



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY !



EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' PERFORMANCE IN DASHEN BANK S.C

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY, COLLEGE OF BUSINESS AND
ECONOMICS, IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS OF THE DEGREE OF
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DEDICATION

I dedicate that this thesis to my beloved Family!

STATEMENT OF AUTHOR

I hereby affirm that this thesis manuscript has been diligently prepared under the guidance and close supervision of my advisors. It is being submitted in partial fulfillment of the requirements for the M.Sc. degree at Addis Ababa University. The thesis will be deposited in the University library for borrowing according to library regulations. I confirm that this thesis is not being concurrently submitted to any other institution for an academic degree, diploma, or certificate. Limited quotations from this thesis are permissible with proper acknowledgment of the source. Requests for extensive quotation or reproduction of this work, in whole or part, should be directed to the head of the Department of Management or the Dean of the School of Graduate Studies for approval if deemed beneficial to scholarship. Otherwise, permission must be sought directly from the author.

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Abstract

This research paper discussed the effect of organizational culture on employees' performance in case of Dashen Bank S.C. at West Addis Ababa District. The thesis adopts explanatory research with quantitative research approach. Data for the study was collected from 225 employees by taking sample, using survey questionnaire. Both inferential and descriptive analysis are used to see the relationship and effect of independent variables on dependent variable. Pearson Correlation analysis was used and explored that there was positive and significant relationship between all the four dimensions of organizational culture and employee performance in the Bank. Besides, the regression result revealed that all the four dimensions measuring organizational culture were found to have their own positive and significant effect on employee's performance in Dashen Bank S.C. at West Addis Ababa District. The results show that the four traits measuring organizational culture were all positively related with employee's performance. Moreover, involvement is the most contributing organizational culture trait in the prediction of employee performance with beta value 0.186. The other three organizational culture traits, in their descending order of standardized coefficients are mission, consistency and adaptability. Furthermore, statistically significant result for the four organizational culture traits: involvement, consistency, mission, and adaptability, indicate that there is significant relationship with employees' performance. The overall finding of the study suggests that all the four dimensions of organization culture dimensions had statistically positive significant effect on employee performance and the researcher concludes that organizational culture had a significant effect in improving the level of employee performance in Dashen Bank S.C. at West Addis Ababa District office. Based on the finding of the study, the researcher recommended that Dashen Bank S.C. should give priority to all selected organizational culture traits i.e. involvement, consistency, adaptability and mission which had strong influences on employee's performance.

Key Words: Organizational culture, adaptability, involvement, consistency, mission, Employee performance.

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ACRONYM'S

ANOVA...Analysis of Variance

VIF Variance Inflation Factor

S.CShare Company

SPSS.....Statistical Programming for Social science

CHAPTER ONE: INTRODUCTION

Introduction

This chapter serves as an introduction to the entire study, providing an overview of the background and context. It includes the background of the study, problem statement, research questions, study objectives, research hypothesis, significance of the study, scope of the study, definition of key terms, and organization of the study. It starts with an exploration of the background of the study.

1.1. Background of the study

The issue of organizational culture has received increased attention in the late 1980s and early 1990s when US companies failed to compete with their Japan counterpart in terms of organizational effectiveness (Ojo, 2010). Different definitions have been given for the term organizational culture so far. This study follows the definition given by Dolan and Lingham (2012) as culture is a set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group.

Different empirical studies indicate that organizational culture has an impact on employee performance (e.g., Schein, 2017; Fakhar et al., 2022; Cutajar, 2022; Mohammad et al., 2022; Nazir, 2022). According to Cascio (2021), performance is the degree of an achievement to which an employee fulfills the organizational mission at the workplace. Antonnette (2022) defines employee performance as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. In addition, Antonnette argues that employee performance is not just a matter of only what a group of employees (teams) or an individual employee achieves stated goals but it also has to do with how the employee is willing and motivated to uphold and promote the values of the organization.

Magee (2022) explained that organizational culture is inherently connected to organizational practices which in turn influence employees' performance. Similarly, Ojo (2022) found that organizational culture has an influence on employee performance, and also a positive relationship between organizational culture and employee performance. Furthermore, Anozie and Ismail (2022) found out that organizational culture has a huge and significant impact on employee's performance. Organizational culture has a deep impact on the performance of employees that can

cause to improve the productivity and enhance the performance of the organization (Fakhar et al., 2022).

From numerous “culture surveys” it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman & Bertelsman, 2022; Denison, 2022).

This study therefore sets to assess the effect of organizational culture on employee performance, using Dashen Bank as a case study.

1.2. Statement of the Problem

Organizational culture is a vital factor that influences the performance and satisfaction of employees in any organization. However, there is no clear consensus on the exact relationship between organizational culture and employee performance, and how different types of organizational culture affect employees’ behavior and outcomes. In the telecommunication sector in Ethiopia, Dashen Bank faces intense competition from other private banks and needs to develop an organizational culture that fosters employee involvement, consistency, adaptability and mission alignment. However, some employees complain that the bank’s culture does not support these aspects and hinders their performance and satisfaction. Therefore, this study aims to examine the impact of organizational culture on employee performance and satisfaction in Dashen Bank, using Denison’s cultural model dimensions as the theoretical framework. The study also seeks to explore the type of organizational culture that is prevalent in Dashen Bank and how it compares with other models of organizational culture. The study contribute to the existing literature on organizational culture and employee performance, and provide practical implications for Dashen Bank and other similar organizations in the telecommunication sector.

1.3. Hypothesis Testing:

No	Hypotheses	Result	Implication
H ₁	There is significant relationship between involvement and employee's performance.	Accept or Reject the Alternative hypothesis	
H ₂	There is significant relationship between Consistency and employee's performance.	Accept or Reject the Alternative hypothesis	
H ₃	There is significant relationship between Adaptability and employee's performance.	Accept or Reject the Alternative hypothesis	
H ₄	There is significant relationship between Mission and employee's performance.	Accept or Reject the Alternative hypothesis	

Table 1: Hypothesis testing table

1.4. Objective of the study

1.4.1. General objective

The general objective of this study is to examine assess the effect of organizational culture on employees' performance in Dashen Bank west Addis Ababa District.

1.4.2. Specific objectives

In order to achieve the aforementioned general objective, this study has the following specific objectives:-

1. To determine the effect of involvement on employee performance.
2. To analyze the effect of consistency on employee performance.
3. To examine the effect of mission on employee performance.
4. To analyze the effect of adaptability on employee performance

1.5. Significance of the Study

The purpose of this study was to investigate the possible effect of organizational culture and employee performance. Furthermore, the results of this study have the following importance:

- ✓ The company might use the study finding as an input to amend its policy and procedure on organizational culture to improve employee's performance.
- ✓ The findings of the current study could serve as a stepping stone for further researchers who are interested to make further investigation on the topic.

1.6. Scope of the Study

The scope of the study is delimitation geographically, conceptually, methodologically as well as time. Conceptually: this study only focuses on the cause of organizational culture dimensions (Involvement, Consistency, Mission and Adaptability) effect on employees' performance Dashen Bank S.C. Geographically: in the case organization of Dashen Bank S.C, there are 12 districts and more than 800 branches in Ethiopia. But this study delimits itself on some selected branches which

are under Addis Ababa district only because of financial and time constraints. Methodologically: the study was conducted by cross sectional /single point data.

1.7. Limitation of the study

This study 12 report the result of the study only focuses on the effect of organizational culture on employee performance and the study 12 conducted by cross sectional /single point data collection using quantitative research design 12 used to gather the response of employees in selected districts of Dashen bank. Therefore, due to this reason the study cannot be considered as a representative of the whole Dashen bank.

1.8. Operational definition of key terms

Organization: It is defined as a social entity where two or more people are working together cooperatively within identifiable boundaries to accomplish a common goal or objective (Mullins, 2004).

Organizational Culture: Organizational culture comprises the shared set of beliefs, expectations, values, norms and work routines that influence how members of an organization relate to one another and work together to achieve organizational goal (Jones & George, 2006).

Performance: -Performance is deemed to be the fulfillment of responsibility and an obligation, in a manner that releases the performer from all liabilities under the contract.

1.9. Organization of the study

This study 12 have five chapters. The first chapter provides background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, and definition of key terms. The second chapter deals with review of the related literature on the concept of organizational culture, types of organizational culture, levels of organizational culture, theories of organizational culture, concept of employee performance. The third chapter presents research design, data sources, instruments and data collection, methods of data analysis, reliability and validity and ethical considerations. The fourth chapter deals with the presentations, analysis, and interpretation of data. Finally, chapter five summarizes the investigation, conclusions drawn, and the recommendations made.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

This chapter of the paper covers the concepts and definition of organizational culture. The theoretical, empirical and conceptual frameworks are also covered.

2.1. Theoretical Framework

2.1.1. Organizational Culture

The concept and definition of organizational culture have been debated by many experts in the field for over a decade. The term "culture" originally comes from social anthropology. According to this discipline, culture is a broad and holistic concept that encompasses the qualities of any specific group that are passed from one generation to the next (Kotter, 1992).

Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. Culture is transmitted to an organization's members by means of socialization and training, rites and rituals, communication networks, and symbols (Schein, 2019). Organizational culture is also a collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization (Agwu, 2014).

Schein (2019) defines organizational culture as: "a pattern of shared basic assumptions that a group has learned as it solved its problems of external adaptation and internal integration that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." Schein also states that these assumptions become taken for granted because they solve the group's problems repeatedly and reliably. He also notes that culture can be analyzed at three levels: artifacts, espoused beliefs and values, and basic underlying assumptions. Artifacts are the visible products of the group, such as architecture, technologies, products, artistic creations, language, and behaviors. Espoused beliefs and values are the ideals, goals, values, aspirations, and rationalizations that members of a group claim to be driven by. Basic underlying assumptions are the unconscious, taken-for-granted beliefs, perceptions, thoughts, and feelings that are the ultimate source of values and actions. These assumptions are typically so ingrained that members are hardly aware of them, unless they are challenged. They are also very difficult to change, as they are likely to be interconnected and self-reinforcing. (Schein, 2019).

2.1.2. How organizational Culture developed

Organizational culture is the set of shared values, beliefs, norms, behaviors, and practices that characterize a particular workplace or company. The term "culture" originally comes from social anthropology, and it refers to the qualities of any specific group that are passed from one generation to the next]. Culture is inseparable from the notion of human society, and it influences how people interact, make decisions, and approaches their work.

One of the sources of organizational culture is its founders, who have a vision of what the organization should be and are unconstrained by previous customs and ideologies. They have a major impact on the organization's early culture and shape its norms, attitudes, and values. Another source of organizational culture is the environment, which includes the external and internal factors that affect the organization's performance and survival. Culture is learned over a period of time and may become firmly embedded, making it difficult to change quickly.

Organizational culture is also formed and maintained by the following four ways:

1. By leaders in the organization, especially those who have shaped them in the past. People identify with visionary leaders - how they behave and what they expect. They note what such leaders pay attention to and treat them as role models.
2. Through critical incidents or important events from which lessons are learned about desirable or undesirable behavior.
3. Through effective working relationships among organization members. This establishes values and expectations.
4. Through the organization's communication networks and symbols, such as language, stories, rituals, and artifacts.

For the development of a strong and positive organizational culture, three things are required :

- Commitment: based on a common philosophy and purpose that aligns the organization's goals and values.
- Competence: indicates the development and reward of key skills and abilities that enhance the organization's performance and innovation.
- Consistency: ensures the alignment and integration of the organization's culture across its subcultures and levels.

Organizational culture has a significant impact on employees' performance, satisfaction, and well-being. A positive culture can foster creativity, collaboration, and engagement, while a negative culture can breed conflict, distrust, and turnover. Therefore, understanding and managing organizational culture is a crucial task for leaders and managers.

2.1.3. Types of organizational culture

According to Nadia (2015), there are two main approaches to the models of culture: type models and profile models. Type models classify organizational culture into a limited number of categories based on some criteria. For example, one type model proposes that there are four types of organizational culture, each representing a different structure and system: Power, Task, Role, and Person (Handy, 2016). Profile models do not try to categorize organizational culture, but they try to identify and explore its key characteristics. After such identification, they compare them to the culture that the organization demands and needs to operate, and suggest any appropriate changes that are required (Nadia, 2015).

The Hierarchy/Control Culture is characterized by stability and an internal focus. It consists of a formal and structured chain of command and control that emphasizes constancy, predictability, and efficiency. It is a very formalized and structured place to work, where procedures govern what people do. Organizations with this kind of culture deal with doing things right, which implies efficient utilization of resources and achieving the right outputs. The leaders pride themselves on being good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The long-term concern is stability and performance with efficient and smooth operations. Success is defined in terms of dependable delivery, smooth scheduling, and low cost. The management of employees is concerned with secure employment and predictability. Efficiency, punctuality, consistency, and uniformity are the values driven in organizations with this kind of culture. Error detection, measurement, process control, systematic problem solving, and quality tools are quality strategies in such organizations.

The Market/Compete Culture is characterized by stability and an external focus. It produces a competitive organization that emphasizes results and achieving goals. Organizations with this culture are result-oriented and their major concern is getting the job done. They have the intention

of doing things fast. In such organizations, people are competitive and goal-oriented. Quality strategies of organizations are measuring customer preferences, improving productivity, creating external partnerships, enhancing competitiveness, involving customers and suppliers. The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration.

The Clan Culture is characterized by flexibility and an internal focus. It is a collaborative culture with a strong commitment to the people of the organization and their development, much like an extended family. It has the motto of "do things together". It exists in an organization where there is a very pleasant place to work and where people share a lot of personal information, much like an extended family. The leaders or heads of the organization are seen as mentors and perhaps even parent figures. The organization is held together by loyalty and tradition. The long-term concern is human development and participation. Success is defined in terms of sensitivity to customers and concern for people. The management of employees is concerned with empowerment and teamwork. Cohesion, participation, communication, and empowerment are the values driven in organizations with this kind of culture. Human resource development, open communication, and employee involvement are quality strategies in such organizations.

The Adhocracy Culture is characterized by flexibility and an external focus. It is an innovative and adaptive culture that values creativity and risk-taking. It is a dynamic and entrepreneurial place to work, where people are liking to experiment and take on new challenges. Organizations with this kind of culture deal with doing things first, which implies being at the forefront of innovation and change. The leaders are visionary, innovative, and risk-taking. The glue that holds the organization together is a commitment to experimentation and innovation. The long-term concern is growth and acquiring new resources. Success is defined in terms of having the most unique and original products or services. The management of employees is concerned with fostering individual initiative and freedom. Adaptability, creativity, agility, and innovation are the values driven in organizations with this kind of culture. Continuous improvement, learning, and entrepreneurship are quality strategies in such organizations.

The organization is held together by loyalty or tradition. In this case, commitment is high. The organization emphasizes the long-term benefit of human resource development and attaches great

importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation, and consensus. In an organization with this type of culture, leaders are facilitators, mentors, and team builders. The value drivers in this kind of culture are commitment, communication, and development. The quality strategy in this kind of culture is empowerment, team building, employee involvement, human resource development, and opens communication.

The Adhocracy/create Culture is characterized by a flexible and internal focus, which makes up a creative culture that promotes entrepreneurship, innovation, and unique ways to meet challenges and stay on the leading edge. This is an organizational culture where the workplace is dynamic, entrepreneurial, and creative, i.e. doing things first. In this organizational culture, leaders are considered innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The organization's long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is important. The organization encourages individual initiative and freedom. The quality strategy in this organizational culture is creating new standards, anticipating needs, continuous improvement, and finding creative solutions.

2.1.4. Dimensions of Organizational Culture

2.1.4.1. *Hofstadter's Cultural Dimensions Theory*

According to Kien (2014), a framework of six dimensions can be used to describe organizational culture:

1. Process-oriented vs. results-oriented (Means-oriented vs. Goal-oriented) This dimension is most closely associated with the effectiveness of the organization. A process-oriented culture focuses on how the work is done, and it is more concerned about technical and bureaucratic routines, while a results-oriented culture focuses on the outcome, and it asks employees what needs to be done. The two sides of the dimension also differ in their level of risk-taking. A process-oriented culture emphasizes assurance during the working process, and employees avoid risks and even make limited efforts in the task. By contrast, employees in a results-oriented culture tend to take more risks in order to achieve specific internal goals.
2. Job-oriented vs. employee-oriented this dimension relates to management philosophy. The job-oriented culture assumes responsibility for the employees' job performance only; it even

heavily pressures employees to perform the task. In contrast, an employee-oriented culture also considers the employees' well-being; it cares about individual issues too.

3. Professional vs. Parochial (local) in a professional culture, employees are identified with their profession or the content of their job. In a local culture, the identity of members is determined by the team or unit they work in.
4. Open system vs. closed system this dimension reflects the level of accessibility of an organization. It refers to the internal and external communication style and how easily newcomers are welcomed. In an open system, a member is open to both insiders and outsiders, as they believe everyone can fit the organization.
5. Tight vs. loose control (Easy going work discipline vs. strict work discipline) this dimension deals with the amount of internal control, structuring and discipline. It expresses the formality and punctuality level of the organization. In a tight culture, members are expected to be punctual, serious and cost-conscious, while a loose culture exhibits less control and discipline.
6. Pragmatic vs. normative (External driven vs. internal driven) this dimension is about customer satisfaction, or in general, it defines the principal way of dealing with the environment. The pragmatic culture (external driven), mostly existing in units such as selling or customer services, focuses on fulfilling the customers' requirements. On the other side, a normative culture (internal driven) emphasizes business ethics and honesty issues, which appear in units involving laws and regulations. More recently, on his website, Hofstede (2014) added two more dimensions: degree of acceptance of leadership style and degree of identification with your organization. Degree of acceptance of leadership style implies how the leadership style of employees' direct boss is aligned with their preferences. Degree of identification with your organization tells us the degree to which one identifies with the organization, such as internal goals, clients, direct boss, team, etc.

2.1.4.2. Daniel Denison's Model

Denison and Neale (2011) identify four cultural traits: Involvement, Consistency, Adaptability and Mission. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model (Denison and Neale, 2011). The following paragraphs briefly discuss each of the four organizational culture traits and their respective indices.

- Involvement trait (Attributes: capability development, team orientation, and empowerment);
- Consistency trait (Attributes: core values, agreement, and coordination and integration);
- Adaptability trait (Attributes: creating change, customer focus, and organizational learning);
- Mission trait (Attributes: vision, strategic direction and intent, and goals and objectives).

Two of the traits, involvement and adaptability, are indicators of flexibility, openness, and responsiveness, and were strong predictors of growth. The other two traits, consistency and mission, are indicators of integration, direction, and vision, and were better predictors of profitability. Each of the four traits was also a significant predictor of other effectiveness criteria such as quality, employee satisfaction, and overall performance. Mission and consistency are linked to financial performance, while involvement and adaptability can be linked to customer satisfaction and innovation. The four traits were strong predictors of subjectively-rated effectiveness criteria of the total sample of firms, but were strong predictors of objective criteria such as return-on-assets and sales growth only for larger firms.

2.1.4.3. Involvement Culture and Employee performance

Involvement is the degree to which individuals at all levels of the organization are engaged in pursuit of the mission and work in a collaborative manner to fulfill organizational objectives. This trait consists of building human capability, ownership and responsibility. Organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 2009; Lawler, 2017; Likert, 2013). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that affect their work and that their work is directly

connected to the goals of the organization (Spreitzer, 2017). When team development is higher than empowerment or capability development, it provides an indication that there cannot be much substance to the team. The team is likely to go about their daily activities without a real sense of purpose or without contributing to optimal organizational employee performance (Lawler, 2017).

2.1.4.4. Consistency Culture and Employee Performance

Consistency is the organization's core values and the internal systems that support problem solving, efficiency, and effectiveness at every level and across organizational boundaries. Organizations also tend to be effective because they have "strong" cultures that are highly consistent, well-coordinated, and well-integrated (Saffold, 2020). The fundamental concept is that implicit control systems, based on internalized values, are a more effective means of achieving coordination than external control systems that rely on explicit rules and regulations (Pascale, 2019; Weick, 2018). The consistency trait is also considered critical for achieving internal integration based on its ability to facilitate the coordination of activities. Unlike involvement, however, which emphasizes flexibility; consistency emphasizes stability and involves three components: core values, agreement, and coordination and integration. These three components refer, respectively, to the degree to which organizational members share a set of values that create a sense of identity and a clear set of expectations, are able to reach agreement on critical issues and reconcile differences when they occur, and work together well to achieve common goals. This might improve the employee performance of a firm (Denison, 2019).

2.1.4.5. Adaptability Culture and employee performance

The ability to be responsive to the external environment, internal customers (employees) and external customers by understanding the business demand environment and translating it into actions may give a chance to be resilient, growing and expanding (Hartijasti, 2020). The ability to recognize and react to external and internal environments should be in line with the ability to respond to internal and external customers. According to Clark (Ahmad et al., 2012), the organization is able to adjust its program to the existing environment outside the organization as well as the adjustment of the group to the rules or norms in the group or organization, as well as the adaptation of the organization or company to environmental changes. Tjiptono et al. (Indayati and Rofiaty, 2011) assert that a high level of adaptability is a necessity for any organizations as the

environment is really unpredictable. Thus, skills and competencies mastered by students are expected to be the provision of their lives in the future with a great deal of demands and development. There are some dimensions of the variable of adaptability. The first is the ability to create change. The organization should be able to change and adapt to environmental changes or potential changes that may occur in the future. The second is the ability to focus on the customer. In the context of education, the world is aimed at learners' achievements, and this requires constant sensitivity to the emerging demands of the customers and the measurement of the factors that drive customer satisfaction. The last is the organization's ability to learn. Organizations must be responsive and adaptive to keep learning in every strategic decision to anticipate the internal environment and face the competition. Organizations are required to continue to develop and enhance their capabilities through learning, so that the products and services provision give satisfaction to the customers.

2.1.4.6. Mission Culture and Employee Performance

A clear mission should be in accordance with the culture and needs of the company and the needs of the market. This should foster employees' commitment to their jobs and enhance their morale, sense of harmony in the working lives of employees and excellent working standards (Doloksaribu, 2020). The appreciation of the mission gives two big influences on the functioning of the company, namely, determining the benefits and meaning by defining social roles and external goals for the institution as well as defining the role of individuals with respect to the role of the institutions. Through this process, the behavior of intrinsic meaning or even spiritual may exceed the functional role of the bureaucracy, providing clarity and direction or rules. Awareness of the organization's mission gives a clear direction and objectives that serve to define a series of appropriate measures for the organization and its members. There are some dimensions of the variable of mission. The first is strategic directions and intentions. A successful organization has a clear direction and goal that are clearly defined in the organization's goals and strategic objectives, and these are reflected in the organization's vision for the future. The second is goals and objectives. The mission provides direction to the managers (top management) in making an appropriate strategy to achieve and communicate the organization's goals and objectives, creating a common feeling towards the jobs being done. The last is vision. Vision is the expected aspiration of the state to be realized in the future. To achieve these ideal goals, of course, all resources should be mobilized from the top

to the bottom levels.

2.1.5. Edgar Schein Model

Schein (2016) proposed that organizational culture consists of three levels: artifacts, values, and assumptions.

- ✓ **Artifacts:** The first level refers to the visible and tangible aspects of the organization, such as the dress code, office furniture, facilities, behavior, mission, and vision. These artifacts reflect the underlying cultural preferences and orientations of the organization. This level of culture is the easiest to observe, but the hardest to interpret.
- ✓ **Values:** The second level relates to the shared values and norms that guide the actions and decisions of the employees. These values shape the organization's identity and ethics. The values of the organization are influenced by the individual mindsets and attitudes of the employees, as well as the external environment and stakeholders.
- ✓ **Assumptions:** The third level encompasses the taken-for-granted beliefs and assumptions that underlie the organization's culture. These assumptions are often hidden and unconscious, but they affect how communication and behavior occur in the organization. They also reflect the core aspects of human nature and the basic needs of the employees.

2.1.6. O'Reilly, Chatman and Caldwell Model

Edgar Schein (2016) proposed a model of organizational culture based on the assumption that cultures can be differentiated by the values that are reinforced within organizations. His Organizational Culture Profile (OCP) is a self-reporting tool that distinguishes between seven dimensions of culture - Innovation and Risk Taking, Stability, Respect for People, Outcome Orientation, and Attention to Detail, Team Orientation, and Aggressiveness. These seven dimensions are defined as follows:

- ✓ **Innovation and Risk Taking:** the extent to which employees are encouraged to be innovative and take risks in their work.
- ✓ **Attention to Detail:** the extent to which employees are expected to exhibit precision, analysis, and attention to detail in their tasks.

- ✓ Outcome Orientation: the extent to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them.
- ✓ People Orientation: the extent to which management decisions take into account the effect of outcomes on people within the organization. It reflects the degree of value and respect for people.
- ✓ Team Orientation: the extent to which work activities are organized around teams rather than individuals.
- ✓ Aggressiveness: the extent to which employees are aggressive and competitive in their work rather than easygoing.
- ✓ Stability: the extent to which organizational activities emphasize maintaining the status quo in contrast to growth. It indicates the organizational openness to change.

2.1.7. Employee Performance

According to Mohammad, Rumana and Saad (2016), the word ‘performance’ can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance, etc. Performance, on the other hand, refers to the ability (both physical and psychological) to execute a specific task in a specific manner that can be measured as high, medium, or low in scale.

Performance refers to the degree of achievement of the mission at the workplace that builds up an employee’s job. Different researchers have different thoughts about performance. Mostly, researchers used the term performance to express the range of measurements of transactional efficiency and input and output efficiency. Performance is a continuous process and a controversial issue among organizational researchers (Fakhar, Rana and Ayesha, 2012).

Employee performance means the ability of employees to attain goals, either personal or organizational, by using resources efficiently and effectively. Sometimes, the term performance is mixed with productivity. Performance and productivity are two different things. Productivity means the ratio that represents the volume of work done within the due period, while performance is an indicator of productivity, consistency, and quality of work (Fakhar, Zahid and Muhammad,

2013).

Different studies related to employee performance variables were carried out in the past. A study by Murphy and Kroeker (1988) defines employee performance as a function of the individual's performances on the specific tasks that comprise standard job descriptions, and states that it is also affected by variables such as maintaining good interpersonal relations, absenteeism and withdrawal behaviors, substance abuse, and other behaviors that increase hazards at the workplace (Murphy, 1989).

A study by Befort and Hattrup (2003) indicates that the essence of job performance depends on the demands of the job, the goals and the mission of the organization, and the beliefs of the organization about which behaviors are most valued. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed.

2.1.8. Measurement of employee performance

Employee performance is assessed against the performance standards set by the organization. Good performance means that the employee performed well in the task that was assigned to him or her. Performance is a multidimensional construct that aims to achieve results and has a strong link to the strategic objectives of the organization. The employee's work is composed of his or her achievement of the organization's mission, which defines the scope of performance. The organization's objectives are designed based on employee performance. Performance is the employee's accomplishment of the organization's goals at the workplace. Different researchers have identified different thoughts, attitudes, and beliefs of performance, as it helps in measuring the input and output efficiency measures that guide the transactional relationship (Nadia et al., 2023). In this study, the employee performance should be measured by the employee job performance. For this reason, the company uses the individual job performance measure to evaluate the employee's performance, which includes the individual task performance evaluation and the employee behavioral competency performance evaluation. To measure the dependent variable of employee performance, the individual work performance questionnaire (IWPQ) that was developed by Koopmans et al. (2014) was used; the questionnaire consists of 18 questions and

addresses aspects of task performance, contextual performance, and productive behavior of employee job performance on a 5-point Likert scale.

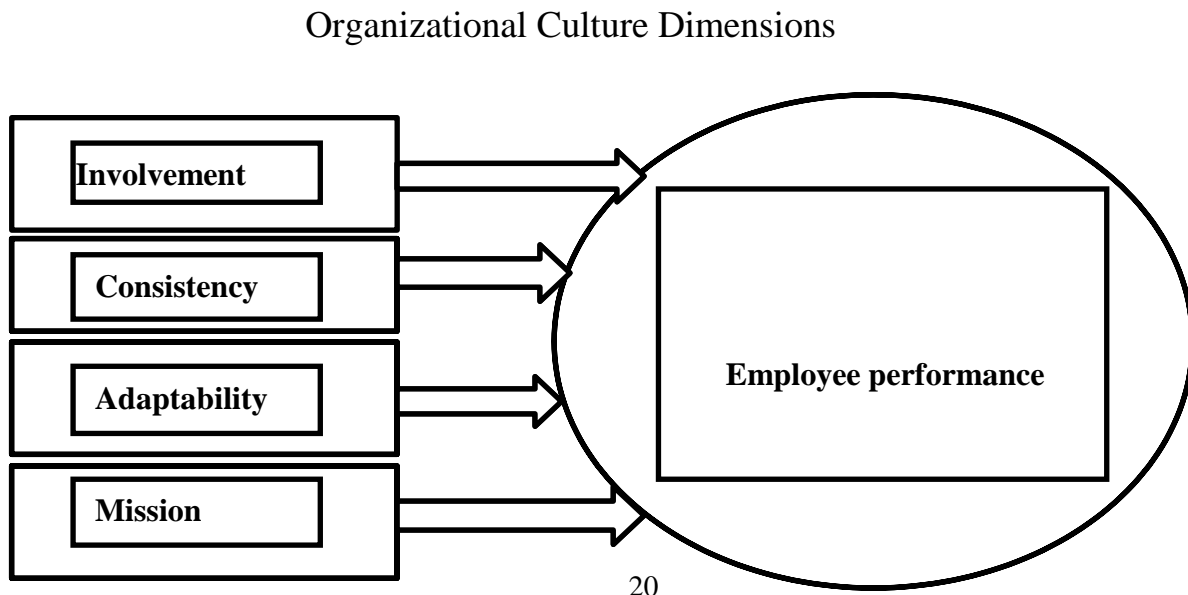
2.2. Empirical framework

This section summarizes the results of different studies on the topic of ‘the effect of organizational culture on employee performance’. According to Mohammad et al. (2016), organizational culture significantly influences employee performance and productivity in the dynamic emerging context of the telecommunication sector in Bangladesh. Their case study showed that organizational culture has both positive and negative effects on employees and organizational performance. They also argued that organizational culture is an open system approach that has interdependent and interactive relationships with organizational performance. Agwu (2014) examined the impact of organizational culture on employee performance in the National Agency for Food and Drugs Administration and Control (NAFDAC) in Nigeria. He assumed that a positive organizational culture would enhance employee performance. His findings revealed that NAFDAC’s organizational culture of decentralization provided employees with greater intrinsic rewards than other traditional means of governance, and that there was a significant relationship between organizational culture and increased employee commitment and productivity in NAFDAC. Ojo (2009) assessed the impact of corporate culture on employee job performance and organizational productivity using the Nigerian banking industry as the case study. He tried to ascertain if organizational culture affected employee job performance, and to formulate recommendations regarding corporate culture and employee job performance. His results indicated that the majority of the respondents strongly agreed that corporate culture had an effect on employee job performance, and that the majority of the employees also agreed that corporate culture determined the productivity level of the organization. He concluded that organizational culture was a major determinant of an employee’s efficiency and effectiveness in carrying out their jobs. Additionally, Sun (2012) stated that organizational culture could have an influence on various aspects of the workplace, such as employee motivation, employee morale and good12, productivity and efficiency, the quality of work, innovation and creativity, and the attitude of employees.

2.3. Conceptual Framework

There are different models and dimensions that can be used to measure organizational culture. However, I preferred to use the Denison's (2016) organizational culture model as a conceptual framework. The reasons for choosing this model are as follows: The model is based on testing the behavior of groups, it is applicable to all levels of hierarchy in terms of measuring indices and dimensions of organizational culture, it is a detailed model, and it clearly shows the organizational culture characteristics in two dimensions of internal and external focus and the degree of flexibility and stability, as well as at 12 indicators level. This model has a direct impact on organizational culture and provides a novel framework compared to other organizational culture models. Moreover, the Denison's model has been widely used by various organizations in other countries to diagnose organizational culture. The model allows cultures to be described broadly as externally or internally focused as well as flexible versus stable. The model has been typically used to diagnose cultural problems in organizations. Also, employee performance was measured based on the individual work performance questionnaire (IWPQ), which includes task performance (TP) scale, contextual performance (CP) scale, and productive behavior (PB) scale, that was developed by Koopmans et al. (2014). The conceptual framework was designed, taking organizational culture as independent variables and employee performance as dependent variable.

The conceptual framework would be shown below:-



Independent variable

Dependent variable

Figure 1. *Conceptual framework*

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Research Design

The study was designed mainly to investigate the effects of organizational culture on Employee performance in Dashen Bank S.C. To this effect, explanatory design was employed to conduct the study. This is because descriptive studies answer questions of what, where, when, and how; but explanatory studies address questions of why (Kohlbacher, 2006).

Moreover, this design helps to gather data which is easy to generalize by using the appropriate statistical tools. This is also useful to further clarify the current situation in association to sort and put standards against the current phenomenon that usually exhibited in particular phenomenon (Cohen, 2000).

3.2. Research Approach

With regards to the research approach, the researcher employed quantitative research method. The application of this research method is vital for answering quantitative type of objectives and research questions. According to Henning, (2004), in a quantitative study, the focus is on their presentation of subject group difference and the relationships between the different variables under consideration. Since, the study objectives aimed to examine the effects of organizational culture on employee performance employing quantitative approach to examine the designed objectives is ideal way.

3.3. Target population

The target population of the study was employees of Dashen Bank. Based on this all Dashen Bank

branch employees in were included as a target population of the study. According to the data obtained from Bole district human resource management office; there are a total of 13,034 active employees working in different Dashen Bank branches that are found in Bole district. Therefore these 13,034 employees 12 used as the target population of this study. These groups were targeted since they are all working in the organization. Officers were selected since they are predominantly serving and experiencing the cultures of the organization in Dashen Bank.

3.4. Sampling Method

In this study area, Dashen Bank S.C has contemporarily 56 branches which have a total of 13,034 officers. The unit of analysis of the study 12 be based on those sample frames of the study. From 56 branches I was select selected 10 branches and district offices such as joseph, saris, Shelldepo, Gotera, Meskelflower, bole japan, bole Gorgerins, bole Dildiy, Saris Addisu sefer, Saris abo branch's by simple random sampling and selected purposive sampling and all branches follow the same procedure. The total number of employees of in such selected branch and district office in Dashen Bank are 514in number.

The following table is generated from the Human Resources data base of Dashen Bank. The target population includes the whole employees of the branches which exclude guard's messengers, lobby mans and janitors from the staff due to the reason of those are not permanent employees of Dashen Bank S.C. The staff size of each branch under the district is presented in the following table

Table 2: Target Population of the Study

NO	Name of Branch	Number of employees
1	Bole District office	310
2	Yoseph Branch	34
3	Saris Branch	12
4	Shelldepo Branch	18
5	Gotera Branch	31
6	Meskel flower Branch	11
7	Bole Japan Branch	12
8	Bole Gorgorios Branch	19
9	Bole Dildiy Branch	10
10	Saris Addisu sefer Branch	25
11	SarisAboBranch	32
	Total	514

3.4.1. Sample size

Sample size refers to the number of elements selected from a given population. A sample size is a section of a study population that is selected from the total population in a manner that ensures that every different possible sample of the desired size has the same chance of being selected. For the purpose of this study, Yamane (1967) formula was used to select the sample size for the study which calculated using the following formula as follows:

So the formula is: n

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

N = total population i.e. Employees in Dashen Bank branches and west district offices
in Bole,

n=total sample size,

e= precision degree/error (5%=0.05).

Therefore, the sample size is: Accordingly, the total employees/population of Dashen Bank at Bole district in selected branches are 514 and therefore the sample size is calculated as follow;

$$\begin{aligned} N &= 514 \\ &= 1 + 514(0.05)^2 \\ &= 1 + 514(0.0025) \\ &= \frac{514}{2.285} \\ &= 224.945 \\ &\approx \mathbf{225} \end{aligned}$$

Therefore, 225 Sample were selected to the purpose of this study.

3.5. Sampling Procedure

The researcher applied both stratified and simple random sampling techniques. The researcher selected these techniques believing that are relevant to the study. The stratified sampling was used in order to take the representative samples from each branch in Bole district. After having the necessary proportional samples in each of the branches the study used simple random sampling technique to select the respondents in the given branches.

With regard to stratified sampling, since the total numbers of those bank employees in the sample is totally 225 who were categorized and found into ten different branches, they were be grouped into ten and used as strata. As a result, researcher adopted proportionate stratified sampling to know the number of samples drawn from each branch as calculated: Thus, 225 officers from the ten branches and district office employees located as proportional and became representative participants of the study. Then, from each of the branch, sample respondents were selected by random sampling technique. The researcher selected those techniques believing that the techniques provided equal probability to sampled employees to this study.

	Name of the branch	Number of employees	Proportion of Samples	Sample size
1	Bole District office	310	$310/514*225$	136
2	Joseph Branch	34	$34/514*225$	15
3	Saris Branch	12	$12/514*225$	5
4	Shelldepo Branch	18	$18/514*225$	8
5	Gotera Branch	31	$31/514*225$	14
6	Meskel flower Branch	11	$11/514*225$	5
7	Bole Japan Branch	12	$12/514*225$	5
8	Bole Gorgorios Branch	19	$19/514*225$	8
9	Bole Dildiy Branch	10	$10/514*225$	4
10	Saris Addisu sefer Branch	25	$25/514*225$	11
11	Saris Abo Branch	32	$32/514*225$	14
	Total	514	$514/514*225$	225

Table 3: Sampling Frame study

3.6. Method of Data Collection

Data collection methods refer to the process of gathering data after the researcher has identified the types of information needed. The study gathers information from both source of data collection method Primary and secondary data. This study focused on the use of primary data which was collected from the target sample, annual report & the data gathered from the Bank official website used as a secondary data. A structured questionnaire was used to collect the data. The data collection instrument for the study had been developed based on literature from various scholars on the subject of organizational culture on employee performance. The questionnaires had a Likert scale of five multiple choice options for each question and were adopted to represent the five levels of preference that included: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. The Likert scale questions were used because they use a universal method of collecting data, which makes them easy to understand. The Likert scale was also used because it meant the data would be quantitative in nature which made it easy for the researcher to draw conclusions and draw results from the responses. Furthermore, the use of the Likert scale ensured that the respondents were not forced to express an either-or opinion; rather it allowed them to be neutral while responding to the questions.

3.7. Validity and Reliability of the Instrument

The data collection instrument developed from the literature was checked for its validity by the researcher. Validity refers to the extent to which the collected data accurately measure what it intended to measure. The questionnaire contained standard questions for the main variables. To ensure the validity of this study, the researcher employed study questions on organizational culture that had been developed by Denison and Neale (2011), and questions on employee performance which were developed by Meyer & Allen (1991).

Reliability is defined as the quality of the measurement method that suggests that the same data would have been collected each time in repeated observations of the same phenomenon. It enables the measurement of the internal consistency of a questionnaire. To check the reliability of the instruments, Cronbach's alpha reliability coefficient is going to be estimated, which is the most acceptable level of internal consistency or reliability. Cronbach's alpha coefficient of all the items was examined to determine their reliability.

According to George & Mallery (2003), the value of Cronbach’s alpha coefficient should be more than 0.7, which is an acceptable level of internal consistency or reliability. Finally, the combination of the primary and secondary quantitative data 12 provide a sound basis for establishing the causal relationship between organizational cultures and employee performance.

Variables	Cronbach's Alpha	N_o of Items
Involvement	0.913	12
Consistency	0.876	10
Adaptability	0.886	8
Mission	0.874	9
Employee performance	0.862	10

Table 4: Measurement of Reliability Analysis

3.8. Data Analysis Methods

The questionnaire data were processed through computerized software such as SPSS version 23 and Microsoft Excel 2016, and the results were analyzed using quantitative analysis methods. The quantitative data collected from the questionnaire was analyzed by inferential statistical analysis techniques (one-sample t-test and multiple linear regressions). Additionally, descriptive statistics such as mean and frequency were used to analyze the existing types of organizational culture in DASHEN BANK S.C branches. On the other hand, multiple regression analysis techniques were used to analyze the effect of organizational culture on employee performance in DASHEN BANK S.C branches.

3.9. Ethical Considerations

The researcher made every effort to obtain the respondents' consent before administering the questionnaire. The respondents were informed that the research was conducted solely for academic purposes and were assured that the information collected from them would be kept confidential. After being made aware of this, each respondent was promised to provide accurate information, and they did so accordingly. Additionally, all reference materials used in this study were acknowledged with proper citation. Specifically, the study considered the following ethical obligations because science has often been manipulated in unethical ways by people and organizations to advance their private agendas and engage in activities contrary to the norms of scientific conduct. This study is free from such issues. Scientific research must adhere to the following principles to be ethical, and this research paper was conducted by considering the following principles:

Voluntary Participation and Harmlessness: Subjects in a research project must be aware that their participation is voluntary, that they have the freedom to withdraw from the study at any time without unfavorable consequences, and that they will not be harmed as a result of their participation or non-participation.

Anonymity and Confidentiality: To protect subjects' interests and future well-being, their identity must be protected in a scientific study. This is achieved through the principles of anonymity and confidentiality. Anonymity ensures that the researcher or readers of the final research report cannot identify a given response with a specific respondent. Confidentiality is maintained when the researcher can identify a person's responses but promises not to divulge that person's identity in any report, paper, or public forum.

Disclosure: Researchers have an obligation to provide information about their study to potential subjects before data collection to help them decide whether or not they wish to participate.

Analysis and Reporting: Researchers also have ethical obligations to the scientific community regarding how data is analyzed and reported in their study. Unexpected or negative findings should

be fully disclosed, even if they cast doubt on the research design or the findings.

CHAPTERFOUR: DATA ANALYSIS, RESULT AND DISCUSSIONS

This chapter presents the data analysis and discussion of the research findings obtained from data collected from the survey questionnaire. Responses for the measures on the questionnaire are summarized and presented using tables to facilitate easy understanding.

4.1. Response rate of the Respondents

To conduct the research 225 questionnaires were distributed to the respondents and the response rate indicated in the table 5 below.

Items	Response rate	
	No.	Percent
Total Sample size	225	100%
Collected	210	93.33%
Remain uncollected	15	6.67%

Table 5: Response Rate of the Respondents

As indicated in the table 5, out of 225 distributed questionnaires 210 (93.33%) were collected while 15 (0.067%) of the questionnaire were remain uncollected

4.2. Descriptive Statistics

4.2.1. Demographic Characteristics of the Respondents

For this study, this section summarizes demographic characteristics of the respondents such as sex, age, level of education, years of experience, and position of the respondent. The purpose of the demographic analysis in this research is to describe the characteristics of the respondents, such as the proportion of males and females, education level, age, and years of experience. The personal and demographic characteristics of the respondents are presented in the table below.

Descriptive of the Respondents			
		Count	Percent (%)
Gender of respondents	Male	124	59%
	Female	86	41%
Total		210	100%
Age of respondents	18 - 25	31	14.76%
	26 - 35	98	46.67%
	36 - 45	45	21.43%
	Above 45	36	17.14%
Total		210	100%
Educational level of respondents	Certificate	4	1.91%
	Diploma	7	3.33%
	Degree	129	61.43%
	Masters and above	70	33.33%
Total		210	100%
Position of Respondents	Managerial	41	19.52%
	Non-Managerial	169	80.48%
Total		210	100%

Table 6: Demographic Characteristics of the Respondents

Age of Respondents

As clearly stated in the above table, 31 (14.76%) of respondents were between in the range of 18-25 ages, 98 (46.67%) of respondents were between 26-35 ages, 45 (21.43%) of respondents were in the range of 36-45 and the remaining 36 (17.14%) of respondents were \geq 45 ages. The result indicated that, the majority of respondents were youngsters, those who exist between 26-35 ages.

Sex of Respondents

As revealed in the above table 6, the information provides the sex summary of respondents by frequency and percent; the result indicated that, out of 210 respondents, 124 (59.0%) of the respondents were males and 86 (49.0%) were female respondents. In this study compare male to female employees, male employees more of the respondents than female employees.

Educational Background of Respondents

As presented education level of respondents in the above table 6, indicated that, from 210 respondents 129 (61.43%) of the respondents were employees who are degree holders, 70 (33.3%) was employees who have master's degree, 7 (3.3%) was diploma holders and 4 (1.9%) was certificate holders. Therefore, majority of the respondents in Dashen Bank in the selected Branch were degree holders.

Position of respondents

As shows the managerial position of respondents in the above table 6, indicated that, 41 (19.52%) of respondents have managerial position and 169 (80.48%) of respondents were working in non-managerial position in Dashen Bank. From this we understand that the majority of respondents were those who work in non –managerial position. In general, the respondent's characteristics is presented in percentage to show the demographic Construction of the bank and to show how the sample population 12 represent the bank, and the data found is valid.

4.3. Descriptive analysis on organizational culture measure

In this particular section, 49 items were used to measure organizational culture and categorized into four organizational culture traits (involvement, consistency, adaptability, and mission). Each organizational culture trait has three indices. The respondents were asked to indicate their level of agreement or disagreement with different statements. The results are summarized by using the mean and standard deviation. The mean shows the extent to which respondents averagely agree or disagree with the organizational culture statement. So, the higher the mean indicates that the majority of sample respondents agree with statements while the smaller mean indicates that the majority of the respondents disagree with different statements. On the other hand, standard

deviation shows the variability of an observed response from a single sample (Marczyk, Dematteo, and Festinger, 2005).

According to Zaidaton and Bagheri (2009), a mean score below 3.39 is considered low, a mean score value from 3.40 to 3.79 is considered moderate, and a mean score value above 3.8 is considered.

Involvement Culture	N	Minimum	Maximum	Mean	Standard deviation
<i>Empowerment</i>	210	<i>1</i>	<i>5</i>	3.9976	1.02656
<i>Team Orientation</i>	210	<i>1</i>	<i>5</i>	4.1095	1.12360
<i>Capability Development</i>	210	<i>1</i>	<i>5</i>	4.0286	1.02820
Grand Mean and Standard deviation				4.045	1.059

Table 7: Descriptive Analysis of involvement culture trait

From the above table majority of the respondents agreed that team orientation was considered as the first option, since it is clearly best to ensure involvement of employees, as shown by a mean of 4.1095 and a standard deviation of 1.12360. Empowerment of the employees ensure that their responses are aimed for the same goal as shown by a mean of 3.9976 and a standard deviation of 1.02656 and ultimately team orientation also help in ensuring high degree of involvement since cultivating a culture of involvement among employees is very high as shown by a mean of 4.1095 and a standard deviation of 1.12360. In general team orientation is higher than empowerment and capability development, this can be an indication that the organization does not entrust team or dentition with important decision making that impact their work.

Adaptability culture	N	Minimum	Maximum	Mean	Standard deviation
<i>Creating changes</i>	210	1	5	4.2651	1.33576
<i>Customer focus</i>	210	1	5	3.9476	1.00459
<i>Organizational learning</i>	210	1	5	4.0524	.98522
Grand Mean and Standard deviation				4.0884	1.10853

Table 8: Descriptive Analysis of Adaptability culture trait

The table above shows that the majority of the respondents agreed that creating changes is a key adaptability culture trait in Dashen Bank, as shown by a mean of 4.2651 and a standard deviation of 1.33576. Organizational learning by the organization is also important in ensuring adaptability culture dimensions, with a mean of 4.0524 and a standard deviation of 0.98522. Lastly, customer focus in the organization is also important to ensure new methods are adopted, thus resulting in adaptability culture traits, as shown by a mean of 3.9476 and a standard deviation of 1.00459.

When creating changes is higher than customer focus and organizational learning, this signifies that the organization may be good at creating changes currently, but is unlikely to be planning for future customer requirements or leading customers to what they may want in the future.

Table 9: Descriptive Analysis of mission culture trait

Mission Culture	N	Minimum	Maximum	Mean	Standard deviation
<i>Strategic Direction and Intent</i>	210	1	5	3.8762	1.04778
<i>Goal and Objective Vision</i>	210	1	5	3.9714	1.18973
Grand Mean and Standard deviation	210	1	5	3.9841	1.05145
				3.9439	1.09632

Finally, the above table shows that the majority of the respondents agreed that the organization's vision is a major concern in ensuring the mission dimension of organizational culture by employees, with a mean of 3.9841 and a standard deviation of 1.05145. This takes into account the goals and objectives to be achieved, with a mean of 3.9714 and a standard deviation of 1.18973. Furthermore, it is crucial for the management to monitor its employees to ensure that its strategic direction and intent are achieved in the long run, as shown by a mean of 3.8762 and a standard deviation of 1.04778. When the vision of the organization is higher than the strategic direction, intent, and goals and objectives, this often indicates that the organization is good at long-range planning but lacks a real sense of strategic direction and organizational goals and objectives.

4.4. Descriptive Analysis of Employee performance

To measure employee performance, ten items were included on the survey questionnaire. As depicted in the table below, a mean score of 4.2619 implies that the responses mostly incline to agree on performance measures. Specifically, a mean score of 4.50 was obtained from the statement which inquires "I always reach my objective set (performance target)," and also from the statement "I review my performance continuously for improvement," a mean score of 4.4619 was obtained.

No	Description	Mean	Sd. Deviation
1.	I rated the quality of my work in the last performance excellent.	4.2762	1.32690
2.	I managed to plan my work so that it was done on time.	4.1286	1.43024
3.	I often expand extra effort in carrying my job.	3.9476	1.42839
4.	I have a complete knowledge and understanding of my tasks.	4.3238	1.16155
5.	I always reach my objective set (performance target).	4.5000	1.03179
6.	I review my performance continuously for improvement.	4.4619	.95895
7.	I have the required skills to perform my task.	3.9667	1.41551
8.	I have the required level of motivation to perform the tasks.	4.1476	1.41493
9.	I do my job independently.	4.4238	1.08773
10.	I could manage more responsibilities in my job than typically	4.4429	.98752
	Employee Performance	4.2619	1.22435

Table 10: *Employee Performance*

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Involvement	210	1.00	5.00	4.0452	.99674
Consistency	210	1.00	5.00	3.9005	.95829
Adaptability	210	1.00	5.00	4.1060	1.04772
Mission	210	1.00	5.00	3.9439	.99868
Employees performance	210	1.00	5.00	4.2619	.82756

Table 11: Descriptive statistics for Mean Scores and standard deviation of organizational Culture dimensions and Employee performance.

As can be seen from the findings in Table 11, the descriptive analysis shows the total means and standard deviations of each organizational culture dimension and employee performance. The comparison of the four organizational culture traits helps the researcher to determine the existing dominant culture type of Dashen Bank S.C. The organizational culture trait "Involvement" had a total mean of 4.0452 with a standard deviation of 0.99674. "Consistency" culture trait had a total mean of 3.9005 with a standard deviation of 0.95829, "Adaptability" culture trait had a total mean of 4.1060 with a standard deviation of 1.04772, and finally "Mission" culture trait had a total mean of 3.9429 with a standard deviation of 0.998. The greater mean value of the adaptability culture trait indicates that the majorities of respondents perceived the existing organizational culture and understand the creating changes, customer focus, and organizational learning of Dashen Bank S.C. Therefore, the greater total mean score reveals that the adaptability culture trait is the existing dominant cultural type practiced in Dashen Bank S.C at Bole district.

Association between organizational Culture Dimensions and Employee's performance

The correlation analysis was conducted to determine the relationship between organizational culture and employee performance in Dashen Bank S.C in selected Bole branches. The correlation analysis was undertaken here to determine the relationship between organizational culture and employee performance. The researcher used Pearson correlation analysis to find out whether dependent variable of employee's performance is correlated with each independent variable

including involvement, consistency, adaptability, and mission, or not. Correlation analysis is a parametric technique used to indicate the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund, Carr, & Griffin, 2013). This study employed correlation analysis, which investigates the strength of the relationships between organizational culture dimensions (involvement, consistency, adaptability, and mission) and employee performance. The strength of the relationship between the variables is obtained through Pearson product-moment correlation coefficient „r“. The value of Pearson product-moment correlation coefficient „r“ normally varies between -1.0 to 1.0. The coefficient (r) reveals the magnitude and direction of relationships. The sign indicates whether there is a positive correlation (as one variable increases, the other also increases) or negative correlation (as one variable increases, the other decreases) and it also shows the intensity of the relationship. Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, De Matteo, & Festinger, 2005).

4.4.1. Pearson Correlation analysis

The relationship of the variables is expressed by value within the range of -1.00 to + 1.00 as Pearson product–moment correlation technique in dictates. Pearson correlation coefficient 12 be +1 in the case of a perfect increasing (positive) linear relationship (correlation) -1 and 1 in all other case indicating the degree of liner dependency between variables. To determine the relationship between the four cultural dimensions (i.e. involvement, consistency, adaptability and mission) and employee performance, Pearson correlation was computed Table 12, presents the results of Pearson correlation matrix on the relationship between the organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) and employee performance. According to Cramer (2003) Strength of relationship was $r=0.10$ to 0.29 is weak relationship; $r = 0.30$ to 0.49 is medium correlation and $r = 0.50$ to 1.0 is strong relationship among variables. If there is too much correlation, value greater than 0.9, it means absolute correlation and significant less than 0.05 is significant and above 0.05 values is insignificant. As Cramer, Pearson’s correlation is the ratio of the variance shared by two variables.

These results are presented in table 12 below.

		Involvement	Employee performance
Involvement culture	Pearson correlation	1	.490**
	Sig. (2-tailed)		.000
	N	210	210
		Consistency	Employee performance
Consistency culture	Pearson correlation	1	.473**
	Sig. (2-tailed)		.000
	N	210	210
		Adaptability	Employee performance
Adaptability culture	Pearson correlation	1	.368**
	Sig. (2-tailed)		.000
	N	210	210
		Mission	Employee performance
Mission culture	Pearson correlation	1	.475**
	Sig. (2-tailed)		.000
	N	210	210
		Involvement	Employee performance
Involvement culture	Pearson correlation	1	.490**
	Sig. (2-tailed)		.000
	N	210	210
		Consistency	Employee performance
Consistency culture	Pearson correlation	1	.473**
	Sig. (2-tailed)		.000
	N	210	210
		Adaptability	Employee performance
	Pearson correlation	1	.368**

Adaptability culture	Sig. (2-tailed)		.000
	N	210	210
		Mission	Employee performance
Mission culture	Pearson correlation	1	.475**
	Sig. (2-tailed)		.000
	N	210	210

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

Table 12: The Correlations between Dimension of Organizational Culture and Employee performance

The Relationship between Involvement Culture and Employee's performance

As we can observe in the above Table 12, it is possible to say that there is a medium relationship between employee performance and organizational involvement culture ($r=0.490$, $p<0.01$). This indicates that the performance score of Dashen Bank S.C correlated with organizational involvement culture score at 0.490. That is, employee performance score correlated with organizational involvement culture have a positive relation, though it is significant.

The Relationship between Consistency Culture and Employee's performance

As we can observe in Table 12, there is a possible to say that there is a medium relationship between organizational consistency culture and employee's performance ($r=0.473$, $p<0.01$). This indicates that the employee's performance score of Dashen Bank S.C correlated with organizational consistency culture score at 0.473. That is, the employee's performance score correlated with organizational consistency has a positive relation, though it is insignificant.

The Relationship between Adaptability Culture and Employee's performance

As we can observe in Table 12, there is a possible to say that there is a significant relationship between employee's performance and organizational adaptability culture ($r=0.368$, $p<0.01$). This indicates that the employee's performance score of Dashen Bank S.C correlated with organizational adaptability culture score at 0.368. That is, employee performance score correlated with organizational adaptability culture have a positive relation though it is medium.

The Relationship between Mission Culture and Employee's performance

As we can observe in Table 12, there is a possible to say that there is a medium relationship between employee's performance and organizational mission culture ($r=0.475$, $p<0.01$). This indicates that the employee's performance score of Dashen Bank S.C correlated with organizational mission culture score at 0.475. That is, employee performance score correlated with organizations mission culture have a positive relation though it is significant.

As we can observe in the above table, there is a possible to say that there is a medium relationship between employee's performance and organizational involvement, consistency, adaptability, and mission culture. This indicates that the employee performance score of Dashen Bank S.C is correlated with the four dimensions of organizational involvement, consistency, adaptability, and mission culture scores at 0.490, 0.473, 0.368, and 0.475 respectively. In general, the above correlation result shows that all the selected cultural dimensions based on Denison's cultural model, i.e., involvement, consistency, adaptability, and mission, had a positive correlation with employee performance. Moreover, involvement had a medium, positive, and statistically significant correlation with employee performance. In contrast, the adaptability dimension had a less positive correlation with employee performance. Based on this result, the researcher concluded that there was sufficient evidence to accept the fact that employee performance is determined by the organizational culture in Dashen Bank S.C's selected Bole district branches. Therefore, all variables have a positive and significant relationship.

The Effect of Organizational Culture on Employee performance

Regression models were used in an explanatory study where the researcher was interested in predicting the value of the dependent variable based on the value of the independent variable.

Based on the number of variables, the analysis methods are different. If a study has one dependent and one independent variable, the analysis is simple linear regression, while in the case of more than one independent variable in the study, the researcher has to make use of multiple regression models (Anderson, 2011). Therefore, for the purpose of this study, multiple linear regression analysis was employed to examine the effects of involvement culture, consistency culture, adaptability culture, and mission culture on employee performance of Dashen Bank S.C at Bole district branches. Before conducting multiple regression analysis, the researcher 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.

4.5. Assumptions of Multiple Linear Regressions

4.5.1. Linearity Assumption Test

Linearity defines the dependent variable as a linear function of the predictor (independent) variable (Balance, 2004). Decision making process in linearity test. If the values of sig. Deviation from linearity > 0.05 then the r/s b/n the independent variables are linearly dependent. If it is < 0.05 , not linear.

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
EMPLOYEESPERFORMANCEINVOLEMENT	Between(Combined)*Groups	57.985	40	1.450	2.877	.000
	Linearity	34.425	1	34.425	68.323	.000
	Deviation from Linearity	23.561	39	.604	1.199	.216
	Within Groups	85.150	169	.504		
	Total	143.135	209			

Table 13: Linearity Assumption test

Based on the ANOVA output table, value sig. deviation from linearity of 0.216 >0.05, it can be concluded that there is a linear relationship between the variable of involvement with employee performance

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
EMPLOYEES PERFORMANCEADAPTABILITY	Between(Combined)*Groups	29.390	24	1.225	1.992	.006
	Linearity	19.419	1	19.419	31.584	.000
	Deviation from Linearity	9.970	23	.433	.705	.837
	Within Groups	113.746	185	.615		
	Total	143.135	209			

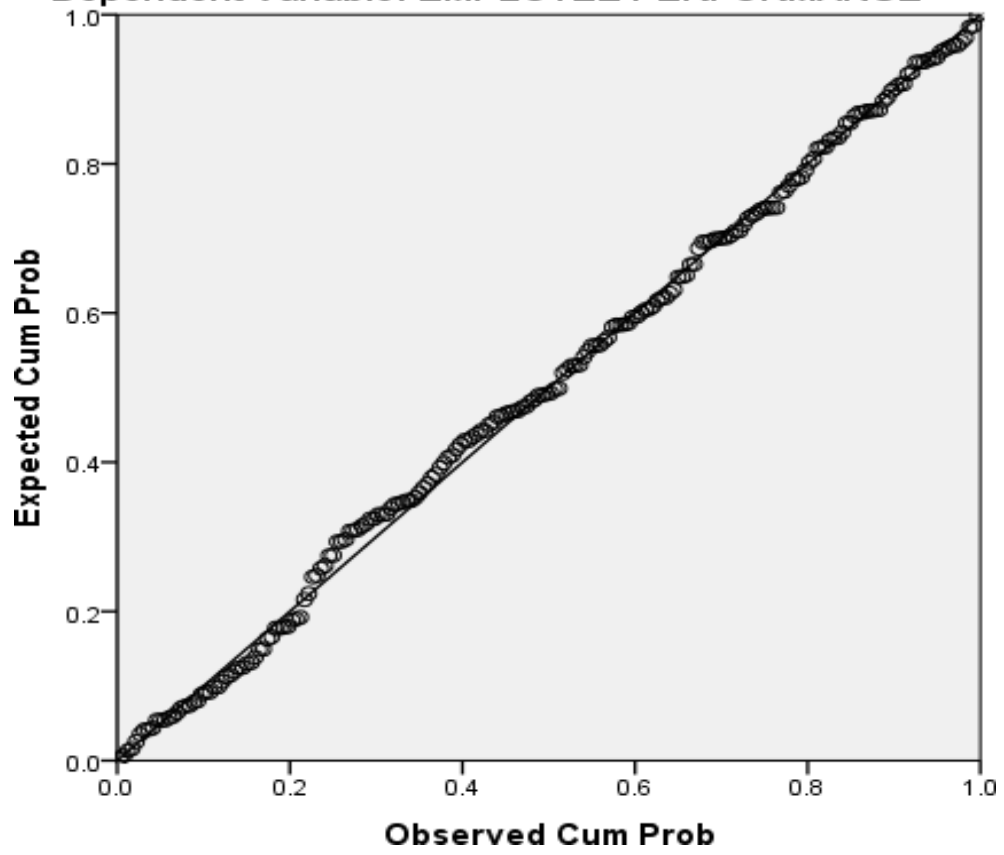
Based on the ANOVA output table, value sig. deviation from linearity of 0.837 >0.05, it can be concluded that there is a linear relationship between the variable of adaptability with employee performance

4.5.2. Normality Assumption Test

Normality is used to describe a symmetrical, bell-shaped curve with the greatest frequency of scores in the middle and smaller frequencies towards the extremes. A normality test is used to determine whether the error term is normally distributed. Many statistical tests require an assessment of data normality since normal data is an underlying assumption in parametric testing. To determine normality graphically, use the output of a normal Q-Q plot or a histogram (bell-shaped curve plot). If the data is normally distributed, the data points will be close to the diagonal line or more points will be located near the center of a histogram, creating a bell curve. Therefore, normality test for the data used in this study were shown by the following:

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: EMPLOYEE PERFORMANCE



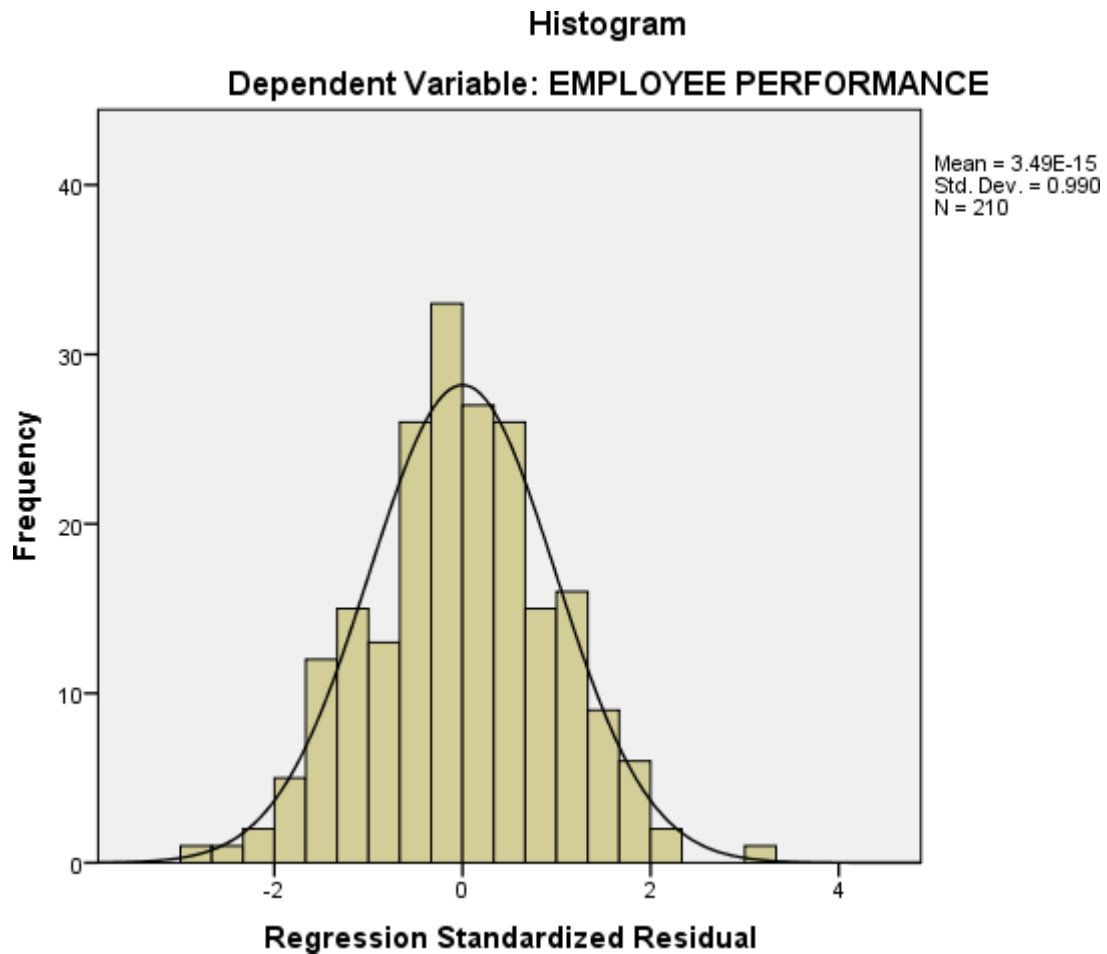


Figure 2: Normality Assumption Test Source

4.5.3. Multi-collinearity Assumption Test

Multi co linearity refers to the situation in which the independent/predictor variables are highly correlated with each other. One major assumption that applies in multiple regression analysis is the existence of a very high correlation between the independent variables of the study, which is termed as Multi co linearity (Burns, 2008). This may lead to inconsistent effects, whereby the regression model fits the data well, but none of the predictor variables has a significant effect in predicting the dependent variable. In this research, multi co linearity was checked with tolerance and VIF statistics. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly designates a serious co linearity problem. Burns (2008) also states that a VIF value greater than 10 is a concern indicating a serious co linearity problem. Field (2009) also underlines that values for "tolerance" below 0.1 indicate serious problems, although several statisticians suggest that values for "tolerance" below 0.2 are worthy of concern. As indicated in the Table 11 below in this study,

all of the independent variables (involvement, consistency, adaptability, and mission) were found to have a tolerance of more than 0.1 and a VIF value of less than 10, which indicates that there is no problem of Multi co linearity in this study.

Coefficients		
Model	Co linearity Statistics	
	Tolerance	VIF
Involvement	.286	3.498
Consistency	.323	3.100
Adaptability	.621	1.609
Mission	.349	2.862
a. Dependent Variable: Employees' performance		

Table 14: *Result of Multi-collinearity test*

4.5.4. Homoscedasticity Assumption Test

The assumption of homoscedasticity refers to equal variance of errors across 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 numerically if the sig. value of Levene's test of equality of error variances is greater than 0.05. Based on the SPSS output shown below, the error variance of the equality is $0.056 > 0.05$, therefore homoscedasticity assumption test is satisfied.

F	df1	df2	Sig.
1.859	170	39	.056
Tests the null hypothesis that the error variance of the dependent variable is equal across groups.			
a. Design: Intercept + INVO + CON + ADAP + MIS			

Table 15: Levene's Test of Equality of Error Variances Dependent Variable: EMPLOYEES PERFORMANCE

4.5.5. Independent of Residuals Assumption Test

This is basically the same as saying that the observations (individual data points) are independent from one another (uncorrelated). The Durbin-Watson statistic is used to test for independence of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson value is approximately closer to 2, and values below 1 and above 3 are causes for concern and may render the analysis invalid.

ModelSummary^b

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate	Durbin-Watson
1	.527a	.278	.264	.70992	1.526
Predictors: (Constant), MISSION, ADAPTABILITY, CONSISTENCY, INVOLVEMENT					
Dependent Variable: EMPLOYEES PERFORMANCE					

Table 16: Independent Residuals Assumption test

In this case the Durbin-Watson statistics showed (Durbin-Watson = 1.526). Hence, the result approximately approach to 2 and falls between 1 and 3, the researcher assumed independence of residuals assumption is satisfied.

4.6. Multiple Regression Analysis

Multiple regression analysis is a common and widely used method to explore the relationship between a single dependent variable and multiple independent variables or predictors (Pallant, 2005). It also shows how much of the variance in the dependent variable can be explained by the independent variables. To examine the impact of organizational culture dimensions (i.e., involvement, consistency, adaptability, and mission) on employee performance, multiple regression analysis was used. The table below shows the results of the analysis. The squared multiple correlation coefficients (R^2) indicate the level of variance in the dependent variable (employee performance) that is explained by the model.

4.6.1. Model Summary

ModelSummary^b

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate	Durbin-Watson
1	.527 ^a	.278	.264	.70992	1.526

a. Predictors: (Constant), MISSION, ADAPTABILITY, CONSISTENCY, INVOLVEMENT

b. Dependent Variable: EMPLOYEES PERFORMANCE

Table 17: Multiple Regression result of selected organizational cultures traits and employee performance

As indicated in the above model summary table (table 17), the "R" column represents the value of R, the multiple correlation coefficients. R value of 0.527 indicates strong correlation between employee performance and the four organizational culture traits (involvement, consistency, adaptability, and mission) which shows a good level of prediction. The "R Square" column represents the R^2 value (also called the coefficient of determination) which is the proportion of variance in the dependent variable that can be explained by the independent variables. As shown from the table, R^2 value of 0.278 indicates that 27.8% of the variation in the employee

performance of Dashen Bank S.C in Bole district can be explained by the organizational culture (independent variables included in the model). The remaining 72.2% variation is explained by stochastic error term (e) meaning that 72.2% of changes in employee performance are explained by factors that are not included in the model.

4.6.2. ANOVA Model Fit

ANOVA analysis is normally used to compare the mean scores of more than two variables. It is also called analysis of variance because it compares the variance between variables and tests whether the overall regression model is a good fit for the data. Accordingly, table 17 of this study shows that the value of R and R² found from the model summary is statistically significant at (F=19.752) (P<0.05) and it can be said that there is a relationship between employee performance and the organizational culture in Dashen Bank S.C at Bole district branches.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.819	4	9.955	19.752	.000 ^b
	Residual	103.316	205	.504		
	Total	143.135	209			

a. Dependent Variable: EMPLOYEES PERFORMANCE

b. Predictors: (Constant), MISSION, ADAPTABILITY, CONSISTENCY, INVOLVEMENT

Table 18: ANOVA model fit

4.6.3. Regression Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.269	.236		9.615	.000		
	INVOLVEMENT	.155	.092	.186	1.678	.001	.286	3.498
	CONSISTENCY	.135	.090	.156	1.496	.000	.323	3.100
	ADAPTABILITY	.072	.059	.091	1.205	.016	.621	1.609
	MISSION	.139	.083	.167	1.667	.000	.349	2.862
a. Dependent Variable: EMPLOYEES PERFORMANCE								

Table 19: Regression coefficients

4.6.4. Standardized Coefficients

The standardized coefficients are useful to know which of the different independent variables is more important. They are used in comparison of impact of any independent variable on the dependent variable. Hence, the strength of each independent (predictor) variable influence on the criterion (dependent) variable can be inquired by standardized beta coefficient. Thus, as indicated in regression coefficients table (table 19) above, involvement is the most contributing organizational culture trait in the prediction of employee performance with beta value of $\beta=0.186$) followed by mission ($\beta=0.167$), consistency ($\beta=0.156$) and adaptability ($\beta=0.091$) that the variables are making significant to the prediction of employee performance. As it can be seen from the

regression coefficient table, all the four selected organizational culture dimensions including involvement, consistency, adaptability and mission had statistically significant effect on employee performance at 95% confidence level, since their p-values are 0.001, 0.000, 0.016, and 0.000 respectively and the significance level for them were less than 0.05 ($p < 0.05$). In general, consistency and mission are the most significant independent variables which had statistically significant effect on employee's performance with p-value of 0.000.

4.6.5. 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. The coefficient explains the average amount of change in dependent variable that is caused by a unit of change in the independent variable. Accordingly, the unstandardized beta coefficient β tells us the unique contribution of each factor to the model. A high beta value β and a small p value ($P < 0.05$) indicate the predictor variable has made a statistically significant contribution to the model. On the other hand, a small beta value β and a high p value ($p > 0.05$) indicate the predictor variable has little or no significant contribution to the model (George and Mallery, 2003).

The above regression table indicates that all the four organizational culture dimensions including involvement, consistency, adaptability and mission had statistically significant contribution to employee performance at 95% confidence level, since their p-values are 0.001, 0.000, 0.016, and 0.000. In general, consistency and mission are the most significant independent variables which have significant statistical contribution to employee performance with p-value of 0.000.

$$EP = \alpha + \beta_1 I + \beta_2 C + \beta_3 A + \beta_4 M + \epsilon_i \text{ Where}$$

$$EP = \alpha + \beta_1 I + \beta_2 A + \beta_3 C + \beta_4 M + \epsilon_i$$

EP = Dependent variable (Employee performance)

I = Involvement, C = Consistency, A = Adaptability, and M = Mission

α = Constant value in the regression model

β = Beta Value (coefficient of slope of the regression model)

$$\varepsilon_i = \text{Error term}$$

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_i = Error term which captures the unexplained variation in the model.

$$EP = \alpha + \beta_1 I + \beta_2 A + \beta_3 C + \beta_4 M + \varepsilon_i$$

$$EP = 2.269 + 0.186I + 0.154C + 0.091A + 0.167M + \varepsilon_i$$

The constant value ($\alpha = 2.269$) shows that employee performance of Dashen Bank of west Addis Ababa district would be 2.269 if other variables (involvement, consistency, adaptability and mission) of the model were zero.

4.7. Testing Hypothesis with Regression analysis

A hypothesis is simply an educated and testable guess about the answer to the research questions. A hypothesis is often described as an attempt by the researcher to explain the phenomenon of interest. Those hypotheses are the researcher's attempt to explain the phenomenon being studied, and that explanation should involve a prediction about the variables being studied. These predictions are then tested by gathering and analyzing data, and the hypotheses can either be supported or refuted (falsified) on the basis of the data. Accordingly, the four hypotheses which were developed earlier in chapter one were tested based on the regression coefficient data. A research hypothesis is a predictive statement that relates an independent variable to a dependent variable. Hypotheses are important for bringing clarity, specificity and focus to a research study. As it stated in the earlier in first chapter, the main objectives of this study was to explain the effect of organizational culture on employee performance in Dashen Bank S.C, at Bole district. Hypothesis testing is based on standardized coefficients Beta β and P-value to test whether the hypotheses were accepted or rejected.

Therefore, in order to achieve the objectives of this study the following hypothesis of the study were tested as stated in chapter one and the result of the analysis presented below.

Summary of hypotheses testing

No	Hypotheses	Test	Result	Implication
H ₁	There is significant relationship between involvement and employee's performance.	Standardized Coefficients ($\beta=0.186, p=0.001$), $P<0.05$	Accept the Alternative hypothesis	This shows that Involvement had positive and significant effect on employee's performance in Dashen Bank at Bole district
H ₂	There is significant relationship between Consistency and employee's performance.	Standardized Coefficient ($\beta=0.156, p=0.000$), $P<0.05$	Accept the Alternative Hypothesis	This implies that consistency had a positive significant effect on employee's performance in Dashen Bank S.C at Bole district.
H ₃	There is significant relationship between adaptability and employee's performance.	<i>Standardized Coefficient</i> ($\beta=0.91, p=0.016$), $P<0.05$	Accept the alternative hypothesis	This confirms that adaptability had Positive and significant Effect on employee's performance in Dashen Bank Bole district.
H ₄	There is significant relationship between Mission and employee's performance.	<i>Standardized Coefficient</i> ($\beta=0.167, p=0.000$), $P<0.05$	Accept the Alternative Hypothesis	This indicates that mission had positive and significant effect on employee's performance in Dashen Bank S.C at Bole district.

Table 20: *Table Summary of hypotheses*

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter aims at presenting the summary of findings and also to align the research findings with regard to the objectives of the study and illustrates the conclusions that have been reached. Recommendation that focuses on how the problem identified could be addressed is included.

5.1. Summary of the Findings

The study hypothesized that there was a statistically significant relationship between involvement culture, consistency culture, adaptability culture and mission culture with employee performance in Dashen Bank, at Bole district branches. Through the descriptive statistical analysis, an overall frequency, percentages and mean score was computed for each independent variable (involvement, consistency, adaptability and mission) and dependent variable (employee performance).

5.2. Conclusion

This study examined the effect of organizational culture on employees' performance in case of Dashen Bank S.C. at West Addis Ababa District. The study adopted explanatory research with quantitative research approach and collected data from 225 employees using survey questionnaire. The study used Pearson Correlation analysis and regression analysis to test the relationship and effect of four dimensions of organizational culture (involvement, consistency, adaptability, and mission) on employee performance. The results showed that all the four dimensions of organizational culture had positive and significant relationship and effect on employee performance. The study also found that involvement was the most contributing organizational culture trait in the prediction of employee performance, followed by mission, consistency, and adaptability. The study concluded that organizational culture had a significant effect in improving the level of employee performance in Dashen Bank S.C. at West Addis Ababa District.

The study contributed to the existing body of knowledge by providing empirical evidence on the effect of organizational culture on employee performance in the Ethiopian banking sector. The study also provided practical implications for the management of Dashen Bank S.C. by suggesting that they should give priority to all selected organizational culture traits, especially involvement, to enhance employee performance. The study also identified some limitations and directions for future research. The study was limited by its scope, design, data, and measurement. Future research

can address these limitations by expanding the scope of the study to other banks and other districts, using longitudinal design, collecting data from multiple sources, and measuring other dimensions of organizational culture. Future research can also explore the mechanisms and processes through which organizational culture influences employee performance, as well as the moderating and mediating effects of other variables, such as environmental uncertainty, organizational structure, and organizational strategy. Future research can also compare and contrast the effects of different types of organizational culture, such as clan, adhocracy, market, and hierarchy, on employee performance.

5.3. Limitations and Future direction of the Study

This study has some limitations that need to be acknowledged and addressed in future research. First, the study was conducted in a single bank and a single district, which may limit the generalizability of the findings to other banks and other districts. Second, the study used a cross-sectional design, which does not allow for causal inference and temporal changes in the variables. Third, the study relied on self-reported data from employees, which may be subject to social desirability bias and common method variance. Fourth, the study measured only four dimensions of organizational culture, which may not capture the full spectrum of the construct. Fifth, the study did not control for other factors that may affect employee performance, such as individual characteristics, leadership style, motivation, and job satisfaction.

Future research can address these limitations by conducting longitudinal studies, using multiple sources of data, expanding the scope of the study to other banks and other districts, measuring other dimensions of organizational culture, and controlling for other relevant variables. Future research can also explore the mechanisms and processes through which organizational culture influences employee performance, such as psychological empowerment, organizational commitment, and organizational citizenship behavior. Future research can also examine the moderating and mediating effects of other variables, such as environmental uncertainty, organizational structure, and organizational strategy, on the relationship between organizational culture and employee performance. Future research can also compare and contrast the effects of different types of organizational culture, such as clan, adhocracy, market, and hierarchy, on employee performance. Future research can also investigate the best practices and interventions for

developing and maintaining a positive and productive organizational culture that enhances employee performance.

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Appendix B: Questionnaire

ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF INTERNATIONAL BUSINESS
DEGREE OF MASTER OF INTERNATIONAL BUSINESS

Questionnaire to be completed by employee of Dashen Bank S.C

Dear respondents:

The purpose of this questionnaire is to collect the necessary data to investigate the service quality on customer satisfactions in the Dashen Bank S.C. Your opinion is extremely important for our research and your participation with this project is voluntary and is greatly appreciated. All answers given will be anonymous and treated with full confidentiality, please complete them all. Thank you very much for the willingness of to participate in this study.

Things to consider while filling out the questionnaire

- No need to write your name
- Read each question carefully
- There is no right or wrong choice
- respond with integrity
- it is not allowed to give multiple response per question
- respond by putting '√' sign
- feel free to ask for any clarification you need

Personal Information

1. Are you male or female?

Male Female

2. Age

- 18 - 25
 26 - 35
 36 - 45
 Above 45

3. **How long have you been working for the bank?**

- Less than 2 years
- 2 – 5 years
- More than 10 years

4. **What is your position in your Organization?**

- Junior Officer
- Officer
- Senior Officer
- Management Staff

If other, Please specify

5. **Education Level**

- Primary School
- Diploma or Certificate
- First Degree
- Degree of Masters and above

6. **How consistent are the organizational values and practices within Dashen Bank? Please rate your level of agreement with the following statement: “The organizational values and practices within Dashen Bank are consistent.” You can choose from:**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7. **What impact does the consistency of organizational policies and procedures have on your motivation and performance? Please choose one of the following options:**

- Strongly agree
- Agree
- Neutral

- Disagree
- Strongly Disagree

8. To what extent do you feel involved in decision-making processes within Dashen Bank? Please rate your level of involvement with the following statement: "I feel involved in decision-making processes within Dashen Bank." You can choose from: very high, high, moderate, low, or very low.

- Very High
- High
- Moderate
- Low
- Very Low

9. How does your involvement in goal setting and problem-solving affect your job satisfaction and performance? Please choose one of the following options:

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10. How does the alignment of your goals with the bank's mission influence your performance? Please choose one of the following options:

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11. How does Dashen Bank promote and respond to changes in the external business environment? Please rate your level of agreement with the following statement: "Dashen Bank promotes and responds to changes in the external business environment effectively." You can choose from:

- Strongly agree
- Agree
- Neutral
- Disagree

Strongly Disagree

12. How does your involvement in goal setting and problem-solving affect your job satisfaction and performance? Please choose one of the following options:

Strongly agree

Agree

Neutral

Disagree

Strongly Disagree

13. What is the relationship between the bank's adaptability to change and your ability to perform under changing conditions? Please choose one of the following options:

Very positive

Positive

Neutral

Negative

Very Negative