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**THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE JOB
SATISFACION IN AKAKI KALITYS SUB-CITY ADIMINSTRATION
PUBLIC SERVICE POOL**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
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BY

BAYISSA BEGNA

ADVISOR: DR. ZELALEM GTSADIK

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS**

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STATEMENT OF DECLARATION

Bayissa Begna was delivering the findings of a study titled “The Impact of Organizational Culture on Employee Job Satisfaction in the Case of Akaki Kaliti Sub City Administration Public Service Pool.” I submitted it for the award of a Business Administration in Management degree. This is my original material, which has never been presented at a university. This study's sources and resources have all been acknowledged.

Name: Bayissa Begna

Signature: _____

Place: Addis Ababa

Date of Submission: _____, 2021

STATEMENT OF CERTIFICATION

This is to certify that Bayissa Begna completed his research on "The Impact of Organizational Culture on Employee Job Satisfaction in the Case of Akaki Kality Sub City Administration Public Service Pool." This work is new and suitable for submission as part of the requirements for the award of a Master of Business Administration degree (MBA in Management).

Advisor: - Dr. Zalelem Gtsadik

Signature _____

Date _____

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

The impact of Organizational Culture on employees Job Satisfaction in the Case of Akaki Kality sub city administration public service pool

By: - Bayissa Begna (GSE /2861/11)

APPROVED BY BOARD OF EXAMINERS:

Dr. Zalelem G

(Advisor)

Signature

Date

Dr. Yohannes Workaferahu



(Internal Examiner)

Signature

Date

Dr. Habtamu Endris



(External Examiner)

Signature

Date

AC. Chairperson:

Signature

Date

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ACRONYM

JSS: -	Job satisfaction survey
OCAI: -	Organizational culture assessment instrument
ANOVA: -	Analysis of variance
SPSS: -	Statistical package for social science
CC: -	Clan culture
AC: -	Autocracy culture
MC: -	Market Culture
HC: -	Hierarchy Culture
PSP: -	Public Service Pool
SD: -	Standard deviation

ABSTRACT

The primary purpose of this research was to determine how organizational culture influenced job satisfaction in the Akaki Kaliti sub-city administration of the public service pool. The study employed an explanatory research design. Using a stratified sampling technique, 116 employees from the public service pool were chosen from a total of 163 employees. The researchers used two different types of structured questionnaires to assess organizational culture (OCAI) and job satisfaction survey (JSS). Cronbach alpha was used to test the instrument's reliability. To predict the causal relationship between organizational culture and job satisfaction, researchers used Pearson correlation and multiple linear regression analysis. For the statistical analysis, 89 valid responses were used, resulting in a response rate of 78.9%. Descriptive statistics, correlation, and regression were used to analyze the collected data. According to the findings, hierarchy culture (mean=3.5674) was the most dominant culture type in the Akaki Kaliti sub city administration PSP, and It was also the most important type of organizational culture in determining work satisfaction (beta = 0.550). Each organizational culture had a statistically significant impact on job satisfaction and had a positive impact on it. There were also no significant links between respondent background characteristics and their responses (gender, age, educational level, work experience, and marital status). In addition to other factors that may affect employee job satisfaction, it is critical to pay close attention to the fact that organizational culture is the root cause of the rising level of overall job satisfaction. The findings of this study are critical for organizations that want to know how satisfied their employees are with their jobs. It is important for supervisors/managers to understand that understanding organizational culture can help them maximize/improve their employees' job satisfaction.

Keywords: - organizational culture, clan culture, adhocracy culture, market culture, hierarchy culture, dominant culture, job satisfaction.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Since the late 1980s and early 1990s, the topic of organizational culture has received much interest all across the world (Okocha, 2016). Considering the contributions of other social science disciplines are particularly important in the issue of organization culture. Because of the debates that continue in this areas reflect differences in historical research of traditions (Griffin & Moorhead, 2014)

From different definitions which have been identified by different scholars and researchers, the two main disciplinary fundamentals of organization culture are sociological (organizations have cultures) and anthropological (organizations are cultures). Due to its granted values, major assumptions, capabilities, and definitions of culture characterize organizations and their members. Cameron and Quinn propose that (2011) culture functions as the social glue that holds an organization together and it is a socially assembled characteristic of organizations.

Deal and Kennedy both claim that (1982) Organizational culture has been defined as a pattern of behavior (assumptions, norms, values, beliefs and attitudes which might not have been articulated but which monitor the ways in which people in organizations act and things are accomplished). Schein (1985), the culture of an organization is a set of general beliefs, attitudes, and assumptions that its employees share. Organizational culture is as significant as an organization's structure, strategy, and control in organizational and management research (Hofstede, 1998). Organizational culture is a structure that distinguishes one organization from another, because organizational cultures around the world have been innovative, aggressive, stable, people, outcome, and team-oriented, and provides attention in the organization that is taking risk (Robins & Judge, 2013).

According to Elizabeth Mulugeta (2017), job satisfaction pushes employees to be highly committed and perform to attain the organizational goal. Furthermore, organizational culture is a set of beliefs that also can help the organization run a successful business in a changing

environment (Schneider, 1983). The success or failure of organizational achievement is heavily influenced by the organizational culture (Sawner, 2000).

Cameron and Freeman (1991) classified cultures into four types: - (clan, adhocracy, hierarchy, and market). Every institution can and does have unique characteristics that define its culture (Lund, 2003). Many researchers link organizational culture with job satisfaction (Sabri, Ilyas, and Amjad, 2011). According to Schultz et al. (2003), job satisfaction is generally an individual's satisfaction with various job-related factors such as: - (the work itself, the leaders, coworkers, job remuneration, incentives, and acknowledgment). According to Buitendach and De Witte (2005), each employer is more fulfilled while they believe their capabilities, values, and experiences are being utilized appropriately in the organization. According to Quzi (2017), job satisfaction is becoming more important in human resource management in order to retain experienced employees and improve their performance. Commitment and performance of employers in various organizations as the impact of outcomes are the basic and important factors for which job satisfaction has been a deeply studied concept. By different researchers, job satisfaction is related to many factors. Example:-role in decision-making, reward equity, advancement opportunities, leadership support, and payment.

Job satisfaction has been examined comprehensively in the context of an organization as well as an individual level, with the individual level research receiving more attention (Judge et al. 2002). The same is true in Ethiopia, in which several academics have examined the influence of various types and degrees of organizational behavior on job satisfaction. Thus, in the case of civil service university Dawit Aberaha (2020), Ministry of Science and Technology Elizabeth Mulugeta (2017), in the case of Debre Berhan University by Semene Mikre (2018), St. Mary University College conducted by Zeleke and Beyene in 2015, Biniyam Teka (2015) in the case of development bank, However, research in organizational values and job happiness was a little behind the times.

As a result, the proposed study seeks to investigate the impacts of multiple organizational ideals on job happiness in the perspective of the Akaki Kaliti sub-city administration public service pool that might require the development of a strong organizational culture in order to enhance the existing level of job satisfaction among pool employees. The conflicting values framework types of culture (clan, market, adhocracy, and hierarchy) are illustrated in this study.

1.2. Statement of the Problem

The public sector is one of the most in-demand service sectors, which can affect the interests of its customers. Understanding the culture of a public service organization and responding appropriately to correct the problem will aid in the resolution of the organization's service delivery challenge.

For organizational success and development, building a good organizational culture and integrating it with employees' satisfaction is very essential. If the employees are not happy with the culture of their organization, they may not be committed and devoted to organizational success. According to different scholars, job satisfaction has a number of various positive contributions such as innovation, creativity, service improvement, turnover, minimization, and improvement of mental and physical health of employees (Delfgaaw, 2007, Saatchi, 2003).

In Akaki Kaki kality sub-city administration public service pool, different employees are absent from their regular work and also come late and leave the office before normal working hours (attendance of organization). Additionally, employer turnover is one of the serious problems which are the main reason for losing experienced and productive employers in the public service pool. According to information obtained by the researcher from the Akaki Kality sub city administration of the public service pool of the human resource department, 38 employees left the pool in the last three years (2018, 2019, and 2020), while 41 new requirements were met.

Several investigations have been performed in Ethiopia to investigate the impact of organizational culture on employee job satisfaction, especially in the public sector. Few of them were Dawit Aberaha (2020), Elizabeth Mulugeta (2017) of the Ministry of Science and Technology, Semene Mikre (2018) of Debre Berhan University, Zeleke and Beyene (2015) from St. Mary University College, and Biniyam Teka (2015) the Developmental Bank of Ethiopia.

Previous researchers Dawit Abraha (2020) found that market culture is the dominant culture, Teh (2019) and Elizabeth (2017) showed that employees who work in clan and adhocracy cultures were content. Additional research Semene (2018) and Maruf et al (2015) been shown market and hierarchical cultures Employees are happy. According to Tesfatsion (2011) the hierarchy culture had a negative significant influence on job satisfaction. Fatima (2016) in his study found that organization culture types strongly impact the job satisfaction of employees. From different

research finding deferent organization can have different organizational culture and understanding of the existent organizational culture highly important for any organizational success and achievement. However, no research has been undertaken to determine the effects of organizational culture on employee job satisfaction, notably in the Akaki Kality public service pool (PSP).

As a result, the researcher's goal was to determine the impact of organizational culture on employee satisfaction in the public service pool of Akaki Kality sub-city administration. Since human resources are the basic factor for the success of any organization, develop a good environment for employees to stay satisfied and maximize productivity as well as reduce turnover intention to the lowest possible level in the organization. To do so, the impact of organizational culture on employees' satisfaction level has to be examined and the dominant culture type of the organization has to be recognized to advocate a cultural change process if needed. As a result, the performance of the organization and employees' job satisfaction would be improved. Determine the dominant and impacting organizational cultures in Akaki Kality sub-city administration PSP was the aim of the study and the finding of the study would contribute to identifying the real existing problem and help the organization to find an exact solution.

1.3. Research Questions

- ✚ What is the current dominant cultural type in Akaki kality sub-city administration public service pool?
- ✚ Is there any significant relationship between the organizational culture and job satisfaction in Akaki kality sub-city administration public service pool staff?
- ✚ What culture type has more power to influence job satisfaction of employees in Akaki Kality sub-city administration public service pool staff?
- ✚ What is the relationship between employees' background characteristics and job satisfaction?
- ✚ What is the level of job satisfaction in Akaki Kality sub city administration public service pool staff?

1.4. Objectives of the Study

1.4.1. General objective of the study

The purpose of this study is to investigate the impact of organizational culture and job satisfaction of employees in Akaki Kality sub-city administration public service pool.

1.4.2. Specific Objectives of the Study

- ✚ To identify the dominant existing organizational culture in the Akaki Kality sub-city administration public service pool.
- ✚ To investigate the relationship between organizational culture and employee job satisfaction among the Akaki Kality sub-city administration public service pool staff.
- ✚ To identify the cultural type which has more power to influence the job satisfaction of the Akaki Kality sub-city administration public service pool.
- ✚ To examine the relationship between employees' background characteristics and employees' job satisfaction in the Akaki Kality sub-city administration public service pool.
- ✚ To examine the level of job satisfaction in the Akaki Kality sub-city administration public service pool.

1.5. Scope of the Study

The purpose of this research is to investigate the “impact of organizational culture on employee job satisfaction in the Akaki Kality sub-city administration public service pool”. The researcher was compelled to confine himself to just the public service pool of Akaki Kality sub-city administration only. An organizational culture and job satisfaction are both affected by a variety of factors; however, the scope of this research was restricted to the examination of organizational culture in its several aspects (clan, aristocracy, hierarchy, and market) as well as total job satisfaction.

1.6. Limitation of the Study

There were some issues during the time of this study, which are listed below: -The time was during the Covid 19 epidemic. There was a lot of contact with different people to gather information, primarily the paper questionnaire, and respondents were concerned about the paper

relay, so in each workroom, one person was assigned to gather a set of questions in one area and try to decrease the connections. Some respondents provided sloppy responses to the given questioners, and in general, there was a lack of time to complete the study, which was sought to be done as quickly as feasible.

1.7. Significance of the Study

The research findings are significant for the sub-city administration offices in general and for the sub-city public service pool, in particular. The research was carried out to help in the following areas: - It assists management in understanding the current organizational culture and the level of job satisfaction of their employees in order to maximize their service and employer productivity. Furthermore, the study serves as a beginning point for other academics who wish to do additional research in the area.

1.8. Definitions of key Terms

Culture: - is the learned and shared way of thinking and acting in a society or among a collection of people.

Organizational culture: - refers to the values that organizational member's share that set them apart from other organizations.

Job satisfaction: -Job satisfaction indicates the degree to which individuals find fulfillment in their work.

1.9. Organization of the Study

This study consists five chapters.

- Chapter one:- Background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study, and definition of key terms.
- Chapter two: - A review of the related literatures.
- Chapter three: - Presents research design and methodology of the study.
- Chapter four:- Results and discussion will present and
- The last chapter is about the summary of major findings, conclusions and suggestions.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

The main concern of this chapter is to reviews the related literature on organizational culture, types of organizational culture, levels of organizational culture, job satisfaction theories, factors influencing job satisfaction, dimensions of job satisfaction, and empirical evidences on the relationship between organizational culture and employee job satisfaction, empirical review and conceptual frame work.

2.1. Theoretical Review

2.1.1. Organizational Culture

Culture emerged from a combination of numerous sciences, especially organizational psychology, social psychology, and social anthropology. Organizational culture was widely studied and defined by different researchers, authors and scholars using their own words. Still, there is no single conventional universal definition for the concept of organizational culture.

Denison (1990) describes corporate culture as the community's essential ideas, values, and forecasts, as well as the actions that touch and enhance them. According to Denison's concept, corporate culture refers to people's beliefs, assumptions, and values. According to Michael Morcos (2018), organizational culture is the distinctive and the actual personality created in a particular organization. Few people think of organizational culture as the output of the organization's people and processes that cannot be managed or quantified. The reality is, organizational culture is unexpectedly tangible. Despite the fact that different researchers define the ideas differently, they all have one core theme: culture is the character of a certain organization that binds people together to achieve the set objectives.

Schein (1985) has further opinion that culture comprises of three levels, and those are: - (1)- behaviors and artifacts, (2)-values, and (3)-basic underlying assumptions. The first level, namely visible artifacts includes of:- (the organization's physical infrastructure, including architecture, office layout, technological advancements, and dress, visible or audible behavior patterns, and public documents such as employee training materials, charters, and stories). The second level is

the values which will govern behavior and explain why members of the organization behave in a certain manner. The third level is the underlying assumptions and these are typically unconscious.

These assumptions will determine how members think and feel and they guide the behavior of an organization and its members (In this research, organizational culture is defined using Cameron and Freeman's Competing Values Framework Approach (CVF) (1991). CVF is extensively utilized as a framework to evaluate organizational culture since it offers a technique for assisting managers and their organizations in analyzing their culture and developing accurate and valid measuring instruments. Using the Competing Values Framework Approach (CVF), four cultural kinds are identified: clan (team up), market (competition), aristocracy (create), and hierarchy (control). Under organizational culture types, you can find an overview of each culture type.

2.1.2. Models of Organizational Culture

Many models of organizational culture have been developed as a result of research, and they include various qualities that are governed by assumptions and beliefs that form a strong identity. Dolan and Lingham (2012), for example, have discussed and analyzed important organizational culture models, including the Deal and Kennedy Model, the Charles Handy Concept, and the Edgar Schein Model. This section also includes the Denison model of organizational culture. Employee values must be aligned with the organization's vision and mission, according to all models of culture and their links to organizational success.

2.1.2.1. Deal and Kennedy model

Deal and Kennedy (2000) measured organizations in respect of feedback and risk (2000), and they suggest four classifications of culture by using these factors. These are the (Tough-Guy, Work Hard, Bet Your Company, and Process) cultures.

The tough-guy is a macho culture: -Employees often take high risks and obtain fast feedback on their actions (Deal & Kennedy, 2000). Rewards in tough-guy Macho culture may be high even though it may be quite demanding to work within. Stockbrokers are an example of organizations with tough-guy cultures due to their hectic monetary deeds.

The work hard or play hard culture:-It represents sales organizations, which do their highest for the purpose of high quality customer service and employees, take few risks but receive fast feedback. According to Deal & Kennedy (2000:13), most of the time, employees operating in this kind of culture are required to be highly active and positive.

The bet-your-company organizational culture:- As Deal & Kennedy (2000, p.13) 'big stakes' decisions are taken but results, and whether the decisions were right or wrong, are known after a very long period of years. For example organizations suchlike development and construction businesses where the end result comes after a number of years. Lastly:-

The process culture: -are organizations that take no risks, there is very little feedback and employees are more concerned with how done the work is, rather than what is the end result (Deal & Kennedy 2000, p.14). Additionally, according to Deal & Kennedy (2000), argue that no organization corresponds specifically to any one type of culture and, hence, a combination of all four may exist (2000:14). In addition, Deal & Kennedy (2000) postulate that organizations with strong cultures, artfully blend the essential positive characteristics of all four types and shape them up in a manner that guarantees top performance (2000, p.15)

2.1.2.2. Charles Handy Concept

To connect organizational structure with culture, researchers can employ Charles Hendy's way of looking at culture. He differentiated four types of culture: "Power Culture," "Position Culture," "Task Culture," and "Person Culture." Each culture's concept, according to Handy, is as follows:-

Power culture:-Power culture is represented as a "web," and it indicates an influence which is distributed like some kind of network from the center to the rest of the organization (Handy1993, p.184). Those cultures are often found in small business organizations such as:-trading, assets, and finance companies. In those kinds of organizations which adopt a power culture, their rules and bureaucracies are kept to the minimum. A good example of such a type of organization is:- Political organizations in which decisions are made primarily through persuasion rather than through bureaucratic or rational processes (Handy 1993, p.184).

Role culture: - According to Handy (1993), employees have quantified delegated authorities and are presented with security and predictability in a highly defined structured organization. Using

their strengths in their pillars, their roles and extents of capability are the behavior of organizations with a role culture. Usually, those pillars comprise the finance and purchasing departments, and their relationship is frequently governed by rules and regulations, which are the primary means of impact (Handy 1993, p.185). As Handy explained, such types of organizations form 'hierarchical bureaucracies', and the source of 'power' is from an individual's position yet, it does not depend on one's knowledge and professionalism. Furthermore, organizations with role cultures are slow to identify the need for change, and even when the need is recognized, transformation takes a long time to achieve (Handy 1993, p.186).

Task culture: - It is a specialized job that operates in organizations where employees operate as a group and power is gained only through competence and only if it is required (Handy 1993). It represents this type of organization as a "net," with much of the power and influence concentrated in the "interstices" of the net (Handy 1993, p.188). According to Handy (1993), the emphasis of this culture is on getting the work done. Following that, this sort of culture attempts to fill in the appropriate resources, the right personnel at the proper rank in the organization, and to let them knuckle down.

A person culture: - According to Handy (1993, p.190), It is very unique, and it represents organizations in which employees feel they're entitled to the organization in which they work. Control systems and management hierarchies are only possible with mutual approval in these cultures. Influence and power-base is usually mutual expertise. That means individuals do what they are good at and are noticed for it on appropriate occasions (Handy 1993).

2.1.2.3. Edgar Schein model

This model helps to understand creativity (Schein, 1984) and offers a useful starting point. Schein suggests that organizational culture is what organizational members learn over a period of time and how they solve their problems of survival. He claims that a culture is a set of basic ideas that a group has modified, found, or developed as it learns to deal with external adaptation and internal integration issues. The three levels of Schein's model are:-(artifacts, values and basic assumptions).

Artifacts (the physical attributes of an organization):- are the visible organizational structure and processes. Amenities, offices, furniture, rewards and credits, dress code, and visible interaction between employees and other stakeholders are all important considerations.

Values (the apparent culture of the organization's stakeholders):- This includes the dissemination of the mission statement, strategies, goals, concepts, and operating values all across the organization.

Assumptions: - The last level addresses the underlying assumptions of the organization. "Culture matters because it is a powerful, latent, and often unconscious set of forces that govern both our individual and collective behavior, ways of perceiving, thought patterns and values. Organizational culture in particular matters because cultural elements determine strategy, goals and modes of operating". Culture is good or bad depending on how it supports the achievement of organizational goals. It takes as a 'good' if it enables the organization to attain its objectives and goals or adapt appropriately to its external environment. If an organization desires to be creative and innovative it must design its culture accordingly.

2.1.2.4. Denison organizational culture dimension

Denison (2000):- conducted research on organizational culture and effectiveness. This paradigm underpins the characteristics of organizational culture (involvement, consistency, adoptability, and mission). There have been three indices under every characteristic.

Involvement: active organizations develop the capabilities of their human resources at all levels; thus makes members of the organization feel committed on their work and see themselves as a part of the body of the organization. At all levels, the individuals feel that they are involved in decision makings and these decisions are effective in their work, and their work is directly tied with the organizational goals. Under this model the mentioned characteristic is measured by measuring three indexes:

Empowerment: individuals have the needed authority, initiative, and ability to administer their work and this makes them feel the sense of ownership and responsibility in organization. Team orientation: team works in order to realize the common goals are highly appreciated in the

organization, so that like the managers, the employees feel that they are responsible for their work and these organizations rely on the groups for doing the works.

1. Capability development: Organizations constantly improve the skills of their employees in order to satisfy the needs and survive in the competition arena.

2. Consistency (Stability and Consistency): Different literature shows that the effective Organizations that are consistent, stable, and whose employees' behavior is rooted in the core values of the organization; the leaders and followers are skilled at getting agreement; the organizational activities are coordinated as well as integrated. Such kinds of organizations have a strong and distinctive culture. Consistency is measured by three indexes as follow.

Core values: the members of the organization are mutual in some values that form their identity and expectations. **Agreement:** the organization members are able to come to an agreement in the cases of the difference of their attitudes and this agreement includes all of the lower, middle and upper levels of the organization.

Coordination and integration: organizational departments which have different function can do together to meet their common goals and objectives.

3. Adaptability: Thus indicates the internal integration and external adaptability which can be the advantages and priority for the organization. The three indexes which used to measure adaptability are:-

Creating change: is ability to create new ways for organization to meet its needs and know the environment of the organization, respond to the current stimuli and exceed the future changes.

Customer focus: organization is able to understand the customers, respond their needs and to be prepared to supply for their doming needs. Because the customer focus is a level at which the organization is conducted toward their satisfaction.

Organizational learning: it measures the signals that the organizations receive and interpret; and the opportunities that the organizations create to encourage the creativity, knowledge and abilities.

4. Mission: mission is the most important feature of the organizational culture. The organization that doesn't know its mission is on the wrong path. An effective organization has a clear idea about its own goals and direction. An organization which is a problem has to change its mission. When an organization changes its mission, then it has to change its strategy, structure, culture and behavior as well. In such types of conditions, a strong leader specifies the mission of the organization and creates a culture that supports its vision.

Strategic direction and intent: having clear strategic intent indicates the direction of the organizational goals, so that everyone can make himself participate in that area or industry. Goals and objective: it specifies the direction of the work of every individual in the organization. Vision: the organization has a common vision for the future. It illustrates the core values of the organization, makes the hearts of human resources closer to each other, and simultaneously specifies the directions.

2.1.3. Types of Organizational culture

Organizational culture is not a narrow concept, but a dynamic aspect in all Organizations. Since all Organization have their own cultures, it is only logical that some Organizational cultures stand lofty than others. Organizational culture can exist in one of two forms: strong or weak. According to Bigliardi B, Dormio AI, Galati F, Schiuma G (2012) the extent to which members of an Organization embrace the Organizational culture is largely determined by the type of culture that prevails in the Organization.

2.1.3.1. Strong organizational culture

A strong organizational culture refers to the set of values and beliefs that are strongly adhered to and widely shared within the organization. However, such a culture necessitates more culture-based investments on the part of the organization, and such a culture is unwilling to alter (Madu BC) (2012). Organizations with strong cultures should take substantial steps to instill and extend their norms and values to their personnel. The strength of the organizational culture is determined by the level of common meaning of principles, norms, and values. (Ehteshamul M, Muhammad, SA (2011). And also, cultures where employees' and organization 'goals are aligned to each other are often thought as successful cultures (Karlsen JT, 2011).

2.1.3.2. Weak organizational culture

If the values and beliefs are not intensely and broadly shared within the organization, it refers to an organization with a weak organizational culture (Ashipaoloye FK, 2014). This indicates that in an organization with a weak organizational culture, each member of the organization depends more on personal principles, norms and values. The culture in weak organizations is more volatile due to little in the engagement of culture-based investments (Taurisa CM, Ratnawati I, 2012). To guide their members' behavior, organizations with weak organizational cultures rely more on rules and regulations than on a shared understanding of values and beliefs (Yeh H, Chien S, 2012).

2.1.4. Competing value framework

From history, we can understand that many researchers tried to develop some standards or topology to define, understand and measure organizational culture. Later, Cameron and Freeman (1991) developed an affective model based on several other researchers' work. Cameron and Quinn (1999) write the competing values framework for cultural assessment and classified culture into two dimensions:-as horizontal and vertical dimensions.

The horizontal dimension:-maps shows the degree to which the organization emphasizes inwards or outwards. As a result, the left indicates that attention is primarily focused internally, within the organization, whereas the right is focused externally, on customers, suppliers, and the external environment. Internal focus is useful in environments where there is no competition or customer focus. However, in competitive environments or where external stakeholders wield power, this challenge must be met directly.

The vertical axes determine who makes decisions. Therefore, at the lower end, control is with management, whereas at the upper end, it is devolved to employees who have been empowered to decide for themselves. Form when the business is stable Stability is a valid and reliability and efficiency are paramount, flexibility becomes more important when environmental forces create a need for change, then. Cameron and Robert Quinn (1999) classified culture into clan, adhocracy, hierarchy, and market culture based on the above dimensions.

Flexibility and desertion

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

Stability and control

Source: - (Cameron & Quinn, 1988)

Figure 2.1: The Competing Values Frame Work

So, Cameron and Quinn (1988) developed this framework which can help an organization or individuals to understand what type of culture is being followed in the environment they are working in. Organizational culture dimensions are adopted from this model within this typology.

2.1.4.1. The Clan Culture

This culture exists in organization which their environment for employees see and feel pleasant, sociable, it just like a friendly and whole organization looks like a family. In such type of organizational culture employees, the head and top members of the organization are treated as opinion leaders and followers. There are essential factors which such types of organizations follows for creating a friendly environment. These factors are: - (trustworthiness, customs and beliefs and cooperation within the organization).

Organizations try to provide such an environment which is helpful in developing the employee's career, expertise, increase in their experience, building their confidence, enhancing coordination between them and the most important is building long term relationship with employees. An organizational value in terms of achievement is depending on environment provided by the organization to their employees and workers. This type of organizational success is determined by coordination and trustworthiness of the employees on the organization. Therefore organizations, try to place a huge amount of their budget to achieve these characteristics.

2.1.4.2. Adhocracy

The entire organization in an adhocracy culture strives to achieve the offering in a unique and novel way, as well as to discover new innovative ideas for the offering. It has even greater independence and flexibility, which is necessary in a rapidly changing business climate. The organization-wide pillars in this culture are developing new ideas with creativity and experimenting with different experiences to improve the offering. In the current world, there is a huge competition in the industry and everyone is trying to become the leader of the industry.

By taking this into consideration, organizations are always preparing themselves to adopt the change quickly for survival and get the highest position in the industry. Organizational achievement is dependent on getting and developing new ideas and using these ideas to make the offerings unique in the eyes of consumers. The main theme for organizations with an adhocracy culture is how to differentiate their offerings in the eyes of their customers.

2.1.4.3. Market Culture

It is a culture where organizational achievement is based on output and the entire environment of the organization and stakeholders are hard-working and top management mainly gives attention to producing the desired outcomes? The achievement of objectives of the organization efficiently and effectively and getting the top of the position in terms of market share and market leader by providing distinctive offering is their main purpose. Specifically, in this culture, organizations seek ways to outperform the competition and achieve the top spot in the industry by capturing the greatest possible share of the market.

2.1.4.4. Hierarchy

According to Cameron (1991) the opposite kind of tools or methods, on evaluating and measuring, monitoring process, structuring, efficiency improvement, or quality achievement, could be focused in the hierarchy culture type of organization. Organization with hierarchy cultures approaches to the traditional corporate structure. Hierarchy culture type of organization is mainly focused on the internal part of organization by way of clear chain of command between the members of the organization. The main direction of this culture is (get it done right), and have a set of approach of things done, which makes them risk-averse and stable. As a main

concern, hierarchy cultures have strong direction within internal organization. Organization with such type of culture has well-defined processes that used to achieve the organization main objective.

2.1.5. Job satisfaction

Job satisfaction is one of the most difficult areas for managers to manage in today's management system. Many studies have shown that job satisfaction has a large impact on employees' motivation, and motivation has an impact on productivity, and thus on the performance of any organization. Because of its widespread application in science, According to Hoppock (1935) definition Job satisfaction can be defined as "any number of cognitive, physical, and social factors that lead to a person saying, 'I am content with my job'. The main idea of this approach indicates that external and internal factors can influence job satisfaction with the way the employee feels. It reveals a variety of things that contribute to a sense of fulfillment. Vroom was defining job satisfaction from the perspective of the employee in their work environment. According to Vroom (1964), job satisfaction is a sentimental factor that influences people's attitudes toward their current jobs.

Evans (1997) defines it as the degree to which an individual perceives his or her job-related needs; it is a state of mind that encompasses all of those feelings. In the same vein, Schmidt (2007) stated that job satisfaction refers to the extent to which an individual understands the positive motivation he or she has for a particular job. Employees who are satisfied with their jobs are more likely to stay on the job and have low turnover rates.

Accordingly, Armstrong (2006), the phrase "work satisfaction" is defined as people's attitudes and sentiments regarding their jobs. This implies job satisfaction if there are positive or pleasant views about the working environment; otherwise, pointing to unpleasant or unfavorable views about work suggests job unhappiness. If there are high levels of dissatisfaction, leaders can understand that problems may exist, which relate to working conditions, the reward system, or the employee's role in the organization (Hellriegel & Slocum, 2011).

Aziri (2011) Employment satisfaction is defined as a combination of positive and negative feelings about one's job, as well as diverse reactions to one's work environment. Job satisfaction can also refer to an individual's fulfillment with regard to numerous job activities, as well as

employment incentives and job-related matters. According to Spector (1997), job satisfaction relates to how much employees or people like or detest their work and the many components of their occupations.

2.1.6. Dimensions of Job Satisfaction

The nine dimension job satisfaction according to Locke (1975) and Spector (1997) are: - (work, salary, recognition, benefits, working conditions, supervision, coworkers, company and management).

Work: - entails natural values, variety, learning opportunities, and opportunities for advancement.

Pay: - This represents the price, impartiality, and the balance.

Promotion: - containing possibilities of advancement, growth; a fair process.

Recognition: - incorporating pay raises for achievement and credit for completed work.

Benefits: - This includes pension, assistance, and friendship Issues about the worker's healthcare yearly level and vacation are shared by the organization and management.

Working condition: - Technology, ventilation, and the environment are examples of such considerations.

Supervision: - covers managerial approach and impact, as well as individual.

Coworkers: - consists of ability, helpfulness and friendliness.

Company and management: - This includes consideration for the employees.

2.1.7. The Relationship between Organizational Culture and Job Satisfaction

As we can see from different research, employee job satisfaction is among the widely studied concepts. According to the study of Morse (1953), employee job satisfaction is influenced and impacted by organizational culture, which also changes their behaviors and attitudes. Furthermore, Wallach (1983) asserts that job performance and job satisfaction are associated with organizational culture, and that job satisfaction and organizational culture are mutually

dependent and interdependent on one another. Workplace conditions and communication modes have a significant impact on job satisfaction (Kerego and Muthupha 1997). As per Goodman, Zammuto, and Gifford (2001), a hierarchical culture is negatively related to job satisfaction while there was a positive association between clan culture and job satisfaction.

According to Sempene et al. (2002), job satisfaction and organizational culture are inextricably linked, with job satisfaction being a result of organizational culture. However, in his study, some aspects have positive relationships while others have negative relationships, and Job satisfaction was found to be favorably associated with clan and market culture, whereas the aristocracy as well as hierarchical culture had a negative relationship (San and Kim 2009).

In this specific organization, there was a strong link between culture and employee job satisfaction; employees' overall satisfaction levels were lower than average, and employee job satisfaction was negatively impacted by the organization's existing culture (Abel 2015).

According to (Greenhaus 1990; Gorris 2006) and McHugh et al. (1993), if the organizational culture deteriorates and a weak culture reduces job satisfaction, which reduces employee productivity, the organization will become inefficient and perform poorly. In addition, Jiang and Klein (2000) case study shows that if an organization improves the satisfaction level of the employees, they can decrease employees' turnover rates from the organization. A study that found that specific elements of organizational culture are more important and significant to job satisfaction suggests the multidimensionality of organizational culture (Lund, 2003). According to Egan et al. (2004), job satisfaction influences organizational culture and employee behavior is influenced by both job satisfaction and organizational culture.

Ashraf and Rezaie (2015) used the CVF and identified four categories of organizational culture and three of them (hierarchy, adhocracy, clan and market). Although organizational culture was positively related to job satisfaction, hierarchical organizational culture was not. In other research Lund (2003) the competing value framework was used to investigate the relationship across four cultural kinds, like clan, adhocracy, and market hierarchical cultures, and work satisfaction. As an outcome, there is indeed a positive relationship between clan and authoritarian cultures and work happiness. Job satisfaction, on the other hand, demonstrates a negative relationship with both hierarchy and market cultures. Employee satisfaction and

commitment to the organization are positively impacted by organizations with a strong and appropriate culture. Aoms and Weathington (2008) and (Chang and Lee, 2007) emphasize the importance of the organization's 'receptiveness' and 'openness' culture in 'elevating' employee job satisfaction.

2.2. Empirical Review

Dawit Aberha (2020) found that Clan culture, Market culture and Adhocracy culture were the most causal culture in predicting job satisfaction respectively whereas Hierarchy culture had insignificant negative effect on job satisfaction.

The et al (2019) found that there were not only significant but also positive relation between (clan culture and job satisfaction) and also between (adhocracy culture and job satisfaction). Nevertheless hierarchy and market culture not had any significance with job satisfaction.

Semene (2019) found that clan, adhocracy, market culture had positive effect on job satisfaction whereas hierarchy culture had negative effect on job satisfaction. As per to Kwakye (2018) Staff turnover in Ghana's private organizations is strongly impacted by the organizational culture. Lund (2003) the competing value framework (CVF) was used to investigate the relationship between clan, adhocracy, market, and hierarchy cultures and job satisfaction. He found a significant positive relationship between clan and adhocracy cultures and job satisfaction, so although hierarchy and market culture had a negative association. Santos et al (2018) found that hierarchy culture has a significant relation with job satisfaction.

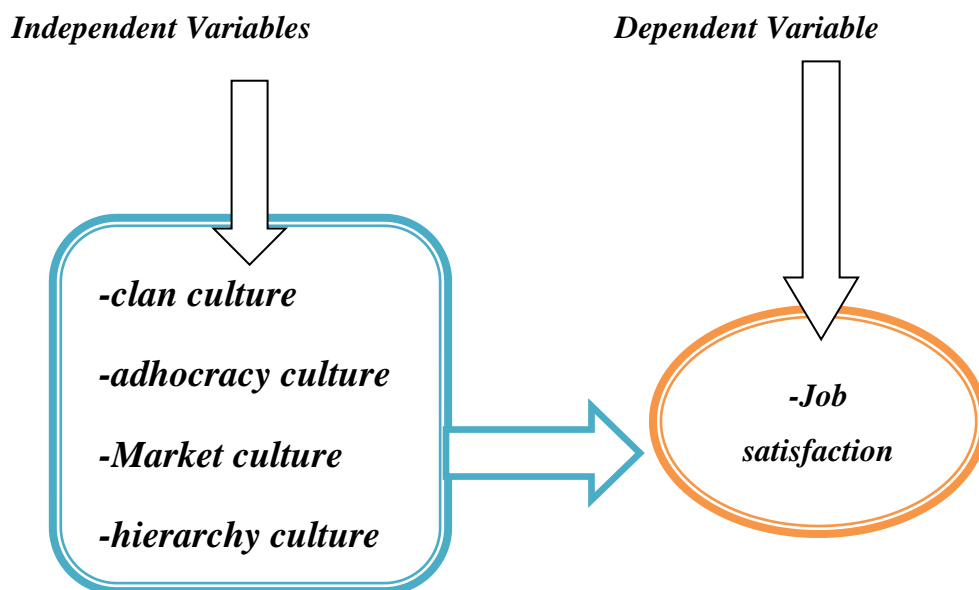
Elizabeth Mulugeta (2017) found that an existent of positive and moderate relation between organizational culture and staff job fulfillment. Din and Ghetany (2016) revealed a substantial negative effect of market culture on employees' job satisfaction. According to Bibiyam Teka (2015), clan as well as adhocracy cultures used to have a major impact on employee happiness, whereas market and hierarchical cultures had a negative impact on total job satisfaction. According to Badawy, Kamel, and Magdy (2016), clan culture has the highest positive link to work fulfillment.

Abel (2015) discovered a significant relationship with culture as well as employee job fulfillment in that, in the given organization, the culmination of employee job satisfaction was shown to be

lower than the regular measure, and employee job satisfaction is negatively impacted by the existing organization's culture. According to Ashraf & Rezaie (2015) clan culture, adhocracy culture and market culture have positive relation with job satisfaction whereas hierarchy culture has no significant relation with job satisfaction. As per Habib (2014), organizational culture is a critical factor that has a significant impact on employee work engagement as well as job fulfillment. According to Sabri, Ilyas, and Amjad (2011), corporate culture has a favorable and major impact on job satisfaction. According to San and Kim (2009), clan and market culture were positively associated with job satisfaction, whereas adhocracy and hierarchy culture were not statistically significant for job satisfaction. Zammuto and Gifford (2001) found that clan culture was positive relation with job satisfaction however hierarchy culture was negatively related with job satisfaction.

2.3. Conceptual Framework

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



Source: - adopted from Cameron and Quinn, 1988

Figure 2.2: Conceptual Framework

Collaborate/Clan culture: - it refers about employee- oriented culture and people have a lot in common and they feel like a large family.

Create/Adhocracy culture: - it refers the culture in which employees take risks and leaders are taken as innovators and risk takes.

Compute/Market culture: - it refers the culture in which employees are competitive and focused on how to attain short term goal.

Control/Hierarchy culture: - it refers the culture in which high coordination and organization exists.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter's objective is to bring us to the research methodology which is appropriate for this study. This section discusses the research strategy, population and data sources, and sampling design, and data collection methods, data collection instruments, data analysis and the presentation style, validity, and dependability are all investigated, as are ethical concerns.

3.1. Description of the Study Area

The study part, as stated in the scope of the study, covers the Akaki Kaliti sub-city administration of the PSP, which is located in the southern part of Addis Ababa.



Figure 3.1: Map of Addis Ababa city

Source: Addis Ababa Urban Planning and Information Institution (2014).

3.2. Research Design

Research designs are kinds of inquiry that provide proper guidance for procedures in a study within qualitative, quantitative, and mixed methods strategies. John W. Creswell, (2014). Denzin

& Lincoln (2011) have called research design as strategic inquiry. According to Mbambo (2005:36) a research design is “a blueprint of how a researcher intends to conduct a study” and (Burns and Groves 2001, p.223) propose that research design discusses to the guide line researchers follow to complete their study from beginning to end. The design researcher choice for this study was explanatory type. Because the nature of this study necessitates correlation research, the relationship between organizational culture practiced and employee job satisfaction of the Akaki Kality sub-city administration PSP staff is being investigated. The study is also a cross sectional in the sense that relevant data would be collected at one point in times and would be used both descriptive and inferential research design to summarize the sample of respondent’s information and to generalize from the result of the sample to the wider population.

3.3. Types and Sources of Data

Primary as well as secondary data sources were used in this investigation. The structured questionnaires would be used to obtain primary data from the staff of Akaki Kality sub-city public service pool staff. The secondary sources would be gathered from different sources of the organization such as from human resource department, information center of public service pool sectors and monthly and yearly report.

3.4. Population and Sampling Design

The entire population of the study is 163 members of the public service pool of 2020/2021. The determined sampling size for the study is 116 full-time workers, representing 70.3% of the total population. The study respondents’ will be sampled from different sectors of the pool. Based on Yamane (1967) sample size determination formula, from a total of 163 public service pool staff, the calculated sample size is 116 at 95 % confidence level and 0.05 precision levels.

The formula below is used to determine the sample size:

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

Where n represents the sample size

N: - is the size of the population, and

e: - is the level of precision or sampling error

3.4.1. Stratified Sampling technique

The stratified technique would be used. The researcher grouped the population into seven strata for certain characteristics of importance to the research purpose as; - Labor and social affairs office 23(14%), Women's and children's affairs office 12(8%), Environmental protection and greenery development office 18 (11%), Food, Medicine, follow up and control office 18(11%), public service and human resource development office 51(31%), housing development and management office 23(14%), finally, culture, art, and tourism office 18(11%) and researcher logically decide to take sample of 116 participants from each office proportionally. Then from each stratum the respondents selected by simple random sampling techniques.

Table 3-1: Stratified Random Sampling

Office	Proportion in population	Sample size
Labor and social affair office	14%	$(.14)(116)= 16$
Women's and children's affairs office	8%	$(.08)(116)= 9$
Environmental protection and greenery development office	11%	$(.11)(116)= 13$
Food, medicine, follow up and control office	11%	$(.11)(116)= 13$
Public service and human resource development office	31%	$(.31)(116)= 36$
Housing development and management office	14%	$(.14)(116)= 16$
Culture, art and tourism office	11%	$(.11)(116)= 13$
Total	100%	116

Source: - adopted from Deribsa Abate (2018)

3.5. Data Collection Method

For collecting data, the researcher would use organizational Culture Assessment Instrument (OCAI) used by Shurbagi (2014) which is standardized questionnaires that used to measure computing value frame work such as:- (clan culture, adhocracy culture, market culture and hierarch culture) which was developed by Cameron and Quinn (1991). The participants of the study would require to expressing their filling of the existing organizational practice for questionnaire that consists of four dimension of CVF are these the study's independent variables. Babin and Boles (1998) developed the original scale measurement, which was eventually adjusted by Gibbs and Ashill (2013) which consists five item will be used to measure job satisfaction that taken as independent variable. The instrument is adapted from earlier validated dimension scale of pioneering research (Dawit Aberaha, 2020).

The primary data were collected by using the self-administered questionnaire which has three sections. The first section is about the demography of the respondents, the second section of the questionnaire is about culture of the organization and the level of their agreement on those cultures, and finally the third section is about job satisfaction of participants. 5-point Likert scale is used to indicate their level of agreement for each statement from ((1) = strongly disagree, (2) = disagree, (3) = neutral, (4) = agree and (5), =strongly agree))

Document Analysis

This investigation would request papers relevant to the laws and regulations that regulate the workers in the Akaki kaliti sub-city administration PSP staff. In addition, the researcher would also ask to get the trends of employee turnover and promotion rates.

3.6. Method of Data Analysis and Presentation

After the data collection, the data cleaning would be done to maximize the quality of finding. Data collected from participants was analyzed by using Statistical Package for Social Science (SPSS) software. The researcher would apply descriptive techniques to analyze the demographic part by using simple arithmetic. Cronbach-alpha will be used to check the statistical reliability of items on the questionnaire. The statistical tools would align with the objectives of the research.

Inferential analysis such as Pearson Coefficient of Correlation was used as a measure of finding correlation between the two variables (Cohen, 1998) and also used to detect multicollinearity problems. The multiple linear regression models were used by researchers that can show the impact of independent variables on its dependent variable (the organizational culture on job satisfaction). The multiple linear regression models included the R squared and the ANOVA that determine the analysis of variance on dependent variable.

3.7. Validity and reliability of data

Quality is always one of the most important issues in the research and quality of research can be judged mainly through testing the reliability and validity. According to Kothari, C.R (1990) validity shows the extent to which a test measures what we really need to do and reliability has to do the accuracy and precision of measurement procedure. Numerous researchers in the field examined the OCAI's reliability and validity before using it as a questionnaire designed for organizational culture study. Quinn and Spreitzer (1991) assessed the device's reliability (i.e., the degree to which it intends to measure cultural types) with 796 administrators across 86 different public utility organizations. And then Cronbach alpha coefficients, a sort of dependability measure, were calculated for each culture. CC received a score of 0.74, AC received a score of 0.79, HC received a score of 0.73, and MC received a score of 0.71.

According to Cameron and Quinn (2011), these findings imply that participants tended to score their organization's culture consistently on all of the numerous items on the questionnaire. Cameron and Freeman (1991) show that the OCAI instrument examined 4 dimensions of organizational culture in a survey of 334 universities and colleges, with (12 – 24) participants answering from every institution for a number of 3,406 participants. The instrument's validity was assessed by aligning the domain of performance wherein the organization succeeded with the style of decision-making, framework, and approach used. Fatima (2016); Gull & Azam (2012); Zhang & Li (2013), Van Saane et al (2003) The OCAI questionnaire has been used by a number of researchers to examine the link or effect of organizational culture (kind) on employee job fulfillment.

3.8. The Conceptual Model

$$JS = X_0 + X_1HC + X_2CC + X_3AC + X_4MC + E$$

Where: - JS is for job satisfaction

OC is for organizational culture

HC is for hierarchy culture

CC is for clan culture

AC is for adhocracy culture

MC is for market culture and

E is for error of terms

3.9. Ethical Considerations

The ethical considerations of privacy and confidentiality would be maintained throughout the course of this study. The participants were given a guarantee for their responses, as well as full disclosure that this research would be used solely for academic purposes and would be kept strictly confidential. Furthermore, their participation in the study was based solely on their interest, and any participant was free to leave at any time.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter focuses on presenting, analyzing, and interpreting primary data collected from respondents via questionnaires, as well as secondary data collected through document analysis. The data gathered using questionnaires was analyzed using the statistical program for social science (SPSS) version 26. The information was gathered from a target population of 116 employers. 116 questionnaires were developed and distributed to employees of the Akaki Kality sub-city administration PSP in order to address this representative sample. Only 96 (82%) of the 116 questionnaires distributed were collected, and only 89 (79.9%) were used by the researcher for this research because 7 (6.03%) were rejected due to poor data quality and incomplete responses, and 20 (17.24%) were not collected. According to Babbie (1990) if response rate is 50% and above it is acceptable. Therefore the response rate of this research is in the range of very good. Following data cleaning, the questionnaire responses were entered into SPSS version 26 for descriptive statistical analysis such as correlation and regression.

4.1. Descriptive statistics

The demographic information of 89 respondents was presented in depth in this context. As a consequence, responses were distributed as follows: (gender, age, work experience, educational qualification, and marital status), as well as the level of their agreement on the existing organizational culture type and job satisfaction, is presented one after the other.

Table 4.1.1 The Respondents' Backgrounds

No	Item	Respondent category	Frequency	Percentage
1	Gender	Male	34	38.2
		Female	55	61.8
		Total	89	100
2	marital status	Married	53	59.6
		Unmarried	33	37.1
		Other	3	3.3
		Total	89	100
3	Age	20-30	39	43.8
		31-40	43	48.3
		41-50	3	3.4
		above 50	4	4.5
		Total	89	100
4	educational background	Certificate	4	4.5
		Diploma	15	16.9
		BA/BSC	65	73.0
		MA/MSC	5	5.6
		total	89	100
5	Work experience	Less than 2 year	20	22.5
		2-5 years	27	30.3
		6-10 years	33	37.1
		Above 10 years	9	10.1
		Total	89	100

Source: statistical package for social science (SPSS) version 26

Table 4.1.1 shows that the numbers of female respondents were 55 (61.8%) and the numbers of male respondents were 34 (38.2%). This indicates that the number of female employees in Akaki Kality sub-city administration PSP is greater than the number of male employees, which shows good participation of female employees in this research. According to marital status 53 (59.6%) of the respondents were married, 33 (37.1%) of the respondents were unmarried. And the rest 3 (3.4%) are others this shows that majority workers are married. This shows that the numbers of married employees are larger than the number of unmarried and others. Regarding to age, 43(48.3%) respondents ranged between 31-40, the age of 39(43.8%) respondents ranged between 20-30, the age of 3(3.4%) respondents ranged between 41-50 and 4(4.5%) respondents were

above 50. The table illustrates that the age composition of the employees are good and the majority of respondents are 48.3% and 43.8% were ranged between 20-30 and 31-40 respectively exists in productive age range. Based on educational background of respondents' shows 4(4.5%) have certificate, 15(16.9%) have diploma, 65(73%) have BA/BSC and the rest 5(5.6%) respondents have MA/MSc. This shows that the majorities PSP staff have BA/BSE and were good enough in their educational background to give reasonable information. Based on work experience, 20 (22.5%) have less than 2 years of service, 27 (30.3%) have 2-5 years of service, 33 (37.1%) have 6-10 years of service and 9 (10.1%) have above 10 years of service. Table 4.1.1 above shows that most of the employees have work experience of 6-10 years (37.1%) and 2-5 years (30.7%) respectively. This indicates that most of the participants have spent enough service years in the PSP to recognize the existing organizational culture and its impact on their job satisfaction.

4.2 Descriptive statistics of organizational culture types

The results of the organizational culture and job satisfaction questionnaires were interpreted using mean and standard deviations. Following that, a comparison of four cultures was made for this study: clan culture, adhocracy culture, market culture, and hierarchy culture.

Table 4.2.1:-Descriptive statistics of clan culture types

Descriptive Statistics			
	N	Mean	Std. Deviation
C1- the employees of the company feel about the organization	89	3.37	1.027
C2- Issues that exemplify the leadership of the organization	89	3.37	.845
C3- Issues that identify the organization's management style	89	3.38	.683
C4- The issue that unites the organization	89	3.44	.783
C5- Issues that the organization emphasizes	89	3.39	.701
C6- The style of leadership recognized by the organization	89	3.51	.771
Valid N (listwise)	89		

Source: statistical package for social science (SPSS) version 26

Based on table 4.2.1 above, six statements were given to measure the level of agreement of respondents on each and individual sentence that used to show the current existing level of clan culture. From table 4.2.1 it clearly shows that mean of the collected responses range from 3.37

to 3.51. The minimum value was given to the first and second statement that says “My workplace is a very intimate place. It's like having an extended family. People appear to reveal a lot about themselves, and the leadership of my organization is frequently considered as exemplifying mentoring, facilitation, or nurturing”, with an SD of (1.027:.845). And sixth statement has got highest mean value “My organization explains success in terms of human resource development, cooperation, employee dedication, and concern for people” with standard deviation of 0.771. For the statement, “Collaboration, consensus, and participation describe my organization's management approach” had (mean =3.38, SD = 0.683). For the statement “Loyalty and mutual trust are the glue that ties the organization together. This organization has a lot of people that are passionate about it had (mean =3.44, SD = .783). Lastly the statement “Loyalty and mutual trust are the glue that ties the organization together and this organization has a lot of people that are passionate about it” had (mean = 3.39, SD = 0.701).

Table 4.2.2: Descriptive Statistics of Adhocracy Culture

Descriptive Statistics			
	N	Mean	Std. Deviation
AC1- Issues that make the organization's management style unique	89	3.26	.899
AC2- The issue that bonds the organization	89	3.28	.639
AC3- The organization's focus on new resources and new challenges	89	3.31	.847
AC4- The way the organization describes efficiency.	89	3.29	.786
Valid N (listwise)	89		

Source: statistical package for social science (SPSS) version 26

According to table 4.2.2, four statements were used to confirm the presence of an adhocracy culture and to ensure respondents' involvement in order to gate their level of agreement on each sentence. Based on the result, “My organization prioritizes the acquisition of new resources and the development of new challenges. Trying new things and looking for new chances are regarded favorably.” had the highest (mean =3.31, SD =0.847). However, the statement “Individual risk-taking, innovation, flexibility, and individuality describe the management style of my organization.” “Had a minimum (mean =3.26, SD= 0.899). Also (mean = 3.29, SD = 0.786) were

confirmed by the assertion “Success in my organization is defined by efficiency, consistent delivery, easy scheduling, and low-cost production.” Finally, enthusiasm to innovation and development is the glue that ties the organization together. There is a strong emphasis on being cutting-edge had (mean =3.28, SD = 0.639).

Table 4.2.3: Descriptive statistics of Market culture

Descriptive Statistics			
	N	Mean	Std. Deviation
MC1- The source of the strength of the organization's leadership style	89	3.33	.963
MC2- The unity of the organization emphasizes the achievement of the goal	89	3.27	.914
Valid N (listwise)	89		

Source: statistical package for social science (SPSS) version 26

As it showed in the table 4.2.3, the involvement of respondents in obtaining their degree of agreement on each and individual sentence was ensured by the above two assertions that may indicate the existence of a market culture. Then the “My organization's management style is defined by hard-driving competitiveness, high expectations, and accomplishment.” were relatively got higher (mean = 3.33, SD =0.963) whereas the lower (mean =3.27, SD = 0.914) was registered for the second statement “The emphasis on achievement and goal attainment is the glue that ties the organization together. Assertiveness and win are common themes.”

Table 4.2.4: Descriptive statistics of hierarchy culture

Descriptive Statistics			
	N	Mean	Std. Deviation
HC1- The state of control of the organization	89	3.44	.988
HC2- The overall coordination and organization of the management of the organization	89	3.46	.784
HC3- The state of work safety and suitability in the organization's management style	89	3.46	.641
HC4- Issues that connect the organization	89	3.51	.740
HC5- The organization's attention on sustainability and stability	89	3.44	.690
HC6- The organization's link to success	89	4.10	.892
Valid N (listwise)	89		

Source: statistical package for social science (SPSS) version 26

Based on the table 4.2.4 above, six statements were given to measure the level of agreement of respondents on each and individual sentence that was used to show the current existing level of hierarchy culture. Based on the results obtained, “My organization defines achievement in terms of efficiency. Reliable delivery, flexible scheduling, and low-cost production "and" My organization is a very controlled and structured environment. “In general, formal procedures govern what people do, and my organization places a premium on permanence and stability. The importance of efficiency, control, and smooth operations cannot be overstated. “(mean = 4.10, SD = 0.892 and mean=3.44, SD=.690) had got the highest and the lowest mean value consecutively. The statement "My organization's leadership is widely regarded as exemplifying coordination, organization, and smooth operation." got (mean =3.46, SD= 0.784). “My organization's management style is defined by job security, uniformity, predictability, and interpersonal stability” (Mean = 3.46, SD= 0.641). Finally, "formal rules and policies are the glue that holds the organization together "Maintaining a smooth-running organization is important (mean =3.51, SD= 0.740).

4.3 Descriptive statistics of job satisfaction

Table 4.3.1 descriptive statics of job satisfaction

Descriptive Statistics			
	N	Mean	Std. Deviation
JS1- My job is incredibly enjoyable.	89	3.46	.978
JS2- My employment provides me quite a lot of satisfaction.	89	3.49	.771
JS3- I am very passionate about my job.	89	3.49	.546
JS4- I find real enjoyment in my work	89	3.56	.673
JS5- I really enjoy my job.	89	3.51	.605
Valid N (listwise)	89		

Source: statistical package for social science (SPSS) version 26

Based on the table 4.3.1 above, there were about five statements given to individual respondents to understand their level of satisfaction. From the output “I find real enjoyment in my work” and “My job is incredibly enjoyable.” got the highest and the lowest value respectively (mean=3.56, SD = .673 and mean = 3.46, SD = .978). “My employment provides me quite a lot of satisfaction” got a (mean =3.49, SD = .771), finally “I am very passionate about my job.” and “I definitely like my job” had (mean = 3.49, SD= .546 and mean=3.51, SD= 0.605) respectively.

Table 4.3.2: summary of descriptive statistics of culture type and job satisfaction

Descriptive Statistics			
	N	Mean	Std. Deviation
CC	89	3.4101	.66811
AC	89	3.2865	.69653
MC	89	3.2978	.89099
HC	89	3.5674	.55829
JS	89	3.5034	.56417
Valid N (list wise)	89		

Source: statistical package for social science (SPSS) version 26

Based on the table 4.3.2, the level of job satisfaction was (mean=3.5034, SD = 0.56417) among independent cultures. The hierarchy culture received (mean = 3.5674, SD= 0.55829), the clan culture received (mean =3.4101, SD= 0.66811), the adhocracy culture received (mean = 3.2865, SD= 0.69653), and the market culture received (mean = 3.2978, SD= 0.89099). This indicates that hierarchy culture has the highest mean value and is regarded as the dominant culture in Akaki Kaliti sub city administration PSP while adhocracy culture has the lowest mean value, especially when compared to market culture.

4.4 Correlational Analysis

Correlation analysis was used to look at the link between the independent factors (clan, adhocracy, market, and hierarchy) and the dependent variable (job satisfaction). The researcher used Cohen's (1988) to determine the strength of the relationship between this organizational culture and job satisfaction. If these variables show a positive relationship, they indicate changes in scores in the same direction, whilst the variables change in the opposite direction. Based on the aforementioned idea of correlation, the relationship between organizational culture (clan, adhocracy, market and hierarchy) and job satisfaction are presented as follows.

Table 4.4.1: correlation between each culture types and job satisfaction

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

Correlations		CC	AC	MC	HC	JS
CC	Pearson Correlation	1				
AC	Pearson Correlation	.463**	1			
MC	Pearson Correlation	.368**	.410**	1		
HC	Pearson Correlation	.649**	.518**	.507**	1	
JS	Pearson Correlation	.749**	.625**	.582**	.876**	1
** . Correlation is significant at the 0.01 level (2-tailed).						

Source: statistical package for social science (SPSS) version 26

Based on table 4.4.1, the output of correlation obtained sig (2-tailed of) $0.000 < 0.05$ and Using Pearson Correlation, it is feasible to establish that there is a substantial positive significant link between organizational culture types and job satisfaction in the Akaki Kality public service pool. As a result, hierarchy culture correlates with job satisfaction ($r=0.876$), clan culture correlates with job satisfaction ($r=0.749$), adhocracy culture correlates with job satisfaction (0.625), and market culture correlates with job satisfaction (0.582).

4.5. Diagnosis test

4.5.1 Assumption 1: Test of Normality

The linear regression analysis that requires all variables to be multivariate normal is referred to as the normality test. A histogram or a Q-Q-Plot is ideal for testing this assumption (Rani Das, 2016). It demonstrates that the data is distributed on a regular basis. The kurtosis and skewness values were calculated using SPSS version 26 to determine whether the data was normal. Skewness is the degree to which cases are grouped towards one end of an asymmetric distribution. In general, the farther the skewness value deviates from zero, the less likely the data will be normally distributed. Kurtosis is a measure of the level of peak in a histogram. Positive kurtosis can be seen in the high peak, whereas negative kurtosis can be seen in the flatter distribution (Rani Das, 2016). A histogram is essentially a graph that depicts a variable's frequency distribution of data. The values of the variable are depicted on the X-axis, while the frequency is represented on the Y-axis. Histograms are a valuable apparatus for deciding whether your information is routinely disseminated. In case the information is clustered around the cruel in a ordinary dispersion at that point the factors are ordinarily conveyed.

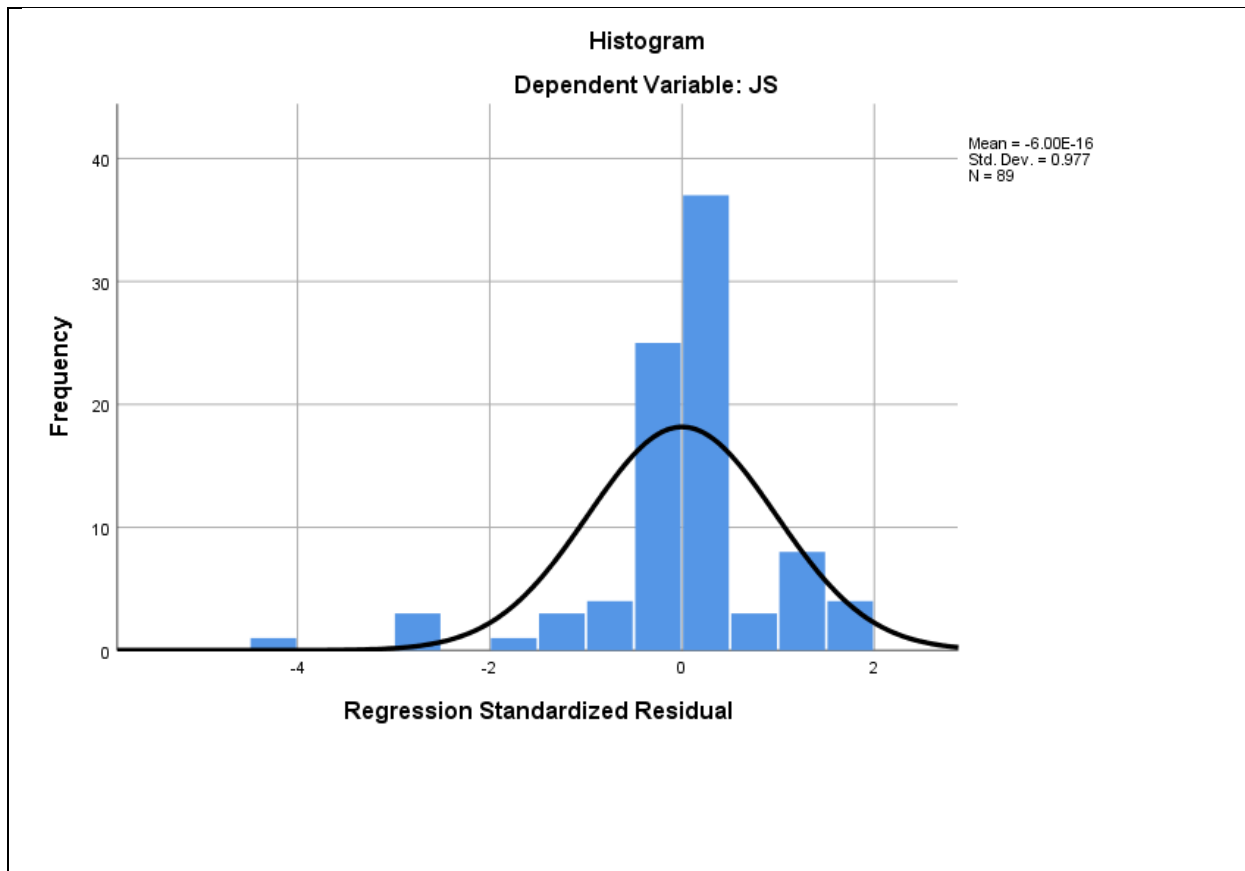


Figure 4.5.1: Normality Tests of Residuals

As per Garson (2012), the normal distribution of histogram graphs resembles a bell-shaped distribution. The variables' kurtosis and skewness should be between negative three and three. As a result, as shown in the graph above, the normal distribution of the variables in this study scores between -3 and 3, and the graph has peaked and is bell-shaped. As a result, the variables are normal.

4.5.2 Assumption 2: Test of Linearity

A P-P plot (probability–probability plot or percent–percent plot) in statistics is a probability plot that compares the two cumulative distribution functions to see how closely two data sets agree (Tabs, 2010). In regression analysis, the relationship between the variables is assumed to be linear. That means the points in the diagonal line plot need create a pattern that can be approximated by a straight line. Therefore, the result shows variables are linear.

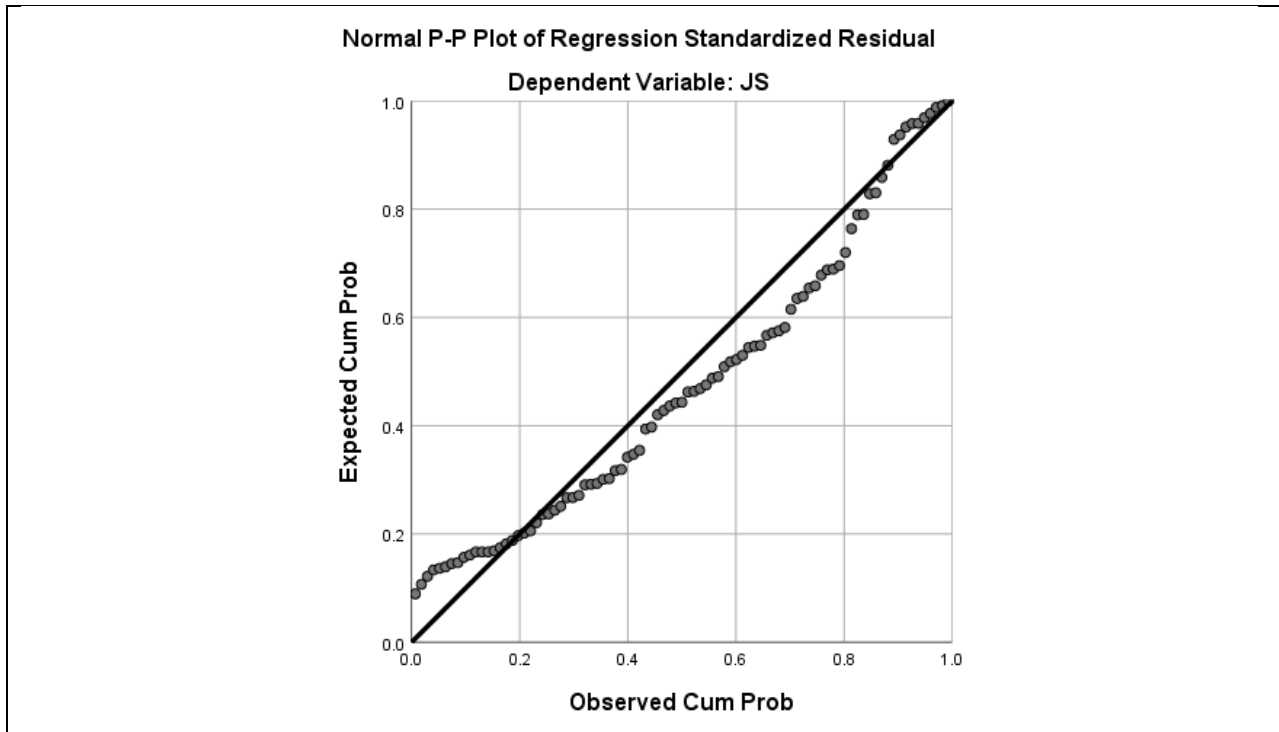


Figure 4.5.2 Test of linearity

Assumption 3: Homoscedasticity

Homoscedasticity refers to the extent to which the variances of the data values for the dependent and independent variables are equal (Garson, 2012). At each level of the predictor variables, the variance of the residual terms should be constant. This simply means that the residuals at every level of the predictors should have the same variance, so verifying this assumption is advantageous to the fitness of t. In this particular instance, the researcher plots the standardized residuals, or errors (ZRESID), on the Y-axis, and the standardized predicted values of the dependent variable based on the model (ZPRED), on the X-axis, to plot the homoscedasticity analysis, as recommended by (Multiple Regration.Pdf, n.d.), and the result is shown on the next graph.

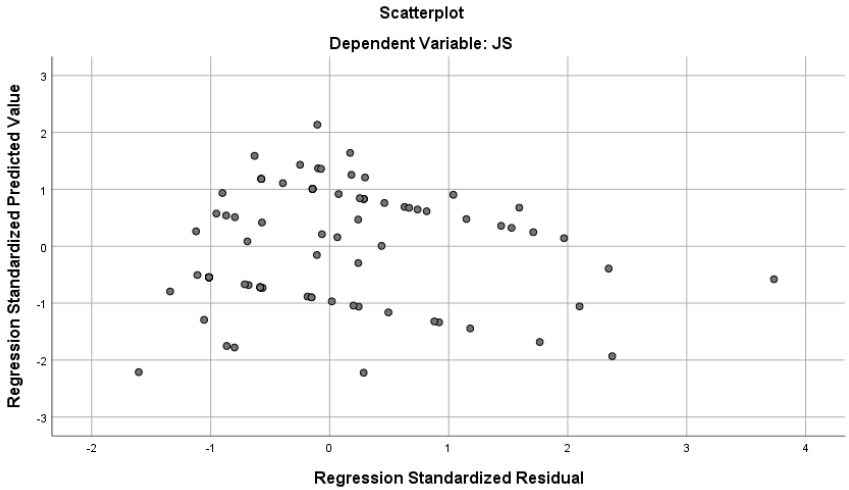


Figure 4.5.3 : Scatter plot for testing homoscedasticity

Assumption 4: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	CC	.556	1.798
	AC	.678	1.476
	MC	.713	1.403
	HC	.466	2.144

Table 4.5.1: Multicollinearity test

The data in the preceding table also allows us to test for multicollinearity. A general rule of thumb is that any predictor VIF between 1 and 10 should be investigated for potential multicollinearity issues (Dhakal, 2018b). Ramesh Tharu cites (Joseph F. Hair Jr, William C. Black, and Barry J. Bin, 2010), (2019). In our multiple linear regression model, the VIF of all independent variables was 10, and the tolerance was 0.556, 0.678, 0.713, and 0.466 respectively, which is > 0.1. This appears that there's no multicollinearity issue.

Assumption 5: Autocorrelations Test

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

Table 4.5.1: Autocorrelations

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.929 ^a	.862	.856	.21428	2.264
a. Predictors: (Constant), HC, MC, AC, CC					
b. Dependent Variable: JS					

According to the Babatunde et al. (2014) description, the Durbin Watson statistic ranges in value from 0 to 4. A value near 2 indicates non-autocorrelation, a value towards 0 indicates positive autocorrelation and a value towards 4 indicates negative autocorrelation. As shown in the above table, the performance of the Durbin-Watson test is 2.264, which is within the acceptable range.

4.6. Regression Analysis

Table 4.6.1: Summary of the Model

Model Summary ^c				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.189 ^a	.036	-.022	.57041
2	.930 ^b	.864	.849	.21945
a. Predictors: (Constant), Working experience, Educational level, Marital Status, Gender, Age				
b. Predictors: (Constant), Working experience, Educational level, Marital Status, Gender, Age, MC, CC, AC, HC				
c. Dependent Variable: JS				

Source: statistical package for social science (SPSS) version 26

The goodness of fit of the variables in explaining variation in Akaki Kality sub-city administration is measured using R-square. PSP evaluates the constant predictors (hierarchy, clan, adhocracy, and market culture). The results of the regression of all respondents' demographic characteristics (Gender, age, work experience, educational background, and marital status) against overall job satisfaction are shown in table 4.6.1 above. The R-Squared value of 0.036 from the regression analysis revealed that the demographic features of the respondents could only explain for roughly 3.6 percent of the variation in job satisfaction. This suggests that other factors account for 96.4 percent of the variation in the dependent variable (job satisfaction). The R-value of 0.189 also shows a small correlation between the dependent variable (job satisfaction) and demographic factors.

Also, as shown in table 4.6.1, the R Squared value is 0.864, indicating that all types of organizational culture (hierarchy, clan, adhocracy, and market culture) explained about 86.4% of the variation in the dependent variable, with 13.6% of the variation remaining unexplained, and the R value of 0.930 indicating a strong relationship between organizational culture types and job satisfaction.

4.7. ANOVA

Table 4.7.1 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.003	5	.201	.617	.687 ^b
	Residual	27.006	83	.325		
	Total	28.009	88			
2	Regression	24.204	9	2.689	55.842	.000 ^c
	Residual	3.805	79	.048		
	Total	28.009	88			
a. Dependent Variable: JS						
b. Predictors: (Constant), Working experience, Educational level, Marital Status, Gender, Age						
c. Predictors: (Constant), Working experience, Educational level, Marital Status, Gender, Age, MC, CC, AC, HC						

Source: statistical package for social science (SPSS) version 26

The analysis of variance (ANOVA) indicates the overall significance and suitability of model two from a statistical standpoint, as shown in table 4.7.1. At the $p < 0.05$ level of significance, the F ratio ($F, (9, 79) = 55.842, p = .000$) was statistically significant. This implies that (clan, adhocracy, market, and hierarchy cultures). It had a statistically significant impact on the job satisfaction of the Akaki Kality sub-city PSP staff. Therefore, the researchers can conclude that the regression model results in significant prediction of job satisfaction because the p-value indicates that the variation explained by the model is not due to chance.

Also, table 4.7.1 shows the overall insignificance of model one from a statistical perspective. As the f ratio ($f, (5, 83) = .617, p = .687$) was statistically insignificant at $p < 0.05$ level of significance. This shows that (gender, age, work experience, educational background, and marital status) statistically had no significant role in job satisfaction of Akaki Kality sub city administration PSP.

Table 4.7.2: Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.236	.535		6.046	.000
	Gender	.003	.144	.003	.024	.981
	Age	.013	.095	.018	.140	.889
	Marital Status	-.037	.112	-.037	-.330	.742
	Educational level	.146	.113	.157	1.300	.197
	Working experience	-.050	.067	-.083	-.737	.463
2	(Constant)	.093	.253		.369	.713
	Gender	.000	.056	.000	-.008	.994
	Age	.007	.039	.009	.177	.860
	Marital Status	-.012	.044	-.012	-.270	.788
	Educational level	.009	.044	.010	.208	.836
	Working experience	-.025	.027	-.042	-.938	.351
	CC	.217	.049	.258	4.399	.000
	AC	.137	.043	.169	3.167	.002
	MC	.089	.031	.141	2.839	.006
	HC	.550	.062	.545	8.876	.000
a. Dependent Variable: JS						

Source: statistical package for social science (SPSS) version 26

a. Dependent Variable: Job Satisfaction

Clan (p=.000), adhocracy (p=.002), hierarchy (p=.000), and market cultures (p=.006) According to table 4.6.2, were statistically significant in predicting the dependent variable since their p-values were less than 0.05. According to Greenland et al. (2016), the p-value used to evaluate the significance of a connection between dependent and independent

variables. If p-value of an independent variable's is less than 0.05, the variable considered significant; otherwise, If the independent variable's p-value is larger than 0.05, it is deemed insignificant. Each regression coefficient shows how a unit of change in the independent variable causes an average change in the dependent variable.

All of the independent factors had a positive influence on job satisfaction, as shown in Table 4.7. The predictor variables' unstandardized beta coefficients were as follows: (for Hierarchy, B=0.550), (for Clan, B=0.217), (for Adhocracy, B=0.137), and (for Market Cultures, B=0.089).

The most important independent variable in predicting the dependent variable is one with a greater beta coefficient and a statistically significant p-value. As a result, hierarchy culture, with an unstandardized beta value of 0.550, was the most important organizational culture type in predicting job satisfaction among Akaki Kality PSP employees. Clan culture comes in second with a beta of 0.217, followed by Adhocracy culture with a beta of 0.137, and finally market culture with a beta of 0.089. Because their p values were larger than 0.05, none of the five discovered demographic variables of respondents had a significant impact on the job satisfaction.

As a result, the regression equation may write like this:

$$\mathbf{JS = 0.93 + 0.550 * hierarchy\ culture\ (HC) + 0.217 * clan\ culture\ (CC) + 0.137 * adhocracy\ culture\ (AC) + 0.089 * market\ culture\ (MC)}$$

The estimated model coefficient indicates that all of the study's independent variables are significant at the 5% level of significance and the 95% level of confidence. The unstandardized coefficients show how much the dependent variable varies with an independent variable when all other independent variables are held constant. As a result, it is concluded that the hierarchy culture has the greatest impact on job satisfaction. Generally, the above estimated multiple regression model tells us;-

- In the absence of all four independent variables in this model (HC, CC, AC, MC) or there were equal to zero, the expected value of predicted dependent variable (job satisfaction) = 0.93.

- If all independent variables(CC, AC, MC) were remain the constant and a unit change in hierarchy culture will increase the predicted value of job satisfaction by 0.550 units
- All independent variables in the model remain the same (HC, AC, MC) and a unit change in clan culture will increase the expected value of job satisfaction by 0.217 units.
- If the other variables in the model were constant (HC, CC, MC) and a unit change in adhocracy culture will increase the expected value (job satisfaction) by 0.137units.
- If all independent variables in this model were must constant (HC, CC, AC) and unit change in market culture will increase the predicted value (job satisfaction) by 0.089 units.

4.8. Discussion

The mean values of hierarchy culture were relatively higher than the other three cultures accommodated in this study. According to this finding, the dominant cultures in Akaki Kality sub-city administration were hierarchy cultures, with a mean value of 3.5674. The other cultures (clan culture has a value of 3.4101, adhocracy culture has a value of 3.2865, and market culture has a value of 3.2978).

The relationship between Akaki Kality sub-city administration PSP hierarchy culture and job satisfaction: - Hierarchy culture was defined as a formalized and organized work environment in which procedures govern what people do. Organizations with a hierarchical culture place a premium on permanence and stability. According to the findings of this study, hierarchy culture has a positive effect on the independent variable (job satisfaction) with a positive beta coefficient. As a result, among Akaki Kality sub city administration PSP staff employees, hierarchy culture had a significant positive effect on job satisfaction.

Clan culture was viewed as a family-style organization, with members engaging in decision-making and teamwork being a key component of the job. According to the findings of this study, clan culture positively and significantly related to job satisfaction in the Akaki Kality sub city administration PSP staff. Various studies have found a favorable and significant relationship among clan culture and job satisfaction. Among those, Dawit Aberaha (2020), Meng and Berger (2019), Teh et al. (2019), Semene (2018) and Seifu (2018) are a few of them.

The relationship between adhocracy culture and job satisfaction in the Akaki Kality sub-city administration PSP staff was also investigated. Adhocracy culture was perceived as a dynamic environment in which employees focused on innovation in order to achieve the aims of the organization. The emphasis on specialization and quick change within the Adhocracy culture is one characteristic; employees regularly cooperate on specialized projects. Adhocracy culture had a substantial beneficial influence on job satisfaction among Akaki Kality sub city administration PSP staff, according to the findings of this study. Previous studies have discovered a significant positive relationship between adhocracy culture and job satisfaction (Dawit 2020; Semene 2108; Seifu 2108; Elizabeth 2017).

Finally, in Akaki Kality sub-city administration PSP staff, it was looked into the link between market culture and job satisfaction. Market culture, according to Fatima (2016), is a competitive and competent culture focused on accomplishing short-term goals. Market culture organizations are primarily goal-oriented, with employees who are highly competitive and focused on success. The results of market culture revealed a significant positive relationship between job satisfaction and Akaki Kality sub city administration PSP personnel. According to prior study, there is a favorable relationship among market culture and job happiness (Semene 2018; Scammon et al.2014; Savic and Savic 2014). The same study (Seifu 2018; Reis, Trullen, and Story 2016; Din and Ghetany 2016) discovered a negative relationship between market culture and work satisfaction. This could be related to a shortage of confidence in one's ability to achieve organizational goals (Din and Ghetany 2016).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter summarizes the study's major findings, draws conclusions based on the findings, and proposes some recommendations for improving the organizational culture of Akaki Kality sub city administration PSP in order to increase job satisfaction. Recommendations for future research are also provided.

5.1 Summary of the major finding

The study's overall goal was to investigate the impact of organizational culture on employee job satisfaction in the Akaki Kality sub-city administration public service pool (PSP).

The study addressed the following basic research questions:

- ✚ What is the current dominant cultural type in Akaki kality sub-city administration public service pool?
- ✚ Is there any significant relationship between the organizational culture and job satisfaction in Akaki kality sub-city administration public service pool staff?
- ✚ What culture type has more power to influence job satisfaction of employees in Akaki Kality sub-city administration public service pool staff?
- ✚ What is the relationship between employees' background characteristics and job satisfaction?
- ✚ What is the level of job satisfaction in Akaki Kality sub city administration public service pool staff?

Based on the sample size, about 116 questionnaires were issued, with 89 (76.9%) usable replies being selected for data analysis. Shurbagi (2014) utilized the Organizational Culture Assessment Instrument (OCAI) to evaluate organizational culture, which was previously used to test the CVF (such as Clan, Adhocracy, Market and Hierarchy cultures). Participants were requested to offer their perspectives on current organizational practice for the OCAI questionnaire, which encompassed four CVF components and 18 items for each culture (six items for clan culture, four items for adhocracy culture, two items for market culture, and six items for hierarchy

culture). The original scale assessment developed by Babin and Boles (1998) and subsequently adapted by Gibbs and Ashill (2013), consisting of five questions, was used to evaluate work satisfaction, which was the dependent variable (DV) of this research. The structured questionnaire was administered using a 5-point Likert scale answer framework [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = highly agree]. The Statistical Package for Social Science SPSS software version 26 was used to evaluate the data gathered from respondents in order to assess the variability of the gathered data. Descriptive analysis such as frequency, percentage, tables, and central tendencies such as mean and standard deviation (SD) were used to analyze the demographic profiles of target respondents. Pearson's Correlation Analysis was utilized to assess the relationship between the study's variables. MLR was used to calculate R as the Pearson correlation coefficient, R Square, B values, and a variable significance test.

After evaluating the gathered data, the study arrived at the following significant findings.

About 34 (38.2%) of the respondents were male, while 55 (61.8%) were female, indicating that the number of female employees was greater than the number of male employees, which was unusual in government organizations, and researchers saw it as a good opportunity for future organizational development. When it came to age, 39 (43.8%) of the participants were between the ages of 20 and 30, 43 (48.3%) of the respondents were between the ages of 31 and 40, 3 (3.4%) of the respondents were between the ages of 41 and 50. And the remaining 4 (4.5%) of the respondents were over the age of 50. About 20 (22.5%) of the respondents had worked for less than two years, 27 (30.3%) of the respondents had worked for 2-5 years, 33 (37.1%) of the respondents had worked for 6-10 years, and 9 (10.1%) of the respondents had worked for more than ten years. The demographic profile also indicated 4 (4.5) of respondents had a certificate, 15 (16.9) had a diploma. 65 (73%) of the respondents had BA/BSC, 5 (5.6%) of the respondents had MA/MSc.

The highest was hierarchy culture (mean = 3.56034, SD= 0.55829), followed by clan culture (mean = 3.4101, SD= 0.66811), market culture (mean = 3.2978, SD=.89099), and adhocracy culture (mean = 3.2865, SD= 0.69653). The overall job satisfaction was a (mean=3.5034, SD=0.56417). As a result, it was discovered that hierarchy culture was the dominant culture in Akaki Kaliti sub city administration PSP, with a slight difference in mean value from the others.

Pearson Correlation was used to investigate the relationship between organizational culture types and job satisfaction among Akaki kality sub city public service pool employees. The ($r=.930$) relationship between each organizational culture and job satisfaction was positive and significant. All the four cultures had a large correlation with job satisfaction; (hierarchy culture with job satisfaction ($r= .876$), (Clan culture with job satisfaction ($r = 0.749$), (Adhocracy culture with job satisfaction ($r=0.625$), and finally market culture with job satisfaction ($r=.582$). Regressing organizational culture against job satisfaction yielded a R Squared value of 0.864, suggesting that the four forms of organizational culture explained 86.4 percent of the variation in the dependent variable, leaving 13.6 percent unexplained. The R value of 0.930 suggests that organizational culture types and job satisfaction have a high association. Because the p-values were less than 0.05, all independent factors were statistically significant in predicting the dependent variable. For Hierarchy, Clan, Adhocracy, and Market Culture, the unstandardized beta coefficients were ($B=0.55$), ($B=0.217$), ($B=0.137$), and ($B=0.089$), respectively.

As a result, hierarchy culture with unstandardized ($B=0.55$) was the most important organizational culture type in predicting job satisfaction of staff members in Akaki kality sub city administration public service pool (PSP), followed by clan culture with ($B= 0.217$), Adhocracy culture with ($B= 0.137$), and finally market culture with ($B=.089$). Respondent demographic characteristics were regressed against job satisfaction, and the R was 0.189, indicating that the demographic variables and the dependent variable have a low association. The R squared result revealed that demographic variables accounted for roughly 3.6 percent of the variation in the dependent variable, with unexplained Factors accounting for 96.4 percent. From given information the demographic factors such as: - sex, age, marital stats, educational qualification and work experience had almost no relation with job satisfaction.

The job satisfaction level of sub city administration of public service pool as a total would be existed at medium level because the mean value of each five item ranges from 3 to 4 and the average level of job satisfaction with (mean=3.5034, SD=.56417).

5.2 Conclusion

In the Akaki Kality sub city administration public service pool (PSP), the study looked into the influence of each organizational culture on job satisfaction. According to the study's findings, hierarchy culture was the dominant type of organizational culture in Akaki Kality sub city administration PSP, with a higher mean value than other cultures such as clan, adhocracy, and market culture. The regression coefficient for these four cultures revealed a significant positive relationship between job satisfaction and these four cultures. According to the regression results, hierarchy culture has a beta value of (B=0.55) and positively predicts job satisfaction, Clan culture is followed by adhocracy culture, which has a beta value of 0.137, and market culture, which has a beta value of 0.089. The sub-city administration public service pool had a medium level of job satisfaction. As a result, the organization must focus more on four cultures in order to improve job satisfaction of the PSP of Akaki Kality sub-city administration.

5.3 Recommendations

Based on the results and conclusions presented above, the recommendations for improving the organizational culture and level of job satisfaction of Akaki Kality sub city administration PSP is:-

- ✓ Akaki Kality sub city administration PSP has to make appropriate, the working environment to assist employees share their feelings and also Employees must be encouraged to share their experiences by management.
- ✓ Collaboration should be a hallmark of the organization's management style. Management must invite employers to participate in the decision-making process. If the decision-making process is participative, job satisfaction will improve.
- ✓ One of the variables with a lower mean value is the management style in the organization, which is defined by individual risk-taking, innovation, independence, and originality in the organization. As a result, the AKaki Kality PSP must aim to promote employee risk-taking, creativity, independence, and individuality inside the organization.
- ✓ The organization must place a strong emphasis on human development in order to build a structure that will assist employees in achieving job satisfaction, as well as developing their organizational and personal abilities, knowledge, and skills.
- ✓ The organization should be highly competitive and goal-oriented, with employees who are similarly competitive and goal-oriented.
- ✓ Further research is needed to determine the employees' preferred culture, as well as to identify existing subcultures and issues that have resulted in a lack of trust among the workforce. Studies on the influence of organizational culture on turnover intentions, job burnout, commitment, and other dependent variables in the Akaki Kality sub-city administration PSP are to be done in order to establish a pleasant work environment for employers.

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APPENDIX

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

PROGRAM OF BUSINESS ADMINISTRATION

Questionnaire: - to be filled by Akaki kality sub-city public service pool staff:

Dear Participants, This questionnaire is intended to elicit pertinent information for the current investigation. The study's goal is to evaluate the impact of organizational culture on employee work satisfaction in the Akaki kality sub-city public service pool. The study is only for academic purpose. As a result, your answers will be kept private. The soundness and validity of the findings are heavily reliant on your honest responses. As a result, I respectfully urge that you thoroughly complete the form and return it to me.

Instructions:-

- The researcher will use this questionnaire for the genuine information is highly decisive to the success of this study. Therefore: -

Not need of writing your name.

Put the (√) mark in the box for your answer.

With great excuse, possibly return back to timely.

Contact the researcher at the following address if you have any problems or suggestions:

Phone number: 09-11-06-53-64

Thank you in advance for your cooperation!!

I. respondent's background

1. Gender

Male Female

2. Age

20-30 31-40 41-50 above 50

3. Marital Status

Married unmarried others

3. Educational level

certificate Diploma BA/BSC MA/MSc PhD others

4. How long you have worked in Akaki Kality sub city administration PSP?

Less than 2years 2-5 years 6-10 years above 10 years

II. Organizational Culture

This section of the questionnaire contains questions derived from the Organizational Culture Assessment Instrument (OCAI). The primary goal of the tool is to evaluate four cultural kinds in your organization. i.e. (clan culture, adhocracy culture, market culture, and hierarchy culture). To what extent do you agree with the following statements about organization culture in your organization, ranging from strongly disagree to strongly agree? And put “√” mark next to each **rating**. 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Clan Culture						
CC1	My workplace is a very intimate place. It's like having an extended family. People appear to reveal a lot about themselves.					
CC2	The leadership of my organization is frequently considered as exemplifying mentoring, facilitation, or nurturing.					
CC3	Collaboration, consensus, and participation describe my organization's management approach.					
CC4	Loyalty and mutual trust are the glue that ties the organization together. This organization has a lot of people that are passionate about it.					
CC5	My organization places a premium on human progress. High levels of trust, transparency, and involvement continue.					
CC6	My organization explains success in terms of human resource development, cooperation, employee dedication, and concern for people.					

Adhocracy Culture		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
AC1	Individual risk-taking, innovation, flexibility, and individuality describe the management style of my organization.					
AC2	Enthusiasm to innovation and development is the glue that ties the organization together. There is a strong emphasis on being cutting-edge.					
AC3	My organization prioritizes the acquisition of new resources and the development of new challenges. Trying new things and looking for new chances are regarded favorably.					
AC4	Success in my organization is defined by efficiency. Consistent delivery, easy scheduling, and low-cost production.					
Market Culture		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
MC1	My organization's management style is defined by hard-driving competitiveness, high expectations, and accomplishment.					
MC2	The emphasis on achievement and goal attainment is the glue that ties the organization together. Assertiveness and victory are common themes.					

Hierarchy Culture		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
HC1	My organization is an extremely restricted and structured environment. In most cases, formal procedures dictate what people do.					
HC2	My organization's leadership is widely regarded as exemplifying coordination, organization, and smooth operation.					
HC3	My organization's management style is defined by job security, uniformity, predictability, and interpersonal stability.					
HC4	Formal rules and policies are the glue that ties the organization together. It is critical to keep the organization working smoothly.					
HC5	My organization places a premium on permanence and stability. The importance of efficiency, control, and seamless operations cannot be overstated.					
HC6	My company defines achievement in terms of efficiency. Reliable delivery, flexible scheduling, and low-cost production					

III. Job Satisfaction Survey

Please explain how you feel about your current employment, what you are content with and what you are not comfortable with in each of the following statements. Please confirm with me () the extent to which you believe each statement in relation to your job is true. 1 means strongly disagreeing, 2 means disagreeing, 3 means neutral, 4 means agreeing, and 5 means strongly agreeing.

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
JS1	My job is incredibly enjoyable.					
JS2	My employment provides me quite a lot of satisfaction.					
JS3	I am very passionate about my job.					
JS4	I find real enjoyment in my work					
JS5	I really enjoy my job.					