3.7. Data sources and types

The data for the study was gathered using both primary and secondary sources. As a result, primary data was acquired from Awash Bank employees utilizing structured and adapted close ended questionnaires and based on the primary source the researcher was analysed the data and Secondary data, on the other hand, was gathered from AIB human resource, journals, internet and relevant books.

3.8. Data collection Instruments

The basic data for this study was gathered via a self-administered questionnaire from permanent workers of the bank in Addis Ababa branches and the head office. The researcher gave the questionnaire to the sample respondents after identifying them, and they were given adequate time to thoroughly respond to all of the questions in the questionnaire. To make the process of analysing the data from the respondents easier, the questions in the questionnaire are closed-ended or organized with a pre-determined 5-point Likert scale for response.

According to Babbie & Mouton (2006), questionnaires are useful since they are cost-effective, quick, have no bias (as opposed to interviewee: interviewer bias), and the option of anonymity and privacy encourages participants to be willing to respond honestly to difficult matters. The questionnaire is preferred because it converts the study's objectives into specific questions for participants.

There are three elements to the Research Questionnaire that was used in this study. The first section examines the participants' general demographic information, such as their educational background, work experience, marital status, gender, and job status. The main goal of this study was to measure forms of organizational culture and the level of employee involvement at Awash international bank, so questions on study variables were developed on the second and last parts of the questionnaire.

On part one of the questionnaire which will about their demographic information, respondents were required to select their best answer from the given choices and make a „√“ mark accordingly. Parts two and three of the questionnaire allow respondents to rate their level of agreement on a 5-point Likert scale ranging from strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree, with numeric values ranging from 5-1. Strong agreement denotes the strongest positive reaction to the message. A Likert scale is a summated rating approach that asks respondents to rate how much they agree or disagree with a statement or set of statements on a topic of interest. It might be anything from a highly favourable to a very negative attitude toward a certain object (Zikmund et al, 2013 and Cooper & Schindler, 2003).

3.9. Method of data analysis

Statistical Package for the Social Sciences (SPSS) version 24 is used to summarize and analyse the acquired data using descriptive and inferential statistics. The demographic information of the study sample is analysed using descriptive statistics such as frequencies, percentages, means, and standard deviations. Tables are also utilized to help with comprehension and easy comparison of the survey results. Inferential statistics, such as Pearson correlation and regression analysis, are used to examine the data acquired from parts two and three of the questionnaire, which were scored on a 5-point Likert scale. Pearson Correlation was utilized by the researcher to determine if there is a link between organizational culture (clan, adhocracy, market, and hierarchy culture) and employee engagement. Regression analysis was used to test the hypothesis and achieve the study objective, which is to identify organizational culture types that contribute more to employee engagement. Organizational culture types (clan, adhocracy, market, and hierarchy) are regarded independent factors while analysing the data, whereas employee engagement is the dependent variable.

3.10. Model Specification

Model specification is the process of explicitly declaring a model in order to express the explicit translation of theory into mathematical equations. It entails gathering all relevant theory research and information and producing a theoretical model. The following model was presented for performing multiple linear regressions, which are required to examine the impacts and statistical significance of organizational culture on employee engagement.

Research Model,

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

Where,

Y_i = Dependent variable (Employees' Engagement)

α = constant

β = (Beta value) coefficient of slope of regression model

X1 = Clan culture

X2= Adhocracy culture

X3= Market culture

X4= Hierarchy culture

εi = error term

3.11. Validity and Reliability

3.11.1. Validity

Validity is that the extent, to which data accurately reflects what they are meant to reflect, i.e., the instrument measures what is supposed to measure. Accordingly, the questionnaire was adapted from Denison and Neale (2011) and Allen and Mayer (1990), standard questions in order to increase its validity. Besides, the researcher discussed with the advisor about the questionnaires before it was distributed in order to assure the validity of the study.

3.11.2. Reliability

According to Pallant (2005), the Cronbach's alpha coefficient of scales should be at least 0.70 and the higher the better. Therefore, as shown on table 3.2 below, the results for reliability test of Cronbach's Alpha Coefficients are above 0.7. Therefore, it can be concluded that each variable represents a reliable and valid construct.

Table 3. 2: Measurement of reliability Analysis

Variables	Number of items	Cronbach's ALpha
CLAN	6	0.947
ADHOCRACY	6	0.834
MARKET	6	0.857
HIERARCHY	6	0.943
ENGAGEMENT	17	0.910

Source: SPSS output of the survey data, 2021

3.12. Ethical considerations

The study was attempted all the necessary precautions to protect the study participants from such sort of problematic encounters by applying certain measures. Accordingly, the respondents are notified not to mention their identity, particularly their names while filling questionnaire. Moreover, they have assured that no meaningful damage would be inflicted on them because of their participation in this particular study by boldly explaining to them the apparent purpose of the study (which is actually for academic purpose) and ensuring the confidentiality of their identity and whole part of the information they provided for the purpose of undertaking this study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter covers data presentation, analysis, interpretation and discussion on findings under each presentation, aimed at achieving the research objective. In this regard, the chapter discusses the response rate; descriptive analysis of both independent and dependent variables; the result of tests of assumptions; inferential analysis which is achieved to examine relationship of variables, influence of independent variable over dependent variable was examined and hypothesis analysis was tested.

A total of 342 questionnaires were distributed out of which 326 (95.3%) were responded, while 16(4.7%) questionnaires were not returned from respondents. Therefore, 326 questionnaires helped as a source of data for analysis, findings presentation and representing the conclusions.

4.1.1. Demographic Profile of Respondents

This section provides a descriptive study of the respondents' personal profiles from Awash International Bank. The gender, age, education level, marital status, years of experience at the current bank, position, and district of the employees is all included in the personal profile. In table 4.1, the demographic features of individuals who responded are presented.

Table 4. 1: Demographic profile of Respondents

	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
SEX	Male	207	63.5	63.5
	Female	119	36.5	100
	Total	326	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
AGE	18-25 years	69	21.2	21.2
	26-35 years	176	54.0	75.2
	36-50 years	70	21.5	96.6
	>50 years	11	3.4	100
	Total	326	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
MARITAL STATUS	Single	167	51.2	51.2
	Married	159	48.8	100
	Total	326	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
EDUCATIONAL BACKGROUND	Diploma/TVET	10	3.1	3.1
	Bachelor's Degree	228	69.9	73.0
	Master's Degree	88	27.0	100
	Total	326	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
SERVICE	<1 Years	36	11.0	11.0
	1-5 Years	153	46.9	58.0
	6-10 Years	92	28.2	86.2
	>10 Years	45	13.8	100
	Total	326	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
POSITION	Managerial	61	18.7	18.7
	Non-Managerial	265	81.3	100
	Total	326	100	
DISTRICT	Head Quarter	150	46.0	46.0
	North District	70	21.5	67.5
	South District	25	7.7	75.2
	East District	62	19.0	94.2
	West District	19	5.8	100
	Total	326	100	

Source: Own survey data, 2021

Table 4.1 shows the demographic information of the respondents, as indicated above. When it comes to gender, 207 (63.5%) of the respondents are males, while the remaining 119 (36.5%) are women. This suggests that the vast majority of the study's participants were male employees.

The table also reveals that the large number respondents dominated by the age group of 26-35 were 176 (54.0%), respondents whose age fall in the age group of 18-25 years were 69 (21.2%), those in the age group of 36-50 years were 70 (21.5%) and those above 50 years where 11 (3.4%). This could show that the largest proportions of the Bank's employees (75.2%) are in the relatively younger age group, which may imply the likely competitive advantage in realizing the Bank's vision because of having a young energetic and technology how know and trainable workforce. Looking at the marital status of the respondents, the bank's employees who participated in the survey were single 167 (51.2%) and those who were married 159 (48.8%). This could show that majority of the bank's employees (51.2%) are those who were married employees this could be led to achieve organizational goal since they have experience on managing on social accountability.

In terms of educational attainment, the majority of the respondents 228 (69.9%) were university graduates with a Bachelor's degree, 10 (3.1%) were college graduates with a Diploma/TVET, and the remainder 88 (27.0%) were Second Degree or Master's Degree holders. This demonstrates that the majority of the bank's staff has a bachelor's degree and Master's Degree holders. Earning a master's degree helps you gain specialized knowledge to advance in their field and this could be a means for dedicated and enhancing the organization's profitability.

In terms of work experience or service years, the majority of the respondents (153, or 46.9%) worked for the Bank for between one and five years, 92 (28.2%) worked for the Bank for between six and ten years, 36 (11%) worked for the Bank for less than one year, and the remaining 45 (13.8%) worked for the Bank for more than ten years.

In General, about 86.2% of the respondents have 10 years and less experience in the bank. Whereas, as far as the position of employees is concerned, the majority 265 (81.3%) of the employees of the bank involved in the survey had a non-managerial position and only 61 (18.7 %) of the respondents had a managerial position. With regard to district area of the bank that the researcher collected the data were 150 (46%) from head quarter, 70 (21.5%)

from north district, 25 (7.7%) from south district, 62(19%) from east district, and 19(5.8%) from west district of the bank.

4.2. Descriptive analysis on organizational culture Types

The researcher summarized the organizational culture types using frequency, percentage, mean, and standard deviation using a 5-point Likert scale in order to see the general perception of the respondents regarding the selected organizational culture types (i.e., clan, adhocracy, market, and hierarchy). 1: Strongly disagree; 2: Disagree; 3: Neither agree nor disagree, 4: Agree, and 5: Strongly Agree were the 5-point scale with their associated numeric values:

As a result, the mean reflects how much (extent) the sample group agrees or disagrees with the various claims on average. According to Marczyk et al., (2005), the lower the mean, the more people disagree with the assertions. The greater the mean, the more agreeable the statement is to the respondents. Thus, a mean score between 1 and 2.33 indicates low agreement, a mean score between 2.34 and 3.67 suggests moderate (medium) agreement, and a mean score of 3.68 or higher shows good agreement in this study's descriptive analysis (Zaidatol et al., 2012).

4.2.1. Clan Culture

Table 4. 2: Descriptive statistics summary result of clan culture types of organizational culture

Questions		Responses						
		1 SDA	2 D	3 N	4 A	5 SA	Mean	Std.dev
My organization is a very special place to share my feelings.	F	46	42	75	102	61	3.28	1.298
	P	(14.1%)	(12.9%)	(23.0%)	(31.3%)	(18.7%)		
The leaders of my organization are generally considered to be mentors.	F	54	28	61	157	26	3.22	1.226
	P	(16.6%)	(8.6%)	(18.7%)	(48.2%)	(8.0%)		
The management style in my organization is characterized by teamwork.	F	14	52	65	144	51	3.51	1.069
	P	(4.3%)	(16.0%)	(19.9%)	(44.2%)	(15.6%)		
The glue that holds my organization together is loyalty and mutual trust.	F	36	34	48	150	58	3.49	1.217
	P	(11.0%)	(10.4%)	(14.7%)	(46.0%)	(17.8%)		
My organization emphasizes on human development.	F	21	78	70	110	47	3.26	1.161
	P	(6.4%)	(23.9%)	(21.5%)	(33.7%)	(14.4%)		
My organization defines success on the basis of development of human resources.	F	40	61	93	113	19	3.03	1.123
	P	(12.3%)	(18.7%)	(28.5%)	(34.7%)	(5.8%)		
Total grand mean and standard deviation							3.3	1.182

Source: Own survey data, 2021

The majority of the respondents 163 (50%) agreed and strongly agreed that the bank is a very special location for employees to discuss their feelings, according to table 4.2. The sample group, on average, moderately agreed on the first item under clan culture, as indicated by the mean score of 3.28. When employees were asked the leaders of bank are generally considered to be mentors 183 (56.2%) of the respondents confirmed agreed and strongly agreed and the mean score of 3.22 employees on moderately agreed the leaders of the bank are generally considered to be mentors for the employees.

When employees were asked if my organization's management style is characterized by teamwork, 195 (59.8%) agreed or strongly agreed, and the highest mean score for responses of 3.51 indicated that the sample employees on average moderately agreed that the bank's management style is characterized by teamwork. on the other hand, the average score of 3.49 revealed that 208 (63.8 %) of the respondents agreed or strongly agreed that loyalty and mutual trust are the glue that ties my organization together. With a mean score of 3.26, 157 (48.2%) of the respondents agreed or strongly agreed that the organization places a high emphasis on human development. Furthermore, the mean score of 3.03 indicated that respondents were on average somewhat agreed, with 132 (40.5 percent) agreeing or strongly agreeing that the company defines success based on the development of human resources in the bank.

from Table 4. 2: the researcher summarized in that clan culture, the item the management style in my organization is characterized by teamwork has highest mean score 3.51 and standard deviation 1. 069.followed by my organization together is loyalty and mutual trust with mean 3.49 and standard deviation 1.217.the statement my organization defines success on the basis of development of human resources has the lowest mean with 3,03 and standard deviation 1.123.

From the result of analysis, we can deduce that the employees in AIB are positive towards Clan culture type in the work place and employees participate in problem solving and decision making by sharing their feelings Moreover, employees assume their manager as a a mentor and a coach. the average mean score 3.3 and the average standard deviation is 1.182 indicated there is positive perception towards clan culture is an important type of organizational culture in Awash International Bank.

4.2.2. Adhocracy Culture

Table 4. 3: Descriptive statistics summary result of Adhocracy culture types of organizational culture

Questions		Responses						
		1 SDA	2 D	3 N	4 A	5 SA	Mean	Std.dev
My organization is a very dynamic place where people are willing to take risks together.	F	24	109	95	84	14	2.86	1.021
	P	(7.4%)	(33.4%)	(29.1%)	(25.8%)	(4.3%)		
The leaders of my organization are generally considered to be entrepreneurs.	F	32	42	115	106	31	3.19	1.093
	P	(9.8%)	(12.9%)	(35.3%)	(32.5%)	(9.5%)		
The management style in my organization is characterized by individual risk-taking.	F	30	89	112	84	11	2.87	1.010
	P	(9.2%)	(27.3%)	(34.4%)	(25.8%)	(3.4%)		
The glue that holds my organization together is orientation toward innovation and development.	F	22	25	129	134	16	3.3	0.932
	P	(6.7%)	(7.7%)	(39.6%)	(41.1%)	(4.9%)		
My organization emphasizes on meeting new challenges.	F	13	31	85	142	55	3.6	1.005
	P	(4.0%)	(9.5%)	(26.1%)	(43.6%)	(16.9%)		
My organization defines success on the basis of having the most unique or the newest ideas and researches.	F	26	65	73	123	39	3.26	1.145
	P	(8.0%)	(19.9%)	(22.4%)	(37.7%)	(12.0%)		
Total grand mean and standard deviation							3.18	1.182

Source: Own survey data, 2021

As shown in the above table 4.3, Relatively the least mean score of 2.86 and 1.021 standard deviation implies that the respondents moderately agreed and also 98(30.1%) of the respondents agreed and strongly agreed on my organization is a very dynamic place where people are willing to take risks together. The mean score of 3.19 and 1.093 standard deviation, on the other hand, indicates that the respondents on average agreed that the

organization's leaders are generally considered to be entrepreneurs, and that 137 (42.1%) of the respondents agreed or strongly agreed that the bank's leaders are generally considered to be entrepreneurs. Besides 95(84%) of the respondents agreed and strongly agreed and also the mean value 2.87 and 1.010 standard deviation indicates that the management style in the bank is characterized by individual risk-taking.

Furthermore, with a mean score of 3.3 and a standard deviation of 0.932, 150 (46.1%) of respondents agreed or strongly agreed that the glue that ties the business together is a focus on innovation and development. Relatively the highest Mean Score 3.6 and 1.005 standard deviation item under adhocracy organizational culture types implied that and 197 (60.4%) of the respondents agreed and strongly agreed that the bank emphasizes on meeting new challenges. The mean score of the last item under adhocracy culture, 3.26 and 1.145 standard deviation indicated that and 162 (49.7%) of the respondents shows the bank defines success on the basis of having the most unique or the newest ideas and researches from Table 4.3: the researcher summarized in that adhocracy culture, the item my organization emphasizes on meeting new challenges has highest mean score 3.6 and standard deviation 1. 005.followed by the glue that holds my organization together is orientation toward innovation and development with mean 3.3 and standard deviation 0.932.the statement my organization is a very dynamic place where people are willing to take risks together has the lowest mean 2.86 and standard deviation 1.021.

From the result of analysis, we can deduce that the employees in AIB are positive towards Adhocracy culture type in the work place and employees do new things create, innovate, envision and constant change produce effectiveness. employees assume their manager as a like their entrepreneurs and visionaries in the work place. the average mean score 3.18 and the average standard deviation is 1.182 indicated there is positive perception towards Adhocracy culture is an important type of organizational culture in Awash International Bank

4.2.3. Market Culture

Table 4. 4: Descriptive statistics summary result of Market culture types of organizational culture

Questions		Responses						
		1 SDA	2 D	3 N	4 A	5 SA	Mean	Std.dev
My organization is very target oriented where people are very competitive and achievement oriented.	F	9	31	34	123	129	4.02	1.064
	P	(2.8%)	(9.5%)	(10.4%)	(37.7%)	(39.6%)		
The leaders of my organization are generally considered to be competitive.	F	15	18	61	98	134	3.98	1.112
	P	(4.6%)	(5.5%)	(18.7%)	(30.1%)	(41.1%)		
The management style in my organization is characterized by goal directedness and achievement.	F	16	23	66	161	79	3.83	1.104
	P	(4.9%)	(7.1%)	(20.2%)	(35.9%)	(31.9%)		
The glue that holds my organization together is the emphasis on goal accomplishment.	F	9	9	68	161	79	3.90	0.895
	P	(2.8%)	(2.8%)	(20.9%)	(49.4%)	(24.2%)		
My organization emphasizes on achievement.	F	9	17	65	126	109	3.95	0.996
	P	(2.8%)	(5.2%)	(19.9%)	(38.7%)	(33.4%)		
My organization defines success on the basis of achievement of short-term goals.	F	18	47	90	116	55	3.44	1.099
	P	(5.5%)	(14.4%)	(27.6%)	(35.6%)	(16.9%)		
Total grand mean and standard deviation							3.85	1.045

Source: Own survey data, 2021

As indicated in table 4.4, the majority of the 252 respondents (77.3%) agreed or strongly agreed that the bank is very target oriented and that its employees are very competitive and goal driven. The sample group, on average, strongly agreed on the first item under market culture, as indicated by the mean score of 4.02. When employees were asked the leaders of bank are generally considered to be competitive 232 (71.2%) of the respondents confirmed agreed and strongly agreed and the mean score of 3.98 employees on strongly agreed the leaders of the bank are generally considered to be competitive for the employees.

Besides when employees asked the management style in my organization is characterized by goal directedness and achievement, 240 (73.6%) of the respondents agreed and strongly agreed and the mean score for responses of 3.83 and standard deviation 1.104 implied that the sample employees on average highly agreed the management style in the bank is goal directedness and achievement.

In addition to that, the mean score of 3.90 and standard deviation 0.895 on highly showed that and also 240 (73.6%) of the respondents agreed and strongly agreed on the glue that holds my organization together is the emphasis on goal accomplishment.

Mean Score of 3.95 and standard deviation 0.996 implied that and 235 (72.1%) of the respondents strongly agreed and strongly agreed that the bank emphasizes on achievement.

On the other hand, the mean score of 3.44 indicated that respondents were on average moderately agreed, with 171 (52.5%) agreeing or strongly agreeing that the bank defines success based on the attainment of short-term goals.

From Table 4.4: the researcher summarized in that market culture, the item my organization is very target oriented where people are very competitive and achievement oriented has highest mean score 4.02 and standard deviation 1.064 followed by the leaders of my organization are generally considered to be competitive with mean 3.98 and standard deviation 1.112. the statement my organization defines success on the basis of achievement of short-term goals has the lowest mean 3.44 and standard deviation 1.099.

From the above result we can deduce those employees in AIB are positive towards market culture type in the work place that their organization is motivated to be achieved and competitive employee. Fast change to satisfy their customers, attacking competitors, shareholder value and the leaders have made fast decisions, solve problems. The total grand mean value 3.85 and standard deviation 1.045 which indicates that there is positive perception towards market culture in Awash International bank.

4.2.4. Hierarchy Culture

Table 4. 5: Descriptive statistics summary result of Hierarchy culture types of organizational culture

Questions		Responses						
		1 SDA	2 D	3 N	4 A	5 SA	Mean	Std.dev
My organization is a very formalized and structured place where procedures govern what people do.	F	42	46	70	106	62	3.31	1.286
	P	(12.9%)	(14.1%)	(21.5%)	(32.5%)	(19.0%)		
The leaders of my organization are generally considered to be efficiency experts.	F	48	33	65	148	32	3.25	1.215
	P	(14.7%)	(10.1%)	(19.9%)	(45.4%)	(9.8%)		
The management style in my organization is characterized by careful monitoring of performance.	F	14	51	68	144	49	3.50	1.060
	P	(4.3%)	(15.6%)	(20.9%)	(44.2%)	(15.0%)		
The glue that holds my organization together is formal rules and policies.	F	33	37	49	146	61	3.51	1.210
	P	(10.1%)	(11.3%)	(15.0%)	(44.8%)	(18.7%)		
My organization emphasizes permanence and stability.	F	20	74	66	117	49	3.31	1.158
	P	(6.1%)	(22.7%)	(20.2%)	(35.9%)	(15.0%)		
My organization defines success on the basis of efficiency.	F	34	60	85	120	27	3.14	1.133
	P	(10.4%)	(18.4%)	(26.1%)	(36.8%)	(8.3%)		
Total grand mean and standard deviation							3.34	1.177

Source: Own survey data, 2021

As shown in table 4.5, 168 (51.5%) agreed or strongly agreed that the bank is a very organized and structured environment where processes dictate what employees do. The sample group, on average, moderately agreed on the first item under hierarchy culture, as seen by the mean score of 3.31. When employees were asked the leaders of bank are generally considered to be efficiency experts 180 (55.2%) of the respondents confirmed

agreed and strongly agreed and the mean score of 3.25 employees on average, moderately agreed the leaders of the bank are generally considered to be efficiency experts.

When employees were asked if my organization's management style is defined by meticulous performance monitoring, 193 (59.2 percent) agreed or strongly agreed, with a mean score of 3.50 and a standard deviation of 1.060 implied that the sample employees on average on average, moderately agreed the management style in the bank is organization is characterized by careful monitoring of performance

Furthermore, 207 (63.5 percent) of the respondents agreed and strongly agreed with the glue that ties my organization together having formal rules and policies, as seen by the mean score of 3.51 and standard deviation 1.210 on moderately agreed. When employees asked my organization emphasizes permanence and stability, 166 (50.9%) of the respondents agreed or strongly agreed, with a Mean Score of 3.31 and standard deviation 1.158 implied that the sample employees on average, moderately agreed that the bank emphasizes on permanence and stability. furthermore, the mean score of 3.14 indicated that respondents were on average moderately agreed, with 147 (45.1%) of the respondents agreeing or strongly agreeing that the business defines success on the basis of efficiency.

from Table 4.5: the researcher summarized in that hierarchy culture, the item the glue that holds my organization together is formal rules and policies has highest mean score 3,51 and standard deviation 1,210 followed by the management style in my organization is characterized by careful monitoring of performance. with mean 3.50 and standard deviation 1.210.

from the above result we can deduce those employees in AIB are positive towards hierarchy culture type in the work place that their organization is motivated to be Attention to details, careful decisions, precise analysis based on this there an enhancement in consistency and reliability these they are well-informed experts. the total grand mean value 3,34 and standard deviation 1.177 which indicates that there is positive perception towards hierarchy culture in Awash International bank.

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4.3. Descriptive analysis on employees' engagement

Table 4.6: Descriptive statistics summary result of employees' engagement

Questions		Responses					Mean	Std.dev
		1 SDA	2D	3 N	4A	5 SA		
When I get up in the morning, I feel like going to work.	F	22	18	33	173	80	3.83	1.072
	P	(6.7%)	(5.5%)	(10.1%)	(53.1%)	(24.5%)		
At my work, I feel bursting with energy.	F	10	68	67	147	34	3.39	1.025
	P	(3.1%)	(20.9%)	(20.6%)	(45.1%)	(10.4%)		
At my work, I always persevere, even when things do not go well.	F	10	34	89	131	62	3.62	1.006
	P	(3.1%)	(10.4%)	(27.3%)	(40.2%)	(19.0%)		
I can continue working for very long periods of time	F	41	40	54	136	55	3.38	1.256
	P	(12.6%)	(12.3%)	(16.6%)	(41.7%)	(16.9%)		
At my job, I am very mentally resilient	F	22	25	79	155	45	3.54	1.042
	P	(6.7%)	(7.7%)	(24.2%)	(47.5%)	(13.8%)		
At my job, I feel strong and vigorous	F	18	39	47	150	72	3.67	1.112
	P	(5.5%)	(12.0%)	(14.4%)	(46.0%)	(22.1%)		
VIGOUR RELATED QUESTIONS	F	21	37	62	148	58	3.57	1.086
	P	(6.4%)	(11.3%)	(19%)	(45.4%)	(17.8%)		
To me, my job is challenging	F	69	110	53	65	29	2.62	1.264
	P	(21.2%)	(33.7%)	(16.3%)	(19.9%)	(8.9%)		
My job inspires me	F	32	52	77	87	78	3.39	1.276
	P	(9.8%)	(16.0%)	(23.6%)	(26.7%)	(23.9%)		
I am enthusiastic about my job	F	18	42	63	156	47	3.53	1.063
	P	(5.5%)	(12.9%)	(19.3%)	(47.9%)	(14.4%)		
I am proud of the work that I do	F	36	23	63	130	74	3.56	1.226
	P	(11.0%)	(7.1%)	(19.3%)	(39.9%)	(22.7%)		
I find the work that I do full of meaning and purpose	F	29	26	66	106	99	3.67	1.235
	P	(8.9%)	(8.0%)	(20.2%)	(32.5%)	(30.4%)		
DEDICATION RELATED QUESTIONS	F	37	51	64	109	65	3.35	1.213
	P	(11.3%)	(15.5%)	(19.7%)	(33.4%)	(20.1%)		
When I am working, I forget everything else around me	F	20	94	55	95	62	3.26	1.234
	P	(6.1%)	(28.8%)	(16.9%)	(29.1%)	(19.0%)		
Time flies when I am working	F	0	49	91	150	36	3.53	0.879
	P	(0%)	(15.0%)	(27.9%)	(46.0%)	(11.0%)		
I get carried away when I am working	F	0	82	94	126	24	3.28	0.925
	P	(0%)	(25.2%)	(28.8%)	(38.7%)	(7.4%)		
It is difficult to detach myself from my job	F	41	71	99	81	34	2.99	1.179
	P	(12.6%)	(21.8%)	(30.4%)	(24.8%)	(10.4%)		
I am immersed in my work	F	0	50	119	119	38	3.44	0.888
	P	(0%)	(15.3%)	(36.5%)	(36.5%)	(11.7%)		
I feel happy when I working intensely	F	10	57	16	176	67	3.71	1.073
	P	(3.1%)	(17.5%)	(4.9%)	(54.0%)	(20.6%)		
ABSORPTION RELATED QUESTIONS	F	12	67	79	125	44	3.37	1.029
	P	(3.6%)	(20.6%)	(24.2%)	(38.3%)	(13.5%)		
Total grand mean and standard deviation							3.43	1.109

Source: Own survey data, 2021

The above table 4.6 shows that the mean score of 3.57 on the total average variables under vigour engagement shows that the sample respondents moderately agreed, 1.086 standard deviation which reveal that variables have variation in respondent's perception for these study questions and also 206 (63.2%) of the respondents i.e., more than half of the respondents, agreed & strongly agreed on the questions asked under vigour engagement in Awash international bank. The remaining 58 (17.8%) and 62 (19%) of the respondents were disagreed and strongly disagreed and neutral on the item respectively.

In addition, mean score of 3.35 implies that the respondents moderately agreed on the item of dedication engagement and 1.21 standard deviation reveals that respondents were insight for the questions. 174 (53.4%) On the item, the majority of respondents agreed or strongly agreed listed under dedication engagement and 88 (27%), 64 (19.6%) respondents were disagreed and neutral respectively in the bank.

Furthermore, 169 (51.8%) of total respondents were agreed and strongly agreed on the questions asked under absorption engagement in the bank. The mean score of 3.37 on the total average variables under absorption engagement than other employees' engagement variables which indicates that the sample respondents moderately agreed on the absorption engagement and 1.029 standard deviation which reveals that variables have variation in respondents' perception for these study questions in the bank.

Generally, the researcher summarizes that relatively among employees' engagement variables vigour engagement had higher mean score 3.57 followed by absorption engagement and dedication engagement mean score 3.37 and 3.35 respectively. The total grand mean value 3.43 and standard deviation 1.109 indicates that respondents were moderately agreed on employees' engagement.

4.4. Correlation Analysis

Correlation analysis is a methodology for indicating the link between two variables. It may be thought of as a standardized covariance that shows how closely a change in one variable correlates to a change in another (Zikmund et al, 2013).

Correlation analysis is used in this study to look at the strength of the links between various organizational culture types (clan, adhocracy, market, and hierarchy) and employee

engagement. Pearson correlation analysis was used to provide evidences in order to evaluate this relationship and for the purpose of this study.

The Pearson product-moment correlation coefficient r is used to determine the relationship between the variables. In most cases, the Pearson product-moment correlation coefficient r ranges from -1.0 to 1.0. The relationship's magnitude and direction were revealed by the coefficient (r). The sign indicates whether the relationship is positive (as one variable rises, the other rises as well) or negative (as one variable rises, the other falls), as well as the intensity of the relationship. The most basic and useful measure of association between two or more variables is correlation (Marczyk et al., 2005).

According to Marczyk et al., (2005), correlations between .01 and .30 are weak, correlations between .30 and .70 are moderate, correlations between .70 and .90 are strong, and correlations between .90 and 1.00 are very strong. So, to determine the relationship between the selected four organizational culture types (i.e., clan, adhocracy, market and hierarchy) and employees' engagement, Pearson correlation was computed in the table 4.7 below.

Table 4.7: Correlation coefficients between dependent and independent variables

	Employees' Engagement	Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture
Employees' Engagement	1				
Clan Culture	.678**	1			
Adhocracy Culture	.663**	.854**	1		
Market Culture	.495**	.506**	.602**	1	
Hierarchy Culture	.128*	.036	.105	.000	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Own survey data, 2021

The above table 4.7 explains the relationship between the overall organizational culture types and employees' engagement. Based on the output of the correlation matrix; the results indicated that clan types of organizational culture had positive and statistically significant correlation with employees' engagement ($r=0.678$, $p<0.01$) than the other organizational culture types. Following to clan culture, the result indicated that adhocracy culture of

organizational culture type had positive and significantly correlated with employees' engagement ($r=0.663$, $p<0.01$). Following to adhocracy culture, the result indicated that market culture of organizational culture type had positive and significantly correlated with employees' engagement ($r=0.495$, $p<0.01$). Relatively hierarchy culture less positive correlation with ($r=0.128$, $p<0.01$) to employees' engagement than other organizational culture types.

Generally, the above correlation result shows that all the selected organizational cultural types i.e., clan, adhocracy; market and hierarchy had level of positive correlation to employees' engagement in the bank and all variables statistically significant with each other.

4.5. Multiple Regression Analysis

The link between one dependent variable and a number of independent variables or predictors is determined using multiple regression analysis (Pallant, 2005). Multiple regressions also reveal how much variance in the dependent variable may be explained by independent factors.

According to Balance, (2004) the correct use of the multiple regression models involves that several critical assumptions be satisfied in order to apply the model and establish validity. Inferences and generalizations about the theory are only valid if the assumptions in an analysis have been tested and fulfilled.

Before running out multiple regression analysis, the researcher has conducted the required preliminary assumptions that the data must meet to make the analysis reliable and valid. The following assumptions of multiple linear regressions were tested using SPSS version 24.

4.5.1. Linearity Assumption Test

Linearity defines the dependent variable as a linear function of the predictor (independent) variable (Balance, 2004). The data points would be close to the diagonal line if the data were regularly distributed. Linearity assumption was tested by producing scatterplots of the relationship between independent variable and the dependent variable. By visually looking at the scatterplot produced by SPSS, the relationship between independent variable and the dependent variable found to be linear as shown in the figure below.

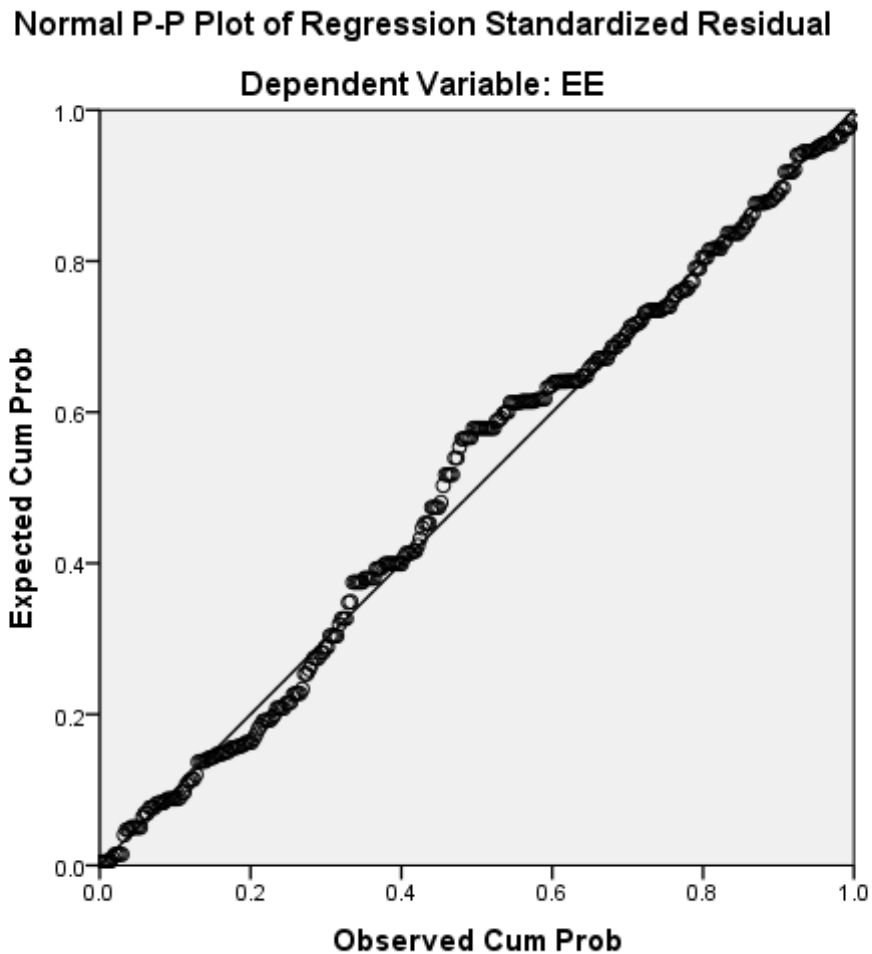


Figure 4.1: Linearity Assumption test

Source: Own survey data, 2021

4.5.2. Normality Assumption Test

Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes. The normality test is used to see if the error term is distributed properly. Therefore, normality test for the data used in this study were shown by the following histogram which we can clearly see that error terms are normally distributed as shown in the figure 4.2 below.

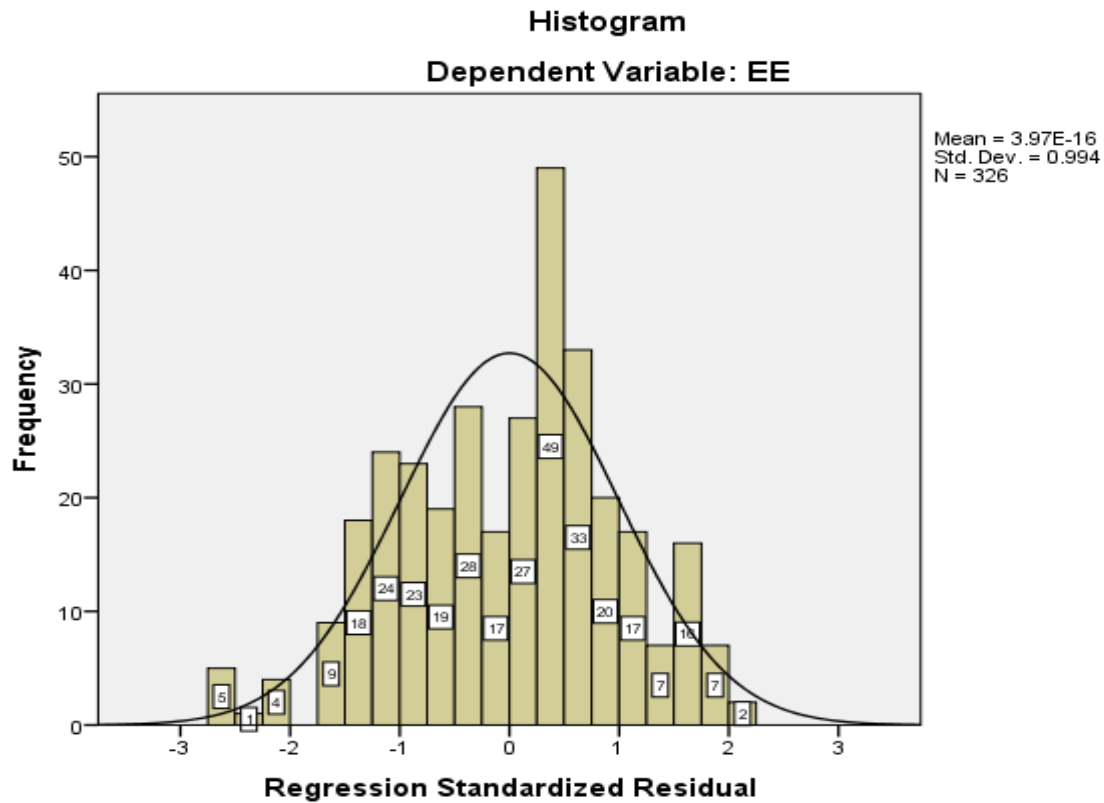


Figure 4.2: Normality Assumption Test

Source: Own survey data, 2021

4.5.3. Multicollinearity Assumption Test

Multicollinearity refers to the existence of a very high correlation between the study's independent variables, which is a crucial assumption in multiple regression analysis (Burns, 2008). Multicollinearity occurs when the independent/predictor variables are substantially associated with one another. This may result in an inconsistent effect, in which the regression model fits the data well but none of the predictor variables has a meaningful effect on the dependent variable's prediction. Multicollinearity was tested in this study using tolerance and VIF statistics. According to Andy (2006), a tolerance value of less than 0.1 nearly often indicates a major collinearity problem. According to Burns (2008), a VIF number greater than 10 indicates that there is a major collinearity problem. Values for "tolerance" below 0.1 indicate major difficulties, according to Field (2009); however other statisticians say that values for "tolerance" below 0.2 are cause for concern. As shown in table 4.8 below, all of the independent variables (clan, adhocracy, market, and hierarchy culture) in this study had a

tolerance of more than 0.1 and a VIF value of less than 10, indicating that Multicollinearity was not a concern in this study.

Table 4.8: Result of Multicollinearity test

Coefficients		
Model	Collinearity Statistics	
	Tolerance	VIF
Clan Culture	.268	3.735
Adhocracy Culture	.226	4.429
Market Culture	.633	1.580
Hierarchy Culture	.972	1.029
a. Dependent Variable: Employees' Engagement		

Source: Own survey data, 2021

4.5.4. Homoscedasticity Assumption Test

The homoscedasticity assumption states that errors have the same variance at all levels of the independent variables. This means that errors are spread out consistently between the variables. This is evident when the variance around the regression line is the same for all values of the predictor variable. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution. Heteroscedasticity is indicated when the scatter is not even; fan and butterfly shapes are common patterns of violation.

To assess homoscedasticity, the researcher created a scatterplot of standardized residuals versus standardized predicted values using SPSS and found that heteroscedasticity was not a major problem as shown in the figure 4.3 below.

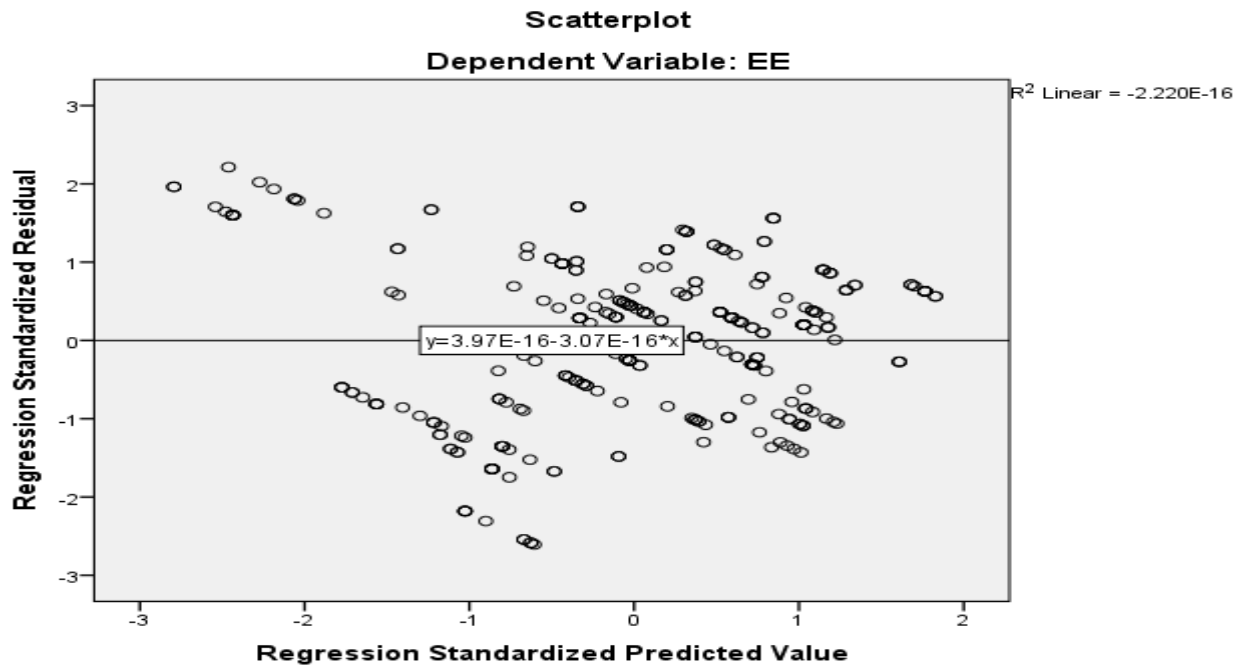


Figure 4.3: Homoscedasticity Assumption Test

Source: Own survey data, 2021

4.5.5. Independent of Residuals Assumption Test

This is essentially the same as claiming that the observations (individual data points) are unrelated (uncorrelated). The Durbin-Watson statistic is used to determine whether or not residuals are independent. The Durbin-Watson statistic has a range of values from 0 to 4. As a general rule, if the Durbin-Watson value is near to 2, the residuals are independent (not correlated), whereas values below 1 and over 3 are cause for concern and may invalidate the analysis.

Table 4.9: Independent Residuals Assumption test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.714 ^a	.510	.504	8.50991	1.901
a. Predictors: (Constant), Clan, Adhocracy, Market, Hierarchy Culture b. Dependent Variable: Employees' Engagement					

Source: Own survey data, 2021

Durbin-Watson statistics revealed (Durbin-Watson =1.901) in this case. As a result, the result approaches 2 and falls between 1 and 3, indicating that the researcher's assumption of residual independence is met.

After the data was checked for the above required multiple regression assumptions and researcher established that it has meet all these assumptions, multiple regression analysis was carried out to determine how well the regression model fits the data (model summary), independent variables statistically significantly predict the dependent variable (ANOVA) and statistical significance of each of the independent variables (regression coefficients).

4.5.6. Model Summary

As indicated in the below model summary table (table 4.10), The "R" column represents the value of R, the multiple correlation coefficient. R value of 0.714 indicates strong correlation between employees' engagement and the four organizational culture types (clan, adhocracy, market and hierarchy) which shows a good level of prediction. The R² value (also known as the coefficient of determination) is the proportion of variance in the dependent variable that can be explained by the independent variables, as shown in the "R Square" column. As shown from the table, R² value of .510 indicates that 51% of the variation in the employees' engagement of Awash international bank can be explained by the organizational culture types (independent variables included in the model). The stochastic error term (e) accounts for the remaining 49% of variation in employee engagement, implying that 49% of changes in employee engagement are explained by factors not included in the model.

Table 4. 10: Multiple Regression result of selected organizational cultures traits and employees' commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 ^a	.510	.504	8.50991
a. Predictors: (Constant), Clan, Adhocracy, Market, Hierarchy Culture b. Dependent Variable: Employees' Engagement				

Source: Own survey data, 2021

4.5.7. ANOVA Model Fit

When comparing the mean scores of more than two variables, an ANOVA analysis is typically utilized. Because it evaluates the variation across variables and determines whether the entire regression model is a good fit for the data, it's also known as analysis of variance (Pallant, 2005). As a result, the value of R and R² determined from the model summary is statistically significant at (F=83.656), (P0.001), and it can be concluded that there is a relationship between employee engagement and organizational culture types in Awash international bank, as shown in table 4.11 below.

Table 4. 11: ANOVA model fit

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24233.077	4	6058.269	83.656	.000 ^b
	Residual	23246.349	321	72.419		
	Total	47479.426	325			
a. Dependent Variable: Employees' Engagement						
b. Predictors: (Constant), Clan, Adhocracy, Market, Hierarchy Culture						

Source: Own survey data, 2021

4.5.8. Regression Coefficients

Table 4.12: Regression coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.678	2.823		6.970	.000
	Clan Culture	.836	.144	.437	5.791	.000
	Adhocracy Culture	.469	.213	.181	2.197	.029
	Market Culture	.417	.124	.166	3.373	.001
	Hierarchy Culture	.181	.077	.094	2.363	.019
a. Dependent Variable: Employees' Engagement						

Source: Own survey data, 2021

Standardized Coefficients

The standardized coefficients are useful to know which of the different independent variables is more important. They're utilized to compare the effects of different independent variables on the dependent variable. As a result, the standardized Beta coefficient may be used to determine the intensity of each independent (predictor) variable's influence on the criteria (dependent) variable. As a result, the regression coefficient illustrates how a unit of change in the independent variable causes an average amount of change in the dependent variable. As shown in the regression coefficients table (table 4.12) above, clan culture is the most important organizational culture type in predicting employee engagement, with a beta value of (B=.437), followed by adhocracy culture (B=.185), market culture (B=.198), and hierarchy (B=.178).and

As can be seen from the regression coefficient table, all of the organizational culture types studied, namely clan, adhocracy, market, and hierarchy culture, had statistically significant contributions to employee engagement at the 95 percent confidence level, with p-values of .000, .029, .001, and .019, respectively, and significance levels less than 0.05 ($p < 0.05$). At general, clan culture is the most important independent variable that has a statistically significant contribution to employee engagement in Awash International Bank, with a p-value of .000.

Unstandardized Coefficients

Unstandardized coefficient denotes the change in the dependent variable with a unit change in the independent variable. But they are not comparable in terms of impact on the dependent variable.

As stated in chapter three, the study used the following multiple regression model to establish the statistical significance of the independent variables on the dependent variable.

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

Where,

Y_i = Dependent variable (Employees' Engagement)

α = constant

β = (Beta value) coefficient of slope of regression model

X_1 = Clan culture

X_2 = Adhocracy culture

X_3 = Market culture

X_4 = Hierarchy culture

ϵ_i = error term

In the model, α = Constant, β_1 to β_4 = Regression coefficients represent the mean change in the dependent variable for one unit of change in the independent variable while holding other variables in the model constant and ϵ = Error term which captures the unexplained variation in the model.

$$Y_i = 19.678 + 0.836X_1 + 0.469X_2 + 0.417X_3 + 0.181X_4 + \epsilon_i$$

The constant value ($\alpha = 19.678$) shows that employees' engagement of AIB would be 19.678 if other variables (clan, adhocracy, market and hierarchy culture) of the model were zero. On the other hand, a beta coefficient of 0.836, 0.469, 0.417 and 0.181 indicates that if there is one unit increase in clan, adhocracy, market and hierarchy culture respectively leads to increase in the employees' engagement of Awash International Bank by 83.6%, 46.9%, 41.7% and 18.1% respectively. In addition, the Error term (ϵ) estimate was assumed to be zero.

4.6. Testing Hypothesis with Regression analysis

A hypothesis is merely an educated assumption regarding the answer to your research issue that can be tested. A hypothesis is commonly defined as a researcher's attempt to explain a phenomenon of interest. Those hypotheses are the researcher's attempt to explain the phenomenon under investigation, and that explanation should include a forecast regarding the variables under investigation. These predictions are then put to the test by collecting and evaluating data, which can either support or disprove (falsify) the hypotheses. As a result, the regression coefficient data was used to test the four hypotheses that were developed previously in chapter two.

Table 4. 13: Summary Result of Regression Analysis

Model		Beta	Statistical significance
1	(Constant)		.000
	Clan culture	.836	.000
	Adhocracy culture	.469	.029
	Market culture	.417	.001
	Hierarchy culture	.181	.019
a. Dependent Variable: Employees' performance			

Source: Own survey data, 2021

Hypothesis 1

H1: There is significant relationship between Clan culture and employees' engagement:

The regression coefficient result of clan culture at Awash International Bank was ($\beta = 0.836$, $P < 0.01$ as Significance level 0.000, implying that the change in clan culture is responsible for 83.6 percent of the increase in staff engagement, assuming all other factors remain constant, however, the p value is less than 0.01, hence, the **Hypothesis 1 is Accepted**.

Hypothesis 2

H1: There is significant relationship between Adhocracy culture and employees' engagement:

The regression coefficient result of clan culture at Awash International Bank was ($\beta = 0.469$, $P < 0.01$ as Significance level 0.029, implying that the change in the adhocracy culture is responsible for 46.9% of the increase in staff engagement, assuming all other factors remain constant, however, the p value is less than 0.01, hence, the **Hypothesis 2 is Accepted**.

Hypothesis 3

H1: There is significant relationship between Market culture and employees' engagement:

The regression coefficient result of clan culture at Awash International Bank was ($\beta = 0.417$, $P < 0.01$ as Significance level 0.001), implying that the change in the market culture is responsible for 41.7 percent of the rise in staff engagement, assuming all other factors remain constant, however, the p value is less than 0.01, hence, the **Hypothesis 3 is Accepted**.

Hypothesis 4

H1: There is significant relationship between Hierarchy culture and employees' engagement:

The regression coefficient result of clan culture in Awash International Bank was ($\beta = 0.181$, $P < 0.01$ as Significance level 0.019, implying that the change in the hierarchy culture is responsible for 18.1 percent of the increase in employee engagement, assuming all other variables remain constant. However, the p value is less than 0.01, implying that the p value is less than 0.01, hence, the **Hypothesis 4** is **Accepted**.

Table 4. 14: Summary of Tested Hypothesis

Hypothesis	Results
H₀: There is no significant relationship between Clan culture and employees' engagement. H₁: There is significant relationship between Clan culture and employees' engagement.	H₀: Rejected H₁: Accepted
H₀: There is no significant relationship between Adhocracy culture and employees' engagement. H₁: There is significant relationship between Adhocracy culture and employees' engagement.	H₀: Rejected H₁: Accepted
H₀: There is no significant relationship between Market culture and employees' engagement. H₁: There is significant relationship between Market culture and employees' engagement.	H₀: Rejected H₁: Accepted
H₀: There is no significant relationship between Hierarchy culture and employees' engagement. H₁: There is significant relationship between Hierarchy culture and employees' engagement.	H₀: Rejected H₁: Accepted

Source: Own survey data, 2021

CHAPTER FIVE

Summary of Major Findings, Conclusion and Recommendations

5.1. Introduction

The primary finding of the study was summarized in this chapter. The chapter also includes conclusions based on the major findings' results. In order to promote employee engagement, the chapter also makes some ideas for improving the Awash international bank's corporate culture. Future research recommendations are also made.

5.2. Summary of Findings

The purpose of this study was to see how organizational culture affects employee engagement at Awash International Bank. Data for the study was obtained through distribution of questionnaires to a pre-determined sample of employees in Awash International Bank. A total of 342 questionnaires were distributed to respondents and 326 were returned with a response rate of 95.3%. An overall value of Cronbach alpha ($\alpha = 0.944$) was obtained and the overall internal consistency test of research instruments was found in “excellent” reliability range.

The background information of Awash international bank's respondents indicates that the majority of the respondents are male which account 207 (63.5%) of the total respondent. The age distribution shows that most of respondents are aged in the range of 26-35 was 176 (54%) of the total respondents. More than half of the respondents 167 (51.7%) were single, with regard to educational level of the respondents, the largest portions 228 (69.9%) were Bachelor's degree holders, the majority 153 (46.9%) of respondents have tenure between 1 and 5 years and 119 (84.4%) of the employees had a non-managerial position in the bank. And also, majority of the data 150 (46%) were collected from the head office of the bank.

For each independent variable (clan culture, adhocracy culture, market culture, and hierarchy culture) and dependent variable (employees' engagement), descriptive statistical analysis yielded an overall frequency, percentages, and mean score. The study showed that the mean score for the market culture was relatively high (3.85), followed by hierarchy culture (3.34). Clan culture and adhocracy culture, on the other hand, have a mean score of 3.3 and 3.18, respectively, which is lower than the other two categories of organizational culture. The mean

score of employee engagements (3.43), on the other hand, indicates that respondents were moderately in agreement on the engagement metrics.

At the P0.01 level, Pearson coefficients indicate that there was a statistically significant positive link between employee engagement and all four organizational culture types (clan, adhocracy, market, and hierarchy). Furthermore, compared to the other organizational culture categories, clan culture demonstrated a favourable and statistically significant link with employee engagement. Adhocracy and market culture demonstrated a moderate and positive link with employee engagement, similar to clan culture. Hierarchy, on the other hand, has a lower positive link with employee engagement.

Before running out multiple regression analysis, the researcher has conducted the required preliminary assumptions that the data must meet to make the analysis reliable and valid. Among regression test: linearity test, normality test, multicollinearity test, homoscedasticity test, and independent of residuals test were checked and all assumptions were satisfied in the model of the study.

Multiple regression analysis was used to determine whether the independent variables will influence the dependent variable. R square value from the regression model summary ($R^2 = 0.510$) indicated that 51% of the variation in the employees' engagement of Awash international bank can be predicted by Clan culture, adhocracy culture, market culture, and hierarchy culture are the independent factors. This means that 51 percent of the variation in employee engagement may be explained organizational culture in Awash International Bank S.C., while the remaining 49 percent may be explained by other variables (unexplained variables).

The independent variables statistically and significantly predict the dependent variable, according to the ANOVA test ($F = 83.656$, $p.001$). From a statistical standpoint, this means that the model is significant and acceptable.

At the 95 percent confidence level, the predictor variables of all selected organizational culture types, i.e., clan culture, adhocracy culture, market culture, and hierarchical culture, showed statistically significant contributions to employee engagement, according to the regression analysis results, since their p-values are .000, .029, .001 and .019 respectively and the significance level for them were less than 0.05 ($p < 0.05$). Relatively clan culture is the

most significant independent variable than other organizational culture types which has significant statistical contribution to employees' engagement with p-value of 0.000.

All alternative hypotheses related to the relationship between the types of organizational culture and employees' engagement were accepted and null hypothesis of all variables were rejected. All the independent variables i.e., clan culture, adhocracy culture, market culture and hierarchy culture significance level were .000, .029, .001 and .019 at $p < 0.05$ respectively. This implies that all selected organizational culture types have positive significant effect on the level of employees' engagement in Awash International Bank S.C.

5.3. Conclusion

Regarding to the multiple regression analysis the researcher graded the identified factors with the help of standardized beta coefficient as follows.

Clan culture is the most influential variable with the regression coefficients of beta of 0.437. The next important independent variables are Adhocracy culture and Market culture with the beta of 0.181, 0.166 respectively, and hierarchy culture with the beta value of 0.094 is the least predictor of engagement when it compared with other three identified variables.

Generally, on the basis of the findings of this study, the researcher concluded that the organizational culture could have positive significant effect in improving the level of employees' engagement. This proved that all four types of organizational culture (clan culture, adhocracy culture, market culture, and hierarchical culture) have a beneficial impact on employee engagement at Awash International Bank S.C.

5.4. Recommendations

The researcher came up with several essential recommendations based on the study's findings and conclusions, which would assist the business in focusing on organizational culture, which can significantly boost employee engagement.

- ❖ Since clan culture has a dominant contribution towards employees' engagement, the bank is advised to furnish the working environment to enable employees share their feelings. Management must communicate with employees in order for them to share their experiences. The bank's management style should be distinguished by collaboration. Employees must be invited to participate in the decision-making

process by management. The level of employee involvement increased when the decision-making process was participatory.

- ❖ The bank should encourage and empower its personnel to be more inventive, develop an appetite for taking risks, and respond proactively to their clients' changing requirements, so that they can readily adjust to the competitive business climate at large.
- ❖ The bank should be very goal-oriented, with personnel who are very competitive and goal-oriented.
- ❖ The bank is likely to be able to comprehend and respond to the competitive environment as well as its clients. In this regard, Awash International Bank is expected to put in a lot of effort, and it is encouraging that the bank adheres to a competitive market strategy by developing a communication strategy whenever new changes are made inside the bank.
- ❖ The bank has to ensure the involvement of its employees by empowering them to participate in different decisions processes by sharing information as they need and encouraging team work and by developing the capacity of employees by investing on them and seeing them an important asset.
- ❖ The business must place a strong emphasis on human development in order to build a structure that will assist employees in achieving employee engagement, as well as growing their organizational and personal capacities, know-how, and skills. Relationship between organizational culture and organizational commitment in the bank.
- ❖ It is suggested that leaders of AIB should pay more consideration to develop more awareness to the existing and preferred organizational culture in order to build its level of engagement and Organizational commitment of employees may be increased by changing the organizational culture in the direction of culture fit which implies that organizational culture plays a very important role in organizational engagement.
- ❖ Because there is a significant relationship between organizational culture and organizational engagement, the organization should attempt to modify its dominant hierarchy organizational culture to adhocracy and clan culture since both culture types has been found to have a significant positive relationship with level of employee engagement.

In general, the bank should observe the organizational culture types and should check whether the cultures they have consistent approach to doing business are making their employees more engaged or not. This is especially important for organizations which are service rendering such as banks. Furthermore, the bank should place a heavy emphasis on all selected organizational culture types, such as clan culture, adhocracy culture, market culture, and hierarchical culture, which all have a significant impact on employee engagement.

5.5. Future Research Directions

The sample size of this study was limited to Addis Ababa area, to make the conclusion and recommendation wider and more applicable for more organizations, future researchers should also make their researches in different region of the country by increasing the sample size and diversify organization types in order to broaden empirical evidences in the area. Further study is needed to study the employees' preferred culture in order to discover current subcultures and difficulties that have resulted in a lack of trust within the workforce. Besides that further study is needed Awash international bank and other industrial sectors, studies must be done to examine the effects of organizational culture on turnover intention, job burnout, and other dependent variables in organization to create conducive work environment for the organizations.

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APPENDIX
COLLEGE OF BUSINESS AND ECONOMICS
MASTERS OF BUSINESS ADMINISTRATION (MBA) PROGRAM
(Extension)

Name of student: Araya Alemayehu
Telephone: +251-920-666-990
Email address: araya.alema@gmail.com

Dear Respondents:

This questionnaire is designed to collect primary data for thesis entitled **“The effect of organizational culture on employees’ engagement: In the case of Awash International Bank S.C.”** The research is conducted as a partial fulfilment of the requirement for the Masters of Business Administration (MBA). This study is purely for academic purpose and in no ways affects the respondent personally. It will be kept confidential. So your genuine view, honest & timely responses are very valuable in determining the success of the study. Therefore, you are kindly requested to extend your cooperation by frankly providing relevant information.

I thank you in advance for your anticipated cooperation and participation in this study.

GENERAL INSTRUCTION

- ❖ Please put a “√” mark on your choice on the space provided.
- ❖ You don't need to write your name on the questionnaire.

PART ONE

DESCRIPTION OF DEMOGRAPHICS

1. Sex: **A. Male.** ☐ **B. Female** ☐

2. Age (in year):

A. 18-25 ☐ **B. 26-35** ☐ **C. 36-50** ☐ **D. More than 50** ☐

3. Marital status:

A. Single ☐ **B. Married** ☐ **C. Divorce** ☐ **D. Widowed** ☐

4. Educational background:

A. Diploma (TVET) ☐ **B. Bachelor's Degree** ☐ **C. Masters** ☐ **D. PHD and above** ☐

5. Length of service (in year):

A. Less than 1 year . ☐ B. 1-5 years . ☐ C. 6-10 years . ☐ D. More than 10 years. ☐

6. Place of work: Branch/District/Process _____

7. Occupation/ Position/Job title:

A. Managerial ☐ **B. Non-Managerial** ☐

PART TWO

ORGANIZATIONAL CULTURE

Please indicate the degree of your agreement/disagreement with the following statements associated with the four types of organizational culture; clan, adhocracy, market, and hierarchy culture in Awash International bank by putting “√” on your choice.

NO.	Dimensions of Organizational Culture	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1.	CLAN CULTURE					
1.1	My organization is a very special place to share my feelings.					
1.2.	The leaders of my organization are generally considered to be mentors.					
1.3.	The management style in my organization is characterized by teamwork.					
1.4.	The glue that holds my organization together is loyalty and mutual trust.					
1.5.	My organization emphasizes on human development.					
1.6.	My organization defines success on the basis of development of human resources.					
2.	ADHOCRACY CULTURE	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
2.1.	My organization is a very dynamic place where people are willing to take risks together.					
2.2.	The leaders of my organization are generally considered to be entrepreneurs.					
2.3.	The management style in my organization is characterized by individual risk-taking.					
2.4.	The glue that holds my organization together is orientation toward innovation and development.					
2.5.	My organization emphasizes on meeting new challenges.					
2.6.	My organization defines success on the basis of having the most unique or the newest ideas and researches.					

3.	MARKET CULTURE	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
3.1.	My organization is very target oriented where people are very competitive and achievement oriented.					
3.2.	The leaders of my organization are generally considered to be competitive.					
3.3.	The management style in my organization is characterized by goal directedness and achievement.					
3.4.	The glue that holds my organization together is the emphasis on goal accomplishment.					
3.5.	My organization emphasizes on achievement.					
3.6.	My organization defines success on the basis of achievement of short-term goals.					
4.	HIERARCHY CULTURE	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
4.1.	My organization is a very formalized and structured place where procedures govern what people do.					
4.2.	The leaders of my organization are generally considered to be efficiency experts.					
4.3.	The management style in my organization is characterized by careful monitoring of performance.					
4.4.	The glue that holds my organization together is formal rules and policies.					
4.5.	My organization emphasizes permanence and stability.					
4.6.	My organization defines success on the basis of efficiency.					

PART THREE

EMPLOYEES' ENGAGEMENT

The following questions are about employees' engagement to the organization. Please indicate the magnitude of your agreement/disagreement by putting '√' mark on the number that best describes your view.

NO	EMPLOYEES' ENGAGEMENT	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1.	VIGOUR RELATED QUESTIONS					
1.1.	When I get up in the morning, I feel like going to work.					
1.2.	At my work, I feel bursting with energy.					
1.3.	At my work, I always persevere, even when things do not go well.					
1.4.	I can continue working for very long periods of time					
1.5.	At my job, I am very mentally resilient					
1.6.	At my job, I feel strong and vigorous					
2.	DEDICATION RELATED QUESTIONS					
2.1.	To me, my job is challenging					
2.2.	My job inspires me					
2.3.	I am enthusiastic about my job					
2.4.	I am proud of the work that I do					
2.5.	I find the work that I do full of meaning and purpose					
3.	ABSORPTION RELATED QUESTIONS					
3.1.	When I am working, I forget everything else around me					
3.2.	Time flies when I am working					
3.3.	I get carried away when I am working					
3.4.	It is difficult to detach myself from my job					
3.5.	I am immersed in my work					
3.6.	I feel happy when I working intensely					

If you have any additional comment or suggestion please add in the given space below

Thank you very much for filling the questionnaire!!!!