



**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE'S
JOB PERFORMANCE: IN THE CASE OF ETHIOPIAN CUSTOMS
COMMISSION SELECTED BRANCH OFFICE.**

BY:

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ADDIS ABEBA, ETHIOPIA

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ADDIS ABABA UNIVERSITY
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POSTGRADUATE PROGRAM

This is to certify that the thesis prepared by SileshiSemu entitled: *“The effect of organizational culture on employee job performance”* in the case of Ethiopian Customs Commission selected branch Office which is submitted in partial fulfillment of the Degree of Masters in Management.

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DECLARATION

I declare that the thesis entitled **“The effect of organizational culture on employees job performance”**: in the case of **Ethiopian Customs Commission Selected Branch Office** submitted for the partial fulfillment of the requirements for the Degree of Masters of Science in Management at Addis Ababa University College of Business and Economics is my original work and the thesis has not been presented for the award of any Degree at this or any other university and institutions.

Declared By: Sileshi Semu Wondmagnehu

Signature: _____

Date: 21 December, 2020

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ABSTRACT

The primary objective of this research is to examine the effect of organizational culture on employee's job performance in Ethiopian Customs Commission selected branch office (ECC) as a cause study. Organizational culture is further expressed in terms of variables. The research focuses on common types of cultural variables effect on employee's job performance. Organizational culture is a set of shared values, beliefs, attitudes and policies that shows what are appropriate and inappropriate behaviors in an organization. In the study mixed research approach is applied. Both qualitative and quantitative data were used. Descriptive and explanatory research design was adopted. In the data analysis common corporate culture variables; power culture, role culture, task culture, person culture, heroes, mission statement, symbols and related variables were used. Close ended and open ended questionnaires were applied as a data collection tools. The total populations of the study were 1344 employees working Bole and Kaliti Customs Branch offices. The study utilized simple random sampling techniques to draw a sample of 308 employees from the total population. Numerical data and hypotheses testing questions were analyzed by using Statistical Package for Social Science software (SPSS). Percentage of analysis was used to draw inferences about the population. The effects of common cultural variables were analyzed by using linear regression analysis. In the linear regression analysis cultural variables which have similar attributes were dropped. Based on the finding strong organizational culture has positive relationship with employee's job performance in ECC. The regression output shows that power culture, task culture and mission statement have positive statistical significant effect at 0.05 level of significance and heroes and symbol cultural variable have negative statistical significant effect at 0.05 level of significance. The analysis also shows that the service oriented and people oriented culture of ECC were not strong. These cultural variables adversely affect employee's job performance in ECC.

Key words: *Organizational culture, employee job performance, power culture, role culture, person culture, mission statement, heroes and symbols.*

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LIST OF ABBREVIATIONS AND ACRONYMS

A	Agree
H1:	Alternative Hypothesis/untested theory
BSC	Balanced Score Card
CWD	Cultural Web diagram
DF	Degree of Freedom
DA	Disagree
ECC	Ethiopian Custom Commission
Fe	Expected Frequency
Epjo	Employees Job position.
Ho:	Null Hypothesis/known theory
N	Neutral
Fo	Observed Frequency
SA	Strongly Agree
SD	Strongly Disagree
SPSS	Statistical Package for Social Science.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

This paper discussed the effect of corporate culture and employee's job performance in Ethiopian Customs Commission selected branch office. Organizational culture can be defined as the set of beliefs, values, polices, work styles and relationships that distinguish one organization from other organization (Hofstede, 2001). Organizational culture influence directly and indirectly on employees job performance, productivity and effectiveness. A strong culture enables the employees to stay motivated and loyal for the management (Peter & Waterman 1982). According to Elverson (2002), a strong culture results to high performance. A positive strong organizational culture can make an average individual performance and achieve brilliantly while a negative and weak organizational culture may discourage an outstanding employee to underperform and decrease achievement.

Organization culture is formed by the organization values, visions, norms, working language, systems, and symbols, beliefs and habits (Hofstede, 2001). Culture influences how people behave and think, so it is important to understand culture within an organization. Deal and Kennedy (1982), agree that organization development should be combined with organizational culture effectively, in order to make employees work effective. Corporate culture can offer a shared system of meanings and crates mutual understanding. If the organizational culture does not fulfill these functions in a satisfactory way, the culture may significantly reduce the efficiency of an organization (Furnham & Gunter, 1993).

Gamblel and Gibson (1999), note that culture can also have influence on employee motivation, employee morale, good will, productivity, efficiency, the quality of work innovation and creativity and the attitude of employees in the workplace. Organizational culture improves employee's decision making and workflows. Therefore, organizational culture has an active and direct role in employee's job performance.

Employee performance is the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization (Armstrong, 1998). Employee performance is calculated against the standard set by the organization. Good performance means that how employees performed in the tasks that assigned to them. To enhance the organization and employees job performances Ethiopian Custom Commission (ECC) uses various corporate culture management systems. Such as corporate culture reinforcement, change management and culture change system in the form of seminar and training programs.

The ECC recruitment, rotation, demotion and selection procedure lacks transparency, the role culture of operational units lack organization and advancement in human and material resource, the physical environment was convenient for service delivery. Maintaining a strong organizational culture is a critical issue in ECC for the people oriented culture, achievement culture, role culture, creating symbols and service culture.

This paper serves ECC as a source document to maintain and improve appropriate organizational culture.

1.2. Profile of Ethiopian Custom Commission (ECC)

Ethiopian Custom Commission is a governmental organization established with a vision of generating revenue and protecting the national interest of the country. Beginning from the establishment ECC made various restructuring and reorganization. In 2008 the three governmental organizations; Ministry of Revenue, Ethiopian Customs Authority and the Federal Inland Revenue were merged and formed Ethiopian Revenue and Customs Authority for the purpose of enhancing the mobilization of government revenues, providing effective tax and customs administration and sustainability in revenue collection. The main objective of the establishment of ERCA was to enhance the public revenue generation and to cover the national expenditure by the national income by bringing together similar organizations under the umbrella of the central revenue collector body. And the vision and mission was reformed to run the merged organization (ERCA, 587/2008). Recently the organization again made restructuring and named as Ethiopian Custom Commission (ECC, 437/2018). In some branch office tasks were performed within 24 hours in a shift of teams.

Employees in ECC raise complaints on the people oriented culture of the unfair placement, rotation and demotion of employees. The service culture is affected by lack of coordination among stakeholders, inappropriate placement of employees, job related and environment related factors. Rewarding, motivating and celebrating top performers were not properly done at a customary practice. It needs strong organizational culture and effective team work to combat corruption, prevent and control custom fraud and tax evasion.

The main objectives of Ethiopian Custom Commission are:

- To provide quality service by establishing a modern customs administration system
- To collect duties and taxes timely and efficiently on goods imported or exported
- To implement relevant customs laws and international customs approved and ratified by Ethiopia
- To control the import and export of prohibited and restricted goods
- To prevent and control customs fraud and contrabands

To achieve its mission the organization maintains five core values. These are:

- Customer center
- Professionalism
- Teamwork
- Commitment
- Innovation

Currently ECC has 13 collection offices, plenty of control stations and one coordination office in Djibouti Port. Most of the imported goods are coming to Addis Ababa and most exported goods are also from Addis Ababa as a result of this most of duty and taxes are collected from Kaliiti and Bole Cargo branches. According to the commission report in year 2018 the highest revenue is collected from such branches.

The Commission use different management tools to improve employee's job performance. In 2003 Business Process Re-engineering (BPR) was introduced and uses to reform the organization operational and administrative area by identifying the main operation and supportive units. After BPR implemented, Balanced Score Card (BSC) followed. BSC mainly

focus on financial aspect, customers, and internal business process and learning and growth operations of the organization. Currently Ethiopian Customs Commission use BSC to measure organization and employees performance. Based on the BSC result the government takes measure for improvement. For employees the result serves as promotion and demotion. Kaizen was introduced at the end of 2017 in some branches of the Commission like Bole, Kality and Adama branch office. But it did not fully launch as a tool for performance measurement up the year 2019. The main operations of the customs were performed at the branch levels. This study is designed to assess the effect of various organizational culture variables which is commonly manifested in the organization.

1.3. Statement of the problem

Corporate culture is the important element for the success of an organization. It defines the boundary between organizations, minimize uncertainty, facilitate coordination and control operations (Hofstede, 2004). Schein (2010) defines culture as beliefs, ideologies, feeling, attitude, expectation norms and shared values. The values have a strong influence on the people in the organization and prescribe how the employees dress, act and perform their duties. Every organization maintains a unique corporate culture, which provides a guideline and boundaries for the behavior of the members (Hofstede, 2001).

Organization culture identifies the organization, enhances loyalty, boosts employee retention and attracts new talent (Gamblel & Gibson, 1999). Good employee performance enables to achieve organizational goals. Successful employees meet deadlines, give adequate service and create positive customer interaction.

Organizational culture is explained by different cultural variables depends on the nature of the organization. Identifying the effect of common organizational culture variables on employees job performance which majorly manifested in ECC as: achievement culture, role culture, power culture, person culture, mission statement, symbols, heroes, rituals and related dimensions are the main research objective of the study.

The Ethiopian Custom Commission evaluates the performance of the organization along with the plan weekly, monthly, quarterly, and annually. Employee's performance was measured twice a year. Employees in ECC rotate, demotivate and assign as a punishment based on their performance result without their consent.

During the initial survey the following cultural problems were observed in ECC.

- According to O'Relilly et al.(1991), a respect and recognition given for top performers and achievers motivate new employees in an organization. But in ECC there was a problem of due respect and giving recognition for model employees and top achievers. This cultural attribute was represented by heroes/stories in the research analysis.
- Brown (1998), states that effective organizations of operational unit and departments by material, human, technological and financial resource (advancing and specializing the operational departments) can increase organizational performance. The strength of the role culture lies in its functions and specialties. In ECC operational departments lack proper organization of financial, informational and technological resources. This cultural attribute was represented by role culture in the research.
- Proper assignment of employees based on their qualification and motivation have a positive contribution in the accomplishment of the organization goal (O'Relilly et al., 1991). In ECC employees were rotate and assign in a remote area without their consent, assignment of team leaders, process owners, middle level managers were lack transparency. This cultural attribute variable was represented by people orientation in the research.
- Good physical environment can highly attract employees; the employees comfort leads them to motivate and boost the company performance and goals (Robbins & Judge, 2001). In ECC the operational unit customer interaction place service layout were crowded and narrow specially Bole Personal Effect and Postal Service department. This cultural attribute was represented by physical symbol in the research.

Therefore, the above mentioned problems caused the researcher to conduct a research the effect of organizational culture on employee's job performance in ECC. In the study common organizational culture variables mainly manifested in ECC were included. Cultural variables were

treated as independent variable (Power culture, role culture, achievement culture, person culture, mission statement, symbol, heroes and related cultural variables) employee's job performance treated as dependent variable in the research. Analysis was made on the common organizational culture dimension and elements.

1.4. Research Gap

Organizational culture contribute fundamental role for the success of the organization. Even if research had made with related companies abroad there is no cited studies done in Ethiopia in Customs organization. A culture which is significantly affect employees job performance in other county public organization may not be significantly affect in Ethiopian public organization due to the variety of national culture, socialization and employees selection procedure. The different national culture of Ethiopia contributes its effect for employee's job performance in ECC. In addition to this the previous imperial research made by different scholarsshow the effect of specific culture attribute on employee's job performance. They lack inclusiveness of cultural variables. Some notable authors likeDenson (1990),Hofstede(2001)and Handy (1984) develop a cultural model with their major perspective and they try to measure the effect of different cultural variables.

Denson (1990) develop a model to identify the effect of culture on organizational performance. He was a professor of Management and leadership in Lausanne business school in Switzerland, in his model he classify four traits of organizational culture to identify the effect such as involvement, consistence adaptability and mission statement metrics for return on sales, return on investment and customer satisfaction

Hofstede (2001) develop four cultural levels in his model. He was a social psychologist in Maastricht University in Netherlands. He develop cultural model to show the effect of value, rituals, heroes and symbols in the organization performance.

Charles Handy (1984) develop a cultural model by classifying organizational culture in to four types. In his model he tries to show the effect of power culture, role culture, task culture and person culture in the organizational performance.

Thus, there is no inclusive model for all cultural attributes. In addition to this still there is a deviation on the relationship between organizational culture and employee's job

performance. Ojo (2010) argued that there is no clear conclusion on the relationship between organizational culture and employee's job performance. Harrison (2000) concludes that there is no acceptable causal relationship between organizational culture and employee's job performance.

Organizational culture was not well researched in Ethiopia. Schan (2010) explained that the national culture has a greater impact on employee's job performance than their organization's culture. The above mentioned scholars study the effect of organizational culture on employee's job performance in state and private organizations abroad. There is no notable study done in Ethiopia.

In the study the researcher tries to select the cultural variables which best describes the target organizational culture. Respecting role models and top achievers (heroes) contribution for performance improvement as a culture was not well recognized, the physical layout/ tangible and intangible symbol effect, the power structure, the importance of achievement as a culture were not well considered. Therefore, this study tries to identify the effect of cultural variables which is mainly manifested in ECC.

1.5. Research Questions

The research tries to answer these:

1. How organizational culture affects employee job performance?
2. What are the main organizational culture problems occurring in Customs Commission?
3. What are the major effect of organizational culture on employee's job performance in ECC?

1.6. Research Hypotheses

In this paper the researcher tries to find out the effect of organizational culture on employees job performance by considering the major cultural variables of power, role, task, person culture, symbol, heroes, mission statement and related cultural variables. Before identifying the effect some pre assumption hypothesis questions were designed weather culture has relationship with employee's job performance.

To test the following hypotheses 0.05 statistical level of significance and 95% level of confidence interval were used.

- H1: There is a positive relationship between strong organizational culture and employee's job performance in ECC.
- H2: There is a positive relationship between task culture and employee's job performance in ECC.
- H3: There is a positive relationship between shared mission and employee's job performance in ECC.
- H4: There is a positive relationship between commitment and employees job performance in ECC.

1.7. Objective of the study

1.7.1. General Objective

The main objective of the study is to identify the effect of organizational culture on employees' job performance in ECC.

1.7.2. Specific objectives

- To explain the effect of organizational culture on employees job performance in ECC.
- To explain the effect of common organizational culture characteristics/dimensions on employees performance
- To explain the effect of common organizational culture elements on employee's job performance
- To identify the effect of task culture on employee job performance.
- To identify the effect of power culture on employees job performance.
- To identify the effect of role culture on employees job performance.

1.8. Significance of the study

The findings of this study show that the effect of common cultural variables on employee job performance. This helps to managers to identify the gap and make corrective action in their

decision making. In the Commission operational areas were performed by teams; team leaders may use the result to solve the gap. Beside to this, it may help as a documented source to improve and add ideas in the area.

1.9. Scope of the study

Ethiopian Custom Commission has 13 branches and plenty control stations under each branch. According to 2018 annual report of the Commission, majority of import and export goods were takes place in Bole and Kality branches. Most of the time similar activities were performed in other branches. The amount of revenue collected and the number of customers served in the two branches were respectively high when compared to the other branches.

The two branches were selected for sample study because of their contribution in revenue generation and the number of customers they serve annually. Due to time and financial constraints the study was limited within the two branches. The core emphasis of this study was to identify the effect of organizational culture on employee job performance in ECC.

1.10. Limitation of the study

The major challenge was getting data from the respondents on time. Few numbers of the respondents were not voluntary to fill the questionnaire. There are other fundamental challenges faced to make the thesis. The most common challenges were:

- Lack of getting hard copy reference book because of public libraries were closed due to Corona Virus epidemic.
- To download e-books the price of Ethiopian Telecom network was expensive.
- Due to Corona Virus epidemic unable to communicate freely with some respondents to make free discussion

1.11. Definition of Key terms

Organizational culture: values, beliefs, meaning structures, symbols, myths, ideologies and an assortment of artifacts: rites, rituals, specialized language (Handy, 1993).

Employee's performance: the work effectiveness quality and efficiency at the work level

(Armstrong, 2006).

- Role Culture: a culture characterized by structure and procedures
- Power Culture: a culture manifested by authority in the organization
- Personal Culture: a culture manifested by prioritizing of the needs of the individual over those of the organization as a whole
- Task culture: a culture of performing a specific task the need to get certain jobs done (Handy, 1993).
- Mission Statement: a statement shows clear direction and goals of the organization (Denson, 1990).
- Symbols: Life indicator of the organization acts, words, gestures that shows different things but has meaning in the group (Robbins and Judge, 2010).
- Heroes: Role models/top achievers(Hofstede, 1997)

1.12. Organization of the study

This paper is composed of five sections: Problems and its approach, review of the related literature, research methodology, presentation and interpretation of data and conclusion and recommendation. Chapter one tells us about the problem and its approach. Chapter two deals with theoretical foundations of related literatures review. Chapter Three present about the methodology used, Chapter four presents the outcome of the research findings. Chapter five tell us about summary, conclusions and recommendation of the study.

CHAPTER TWO

REVIEW RELATED LITERATURE

The aim of this chapter is to review literatures relating to organizational culture, employees job performance and provide a theoretical foundation.

2.1. Theoretical Foundation

Different scholars contribute on the development of organizational culture. The major contributors in theoretical development of organizational culture use different classifications and concepts. The major ones include the following:

- O'Reilly et al.(1991) present seven primary characteristics to describe organizational culture namely people orientation, team orientation, innovation and risk taking, attention to detail, outcome orientation, aggressiveness and stability.
- Hofstede (1997) described corporate culture into four difference levels which are values, heroes, symbols and rituals
- Handy (1985) explained organizational culture by using four types of classification, namely power, role, task and person culture.
- Schein (1985) used three levels to describe organizational culture namely artifacts, values and basic underlying assumptions.
- Hofstede (2010) explained that cultures differ based on five dimensions, namely power distance, uncertainty avoidance, individualism verses collectivism, confusion dynamism and masculinity verses feamenaity.

2.2. Organizational Culture definition

There is no single definition for organizational culture. According to (Schein, 2004) Organizational culture is defines as the set of values ,believes and behavioral patterns that represent core identity of an organization and has significant role in making up behavior of employees. It isa common perception held by the organization members, a system of shard

meaning, and a system of values and beliefs that is unique to any one of organizations.

According to Kndula (2006) the key to good performance is a strong corporate culture. Needle (2004) explained that organizational culture is the behavior or interaction of humans within an organization. Sheridan (2004) states that there is a correlation between culture of organization and employee job performance, decision making and productivity. Tichy (1982), states that organizational culture is normative glue which organizational culture hold all organizational process together. According to Harrison (1993), organizational culture determines organizational behavior, by identifying principal goals and work methods.

2.2.1. Strong organizational culture

Organizational culture can be weak or strong. Robbins and Judge (2001) states that in a strong corporate culture, the organization's core values are held strongly and shared widely. This shows that when organizational members accept the shared values, they become more committed. A strong organizational culture refers to organizations in which beliefs and values are shared relatively and consistently throughout the organization (Deal & Kennedy, 1982). Strong organizational cultures have a great effect on the behavior of organizational members (Martins & Martins, 2003). Strong culture enables to have consistency behavior for employees, create high formalization and serve to achieve the same result to the stated standards.

2.2.2. Weak Organizational Culture

Weak organizational culture is defined as a mini culture within an organization explained by department designations and geographical separation. In the weak culture organizational members do not contribute to the shared beliefs, values and norms (O'Relilly et al., 1991). Employees in a weak culture face difficulty to identify the organization's core values and goals (Wilson, 1992). Weak culture result a negative impact on employees performance because, it is directly related to increased turnover (Harrison, 1993).

2.3. Characteristics of corporate culture

O'Relilly et al. (1991) presented seven primary characteristics of organizational dimensions as: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team

orientation aggressiveness and stability.

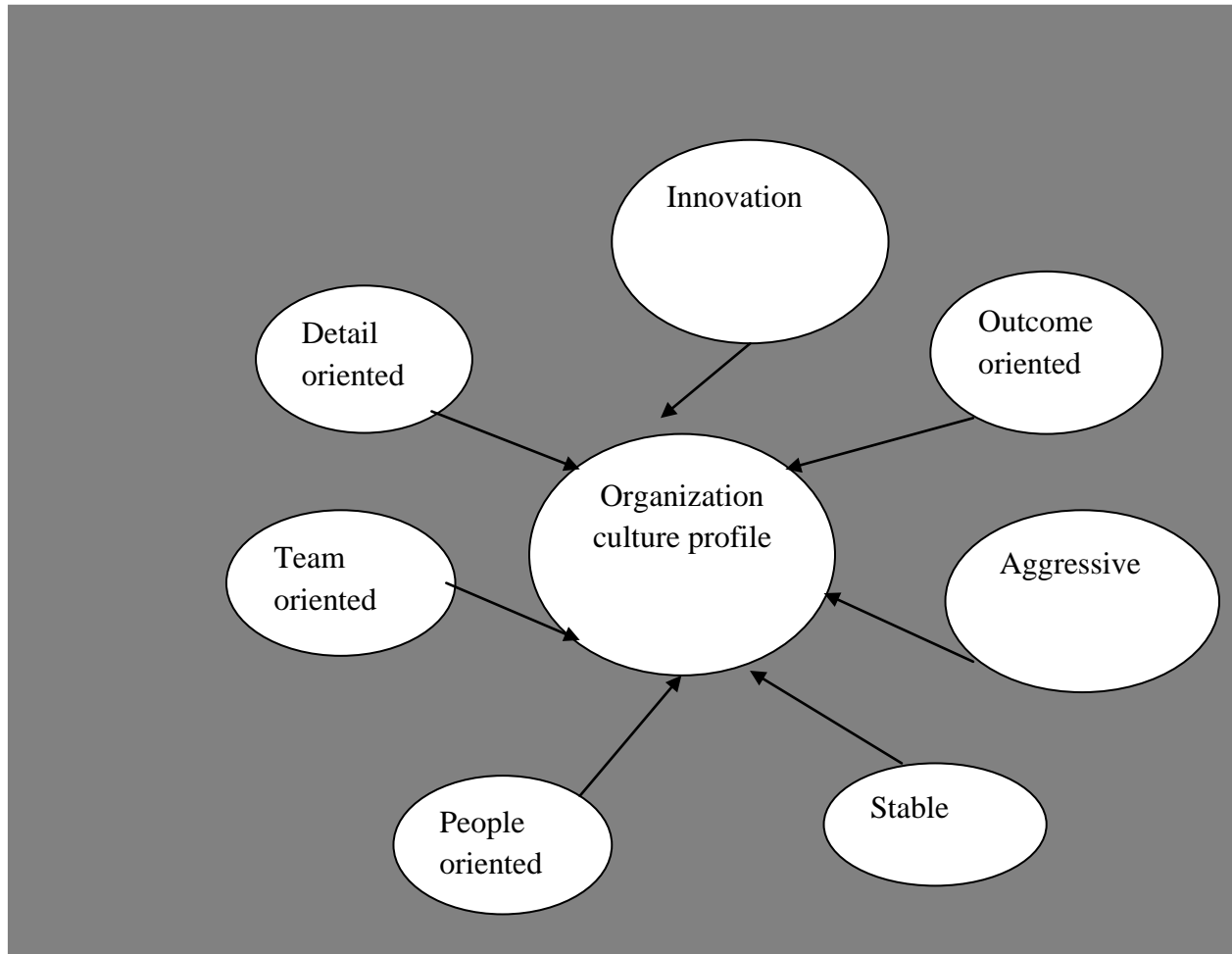


Figure 2.1: Organizational Culture dimensions/characteristics (O'Reilly et al., 1991, p489).

Detail oriented: this includes fairness, care and respect for employees individual right. An organizational culture is based on employee's culture, and culture developed by the employees of the organization. So there is positive impact of employee and organizational culture according to their customs (O'Reilly et al., 1991).

Outcome oriented: is the degree to which managers focus on outcomes of the results and they do not pay attention that how those outcomes have been achieved. Outcome oriented culture hold employees and managers accountable for the success of the organization (O'Reilly et al. (1991).

People oriented: is focus on equality, helpfulness, and respecting employees' right. The

management decision in the organization impacts on employees those who are working in that organization negatively or positively. If the decision taken by the management is in the favor of the organization peoples then it would impact positively. On the other hand if they take such decisions which are not in the favor of organizational people then it will impact negatively. People- oriented cultures focus on the employee wage, health care, reimbursement benefits to part time and full- time employees as well(O'Relilly et al., 1991).

Team oriented:is the degree to which the teams form to all works and to perform the work of the organization; because through the team the goals can be achieved successfully rather than working as an individually. Organizations with team oriented culture are cooperative, and employees have positive relationship with their workmate (Erdogan et al., 2006).

Aggressiveness:is the extent to which employees of the company are aggressive and competitive. They are not cooperative. In such company employees compete with each other for reward there is a lack of unity to work the achievement of the company. Companies those have aggressive culture lack corporate social responsibility(O'Relilly et al., 1991).

Stability:It is the degree at which gradual changes occur where the organizational decisions and actions emphasis to maintain the status quo. Stable cultures are predictable, rule oriented, and bureaucratic. Stability has a connection with consistency and certainty. When work environment is stable the culture help to provide stable and constant level output. Stable culture prevents quick action. On the other hand it doesn't fit to the dynamic work environment(O'Relilly et al., 1991).

Innovation and risk taking:Organizations those having innovative culture are flexible, adaptable and they experiment new ideas.Risk taking organizations are more successful and profitable. They trained their employees according to the culture of the organization (Robbins &Judge 2001).

Service Culture: In service culture employees are trained, empowered and take cross training in all levels of the organization to serve the customers. Employees assigned with front office have the best position to serve customers (Talya & Berrin 2008).

Safety Culture: Maintaining strong safety culture reduces accidents, increase employee retention and decrease compensation costs. Leaders play an important role in maintaining a safety culture by acting as a role model (Talya & Berrin 2008). Service culture and safety culture is not a part of O'Relilly model, the researcher add these variables because their attribute is very common in the specific organization.

2.4. Organizational culture models

There are different descriptive models that attempt to identify organizational culture in the field of organizational development. The major contributors for organizational culture development were: Hofstede (1997) mentioned four levels of organizational culture namely symbol, rituals, value and heroes. Dension (1990) four areas of organizational culture: mission, adaptability, involvement and consistency. Handy (1993) four major types of organizational culture namely power, role, and task and person cultures were mentioned. They present a theoretical model for the purpose of diagnosing organizational culture related to this study.

2.4.1. Hofstede Model of Organizational Culture

Hofstede (2002), in his model perceived culture as a programming of the mind which categorizes members of the organization in different sections. Hofstede present four different culture levels namely symbols, *rituals, heroes, and values*. Hofstede designed the model in diagram form which is known as onion diagram of organizational culture shown in under.

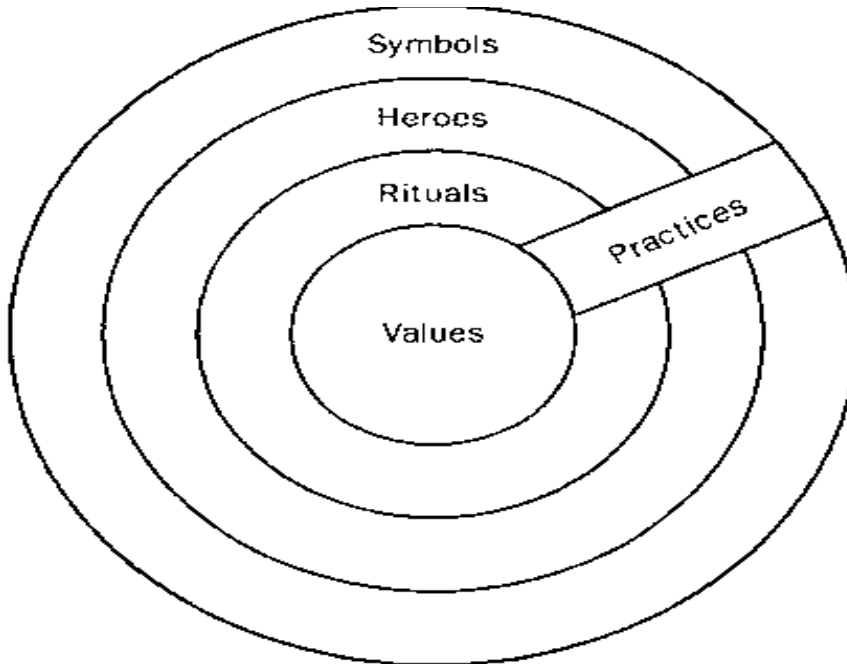


Figure: 2.2. Hofstede Model of Organizational culture (Hofstede, 1997, p77).

Referring to the above diagram values at the center represent as the life of culture in the organization, value cannot do without ethics and moral identify ability of the employees to be creative on the task to be carried out and are able to find out if it suites both the employees and the employers.

Values:have broad tendencies to prefer certain states of affairs over others. Values are feeling deal with pairings such as; evil verses good, dirty verses clean.

Rituals:are repetitive sequences of activities that express and reinforce the key values of the organization. It shows what goals are most important for the organization and which people are important to succeed the organization mission. It includes like ways of greeting and paying respect to others, as well as participating in social and religious ceremonies.

Heroes:are employees who act as a model for employees' behavior. Employees in these categories in the organization are champions. They are always taking the award winner and they can be named as top achievers. The hero always motivates otheremployee in the organization (Deal & Kennedy, 1982).

Symbols: Symbols are words, pictures, gestures or objects that transmit a particular meaning recognized by those who share the culture. Jargon and words in a language belong to this category as hairstyles, dress code and status symbols (Hofstede, 2010). Symbols is something that is mostly practice in the organization which can be acts words gestures and objects that shows different things but has common meaning with the group of people or individual.

Robbins & Judge (2001) states that the organizational culture which influences the performance of an employee can be communicate in different ways out of which symbols can be one of them. Good physical environment can highly attract employees', give comfort by the employees and there by having comfort in there mindset which leads to motivating employees to boost the corporate performance and set goals.

2.4.2. Denson Model of Organizational Culture

Denson (1990) designed organizational model to measure specific aspects of an organization's culture traits in four areas. Those areas are Mission, adaptability, involvement and consistency. Each dimension divided in to sub dimensions.

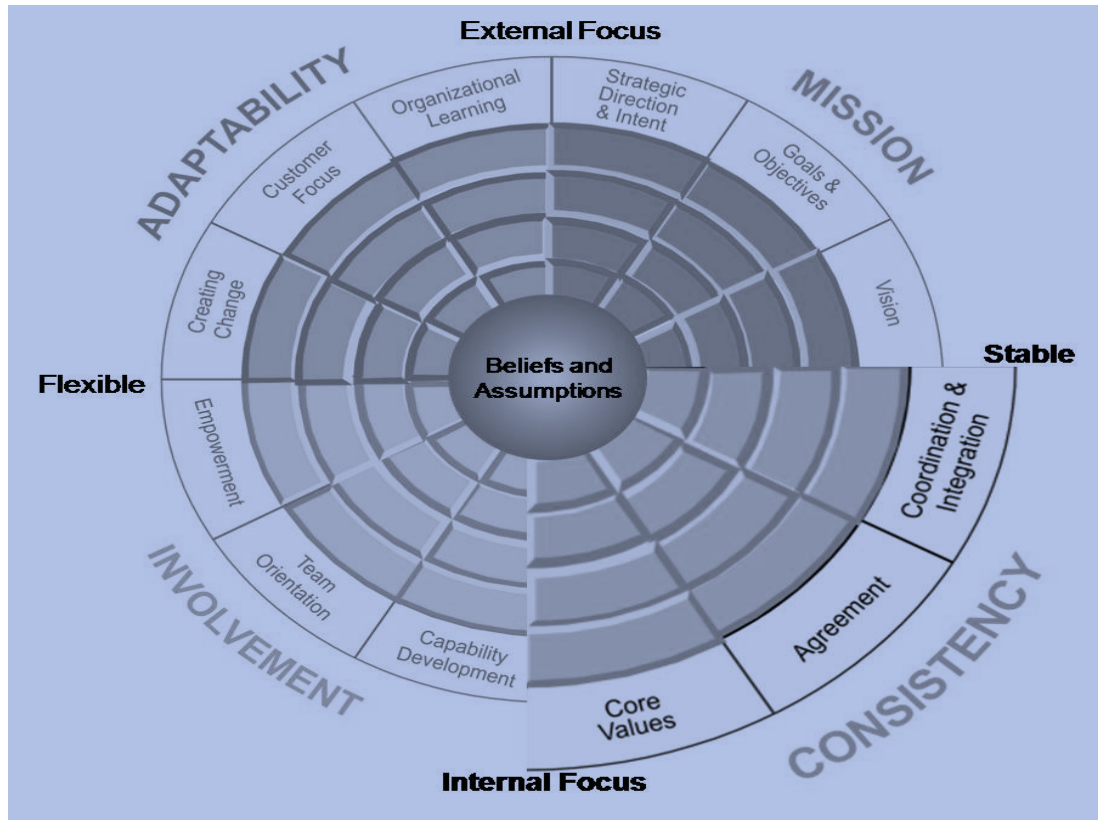


Figure: 2:3. Dennison's cultural Model (Dennison, 1990, p632).

Mission

Mission explains purpose or objective of the organization. Successful organizations have a clear sense of purpose and direction that defines organizational strategic objectives goals. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. In Denson model, this trait is measured by three indexes: goals and objectives, strategic direction and intent, and vision.

- a. Strategic Direction and intent: Clear strategic intentions convey the organization's purpose and make it clear how employees can contribute and make their mark on the industry.
- b. Goals and Objectives: clear goals and objective is related to vision, mission, and strategies and shows direction for employee.
- c. Vision: The vision of the organization shows the desired future state of action preformed and highlights the core value of the organization as a whole.

Adaptability

Adaptability: focus on suitability to change

- a. **Creating Change:** The organizations are able to create adaptive ways to meet change needs. Focus on scanning the business environment and forecasting the future action
- b. **Customer Focus:** The organization understands and reacts to its customers and anticipates future needs. It concern ways of satisfying customers need.
- c. **Organizational Learning:** The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge.

Involvement: Explain the participation of employee in the organization. by his model involvement is measured by three indexes. These are Empowerment, capability development and Team orientation.

- a. **Empowerment:** Individuals have the authority, initiative and ability to manage their own work. Empowerment enables employees to build their responsibility and belongingness.
- b. **Team Orientation:** Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable.
- c. **Capability Development:** Focus on investing in employees' skill development by considering the future strategic objective of the organization.

Consistency: sustaining stability in core values. Behavior is fixed in a set of core values. These organizations have highly committed employees, a distinct method of doing business and clear set of Do's and Don'ts. This type of consistency is a powerful source of stability and internal integration. In his model this trait is measured with three indexes: Core values, Agreement, Coordination and integration.

Core Values: Members of the organization share a set of values which create a sense of identity and a clear set of expectations.

- a. **Agreement:** Members of the organization are able to reach agreement on critical issues.
- b. **Coordination and Integration:** Focus on smooth coordination of functional units and operate them without interference of activities.

2.4.3. Handy Model of Organizational Culture

Handy (1993) identified four major types of cultures in his model namely Power culture, Role Culture, Task Culture and Person Culture. The power culture can be symbolized as a web and it refers to control that is spread out like a network from the center to the rest of the organization.

POWER CULTURE	ROLE CULTURE
TASK CULTURE	PERSON CULTURE

Figure: 2.4. Handy model of organizational culture (Handy, 1993, p184).

Power Culture: Power oriented culture is a dimension of the organizational culture model. Brown (1998), states that a power culture has single sources of power from which direction of influence spread throughout the organization. The center is formal authority and holds the power to control and influence activities within the organization. The organizational structure is a web structure that is hierarchical in nature (Brown, 1998). The web structure shows that the whole structural system connects to the central power while being hierarchical in nature means power is shared from top to bottom. Organizations which have power oriented culture often have a top down communication approach (Harrison, 1993).

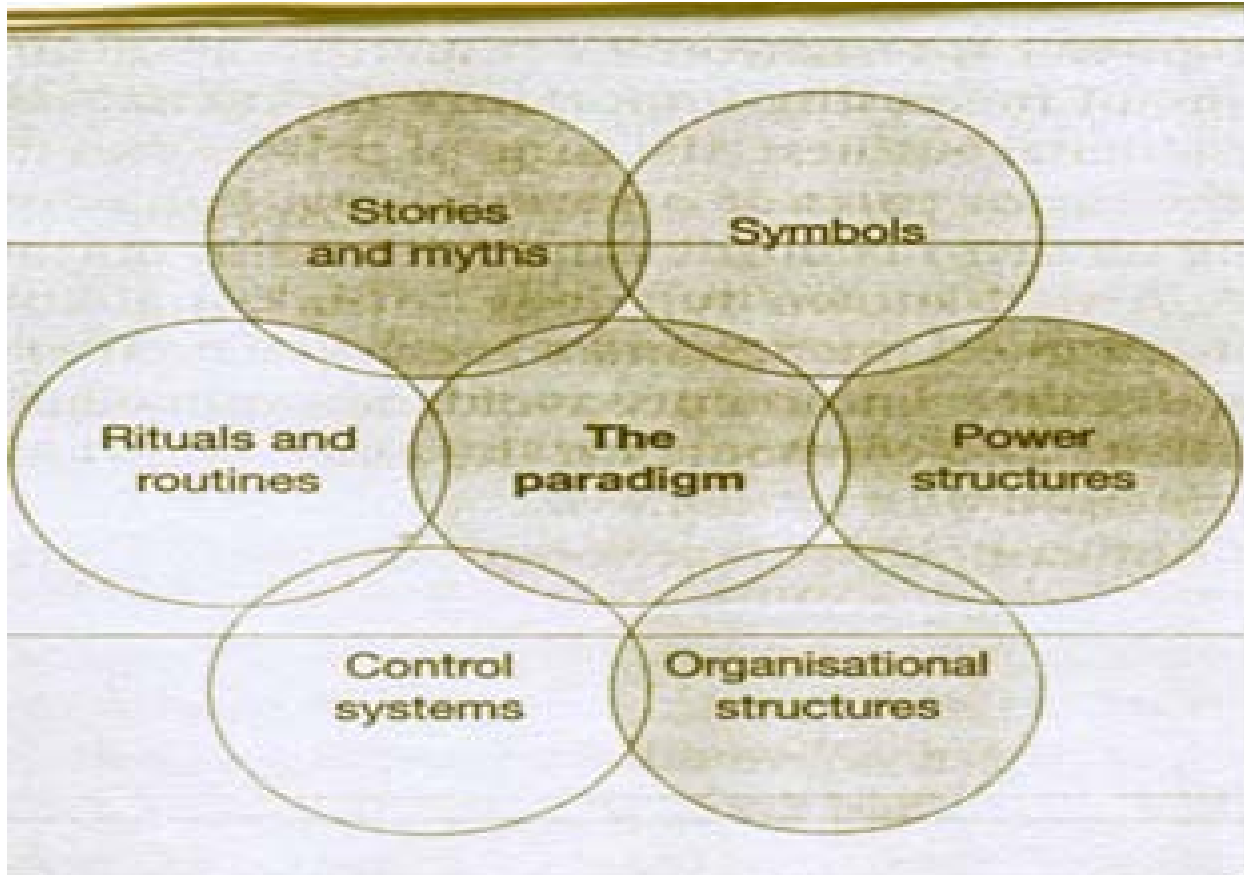


Figure:2.5. The cultural web diagram (Alvesson 2008:24)

Role Culture Dimension

Brown (1998), states that the strength of a role culture lies in its functions and specialties. It can be thought of as series of pillars which are co-ordinate and controlled by a small group of senior executives. This implies that the foundation and pillars of the organization are the formalized and centralized functions which are controlled by role and communication procedures (HampdenTurner, 2003). Such an organization is often stereotyped as bureaucratic because of its mechanistic procedures. Harrison (1993) explained that role oriented organizations operate on the assumption that people are not to be trusted, so they do not give individual autonomy to members at lower levels.

Task Culture: Harrison (1993) define achievement oriented culture as the aligned culture which lines people up behind a common vision or purpose of the organization. Achievement culture is

often referred as task culture, which involves that organizational members focus on realizing the set of purpose and goals of the organization. Brown (1998) explains that in a task culture power is somewhat diffuse based on expertise rather than position or charisma.

Power is allocated based on short-term horizon, such as projects classifications. Authority is based on appropriate knowledge and competence. The main strategic objective of task culture is to bring the right people together, in order to achieve the organizational goals (Brown, 1998).

Support Culture: Support culture reflects on the mutual trust between the organizations and individuals (Harrison (1993). Brown (1998) states that a support oriented organization exists solely for the individuals who compromise it. As a result individuals influence each other through example and helpfulness.

2.5. Functions of organizational culture

Robbins & Judge (2001) explain the major organizational culture functions as follows:

- Reduction of uncertainty
- Define the boundary between one organization and others
- Conflict reduction
- Coordination and control
- Motivation
- Competitive advantage

These functions of organizational culture suggested that an organization cannot operate without a culture, because it helps the organization to achieve its goals. According to Hampden-Turner (2003) organizational culture gives organizational members direction towards achieving organizational goals.

2.6. Creating and sustaining organizational culture

2.6.1. Creating organizational culture

The main source and builder of organizational culture is the organization's leadership. Leadership refers to the influential individuals, often the founders who have a major impact on the creation of the organization's early culture (Schein, 1985). Organizational culture is not

created accidentally or spontaneously but through founders who have specific values and beliefs in their endeavor to achieve their vision and goals.

2.6.2. Sustaining organizational culture

Martins & Martins (2003) explained the two basic stages in which organizational culture can be sustained in the organization:

2.6.2.1. Pre- selection: - The main objective of selection is to hire those who have qualified knowledge, skills and abilities for the specific objective of the organization. It is characterized by potential recruits who aspire to become members of an organization, who may make great efforts to learn about its history and culture (Brown, 1998).

2.6.2.2. Socialization

Socialization is the process by which people learn values, norms, behaviors and social skill. It is the means by which new members are brought into a culture. New employees are unfamiliar with the organization culture. They are not fully trained in the culture of the organization. Socialization helps employees to adopt its culture. Brown (1998) this stage as enculturation process that members learn the accepted values, beliefs and norms.

2.7. Employee performance

According to Armstrong (2006) employee performance is defined as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. It is the ability of an employee to accomplish his or her mission based on the expectations of an organization. Employee performance also defined in terms of effectiveness, efficiency, ongoing relevance and financial viability how the workers behave in the workplace and how well they perform the job duties expected from them. For an individual employee, performance may refer to works effectiveness, quality and efficiency at the task level (Kaplan & Norton (1996a).

Employee performance is the ability of employees to achieve organizational goals more effectively and efficiently ways. It is the aggregate value of the employees that contributes both directly and indirectly to the organization goal.

2.8. The relationship between organizational culture and employees performance

According to Ritchie (2000), organizational culture has potential to affect employee performance, productivity, commitment, self-confidence satisfaction and ethical behavior. Kndula (2006) proved that the key to good performance is a strong organizational culture.

According to Harrison (1993), Power culture is used to combine individual effort together, to make rapid internal changes, to provide direction, to influence employee's behavior and reduce conflict.

Role culture is controlled by procedures and rules (Harrison, 1993). It substitutes structure and procedure. Well-designed structure and system make room for efficient operation and reduce time for learning job. Fair rules and guide lines protect individual from exploitation and abuse use of power. Establishing good system and procedure enable to increase employee's job performance.

According to Brown (1998), achievement/task culture brings the right people together to achieve the organization goal. Unity of employee's effort in the organization positively affects their performance. Maintaining strong task culture helps to reduce control, to create high internal motivation, to support utilization of employee's talent, to build self-esteem and employees problem solving abilities.

Brawn (1998), states that Person/ clan culture promotes individual as the central point in the organization. It crates mutual trust between the individual and the organization. Building strong person culture enable to have good internal communication, enhance group work, increase commitment, building trust between the organization and employees, and to provide responsive service. Coherent team work and smooth internal communication results in increase employee's job performance.

Mission Statement explains the basic objective of the organization (Denison, 1990). Clear

mission statement, strategic direction and vision build shared understanding among employees. Commitment is the feeling of responsibility that an employee has towards the mission, vision and goals of the organization. It is the level of enthusiasm an employee has task.

According to Deal & Kennedy (1982), Organization culture variables such as value, ritual, heroes and symbols has direct impact on employee's job performance. Ritual or customary practice of organization of activities like ceremonies of events helps to build good relationship among employees. Heroes/awarding top achiever and winners motivate other employees in the organization. Symbol shows different things but has meaning. It is a life indicator of the organization. Symbol like comfortable physical environment has important role for employee job performance improvement.

A strong organizational culture supports adaption and develops employees' job performance by motivating employees towards a shared goal and objectives. Therefore, corporate culture has direct effect on employees' job performance.

2.9. Empirical literature review

Denison (1984) conducted a research entitled the effect of organizational culture on productivity in 34 American firms for five years out of which 25 of them were different industries. He studied the characteristics of organizational culture and follows the performance of these firms over time. Finally he come up with organization of work and decision making were significantly correlated with organizational culture and financial performance.

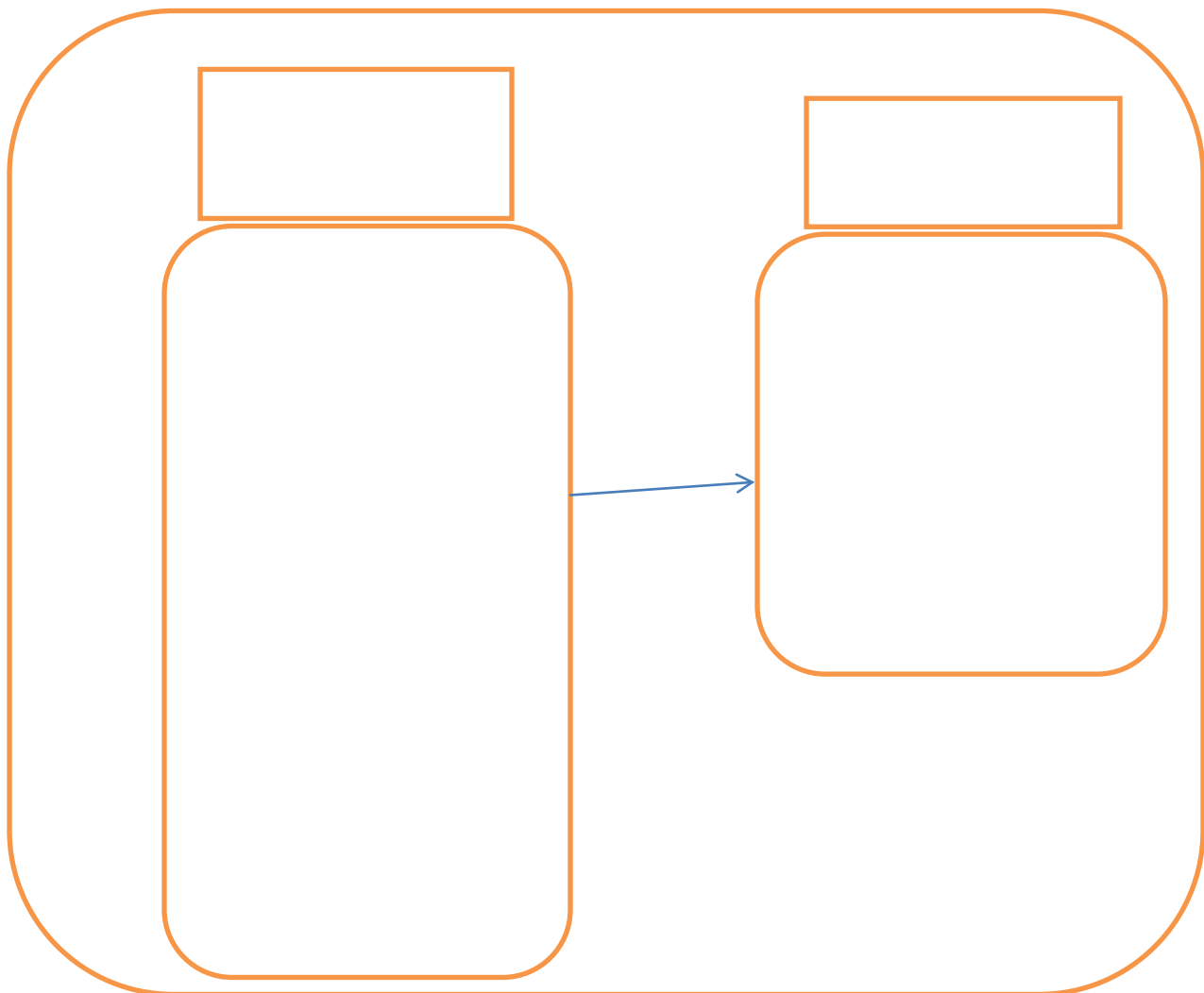
Ojo (2009) made a research entitled the impact of corporate culture on employee's job performance and productivity in Nigerian banking industry as a case study. He tries to examine if corporate culture affects employee performance and to formulate recommendations concerning organizational culture and performance. The result shows that majority of the employee's respondents agreed that organizational culture determines the productivity of the organization.

Ismail (2016) conducted a case study entitled the effect of organizational culture on employee job performance in Singapore Telecommunication Company. He tried to identify how organizational culture affects employee's job performance by taking 150 sample respondents.

Finally he finds out organizational culture such as ritual value and symbols has significant impact on employees job performance.

Stephen (2016) conducted a cause study Nigera Delta University onorganizational culture and its impact in employee job performance and satisfaction on 120 sample respondents. Majority of the respondent response shows that organizational culture has significant impact on employee job performance and satisfaction

2.10. Conceptual frame of the study



Source: compiled from literature

Figure 2.8 Conceptual frame corporate cultures and employee's job performance

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter focuses on the research techniques adopted and used for the study with the aim of achieving the research objectives including the research design, data collection tools, data analysis and presentation. Research methodology is a systematic way of resolving a research problem (Kothari,1999).

3.1. Research Approach

To achieve the objective of the study; the research adopted mixed type of research approach. Both quantitative and qualitative data were used in the study. Quantitative method is appropriate to study the relationship among variables and qualitative method is appropriate for document reviewing, interview and observation (Tsange, 2014).

3.2 Research design

A research design is a detailed plan of how an investigation will takes place. It includes how the data will collected, what types of data collection tools will be used and how the instruments to be used. Research design is defined as a broad plot that plans the means used in the collection and analysis of data and this must be harmonized with the objectives of the study.

The research design of the study was descriptive and explanatory research design. The attribute of organizational culture variables were analyzed in quantitative terms and open ended questions were summarized and analyzed. The effect of organizational culture on employee's job performance were described and summarized by using SPSS software version 21.

3.3. Data source

There are two common types of source of data namely primary data source and secondary data source. Both primary and secondary data were used in the study.

3.3.1. Primary data source

Primary data are firsthand information collected by the surveyor. Collected data are original, pure and collected to a specific purpose. They are not used for a statistical treatment by other body before. Primary data were collected specifically for the research being undertaken (Saunders *et al*, 2007). These types of data were collected by using survey, interview, telephone and photograph, personal investigation methods. In this research primary data was collected by using questionnaires. The respondents were employees who work in different departments of ECC in selected branch office.

3.3.2. Secondary Data source

Secondary data are collected and published already by some organization. They refer to the data which have already been collected and analyzed by someone else before. Secondary data were collected for purposes other than the immediate study by someone (Churchill & Brown, 2007) that may be published or unpublished. In the research secondary data were gathered from the commission proclamation, Human Resource Department, newspaper, annual report and website.

3.4. Data Collection tools

The effect of organizational culture on employee's job performance were investigated by using structured close ended and open-ended questionnaires based on five categorical scales (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree). The closed ended questionnaire were designed to collect quantitative data pertaining to the effect of organizational culture attributes on employee's job performance as (power, role, task, person culture, heroes, symbols, mission statement) and other cultural attributes related to the specific organizations.

3.5. Population, sample size and sampling techniques

The populations in this study were involved employees who work in Ethiopian Custom Commission Bole and Kality branch offices. Out of 13 branch offices Bole and Kality have greater contribution to facilitate import and export trade. The number of customers served and

revenue collected is respectively high when comparing to the other branch offices.

A sample is a sub-set of a larger population (Richard, 1995). Sampling is the selection of a subset of a statistical sample of individuals from a statistical population to estimate characteristics of the whole population. Sample size can depend on the degree to which the sample approximate qualities and characteristics of the overall population (Msong, 2002). To determine appropriate sample size the purpose of the study undergone, the level of precision determined, the level of confidence interval used and the degree of variability being measured should be considered. The total number of employees in the two branches during the survey were 1344 and the sampled respondents were 308 employees working in the two branch offices. Sample size can be determined by various ways such as using census, published table, and applying formula depend on the nature of the population.

In the research sample sizes were drawn from Bole and Kaliti custom branches by applying Yamane 1967 formula. Yamane (1967, p886) provides a simplified formula to calculate sample sizes as follows.

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

Where:

n. = is the sample size

N= the Population size and

e. = acceptable sample error

$$\text{Sample Size} = \frac{1344}{1 + 1344(.05)^2} = \underline{\underline{308}}$$

By applying the above formula the required sample size of the study were chosen to be 308 employees from both branches. The researcher used 0.05 statistical level of significance

Table 3.1. Sample of the population

<i>Branch</i>	<i>Total Population</i>	<i>Sample population in%</i>	<i>Sample Population</i>	<i>% of total population sampled</i>
Bole branch	710	53	163	12%
Kality branch	634	47	145	11%
Total	1344		308	23%=(308/1344*100)

Source: Survey data January 2020

By applying Yamane (1967) formula in determining the sample size from Bole branch out of 710 employees 163 employees were drawn and from Kality branch out of 634 employees 145 employees were drawn as a sample. Therefore the total sample size were 308 employees from both branches.

In the study simple random sampling techniques was used to draw a sample size of 308 respondents. Respondents were drawn from different departments and job categories to ensure reasonable representation.

For 308 sampled population questionnaires were distributed. Out of the 308 respondents 88% or 272 of the questioner was properly filled and returned, 36 or 12% did not returned properly. In simple random sampling member of the subset have equal probability being chosen.

3.6. Reliability and Validity

According to Magda (2008), reliability is the accurate representation of the information for the total population under the study. Internal consistency of questions can be tested by different statistical methods. The most common applicable is Cronbach's Alpha test.

Table 3.2. Reliability Statistics

Cronbach's Alpha	N of Items
.804	28

Source: Survey data January 2020 and SPSS output

Table 3.2. Reliability Statistics

Internal consistency test shows the respondent's response through multiple response item questions. In the research the reliability test that shows the consistency of measurement is calculated by Cronbach's Alpha test. The total closed ended questions had a Cronbach Alpha value of .804 that shows the questionnaires were reasonably enough to collect data from the respondents and the questions asked for the respondents were accepted and the scale is internally consistent.

Validity of the research shows whether the research truly measure it propose to measure. The collected respondents' response rate for the study was 88%. According to Magda (2008) a response rate of 50% and above is adequate for data analysis. In addition to the percentage analysis hypotheses questions were tested by using SPSS software to check the relationship between organizational culture and employee's job performance by using Three degree freedom, 0.05 statistical level of significance and comparing with the decision criteria.

Decision criteria for chi-square test:

- Reject the null hypotheses if the tabulated value is less than or equal the calculated value (i.e. accept the alternative hypothesis) statically significant
- Accept the null hypotheses (fail to reject the null hypotheses) if the tabulated value is greater than the calculated value. (i.e. reject the alternative) statically not significant

3.7. Data Analysis and statistical testing

To analyze the data collected from respondent's data cleaning and coding were made. Hay (2005) explained data coding as a transformation of data in understandable way by computer software. In the other hand data cleaning is arranging appropriate data for computational use by dropping reputation and identifying the missing response values. In the research numerical data were analyzed by computing regression analysis and percentages for quantification. The data collected through questionnaire were analyzed and interpreted quantitatively which was further organized and treated with different statistical techniques such as mean and standard deviation.

In the data cleaning phase the missing data was identified and duplicated data were removed before analysis made. Findings from open ended questionnaires were analyzed and summarized in qualitative methods. Quantitative data were analyzed by using SPSS software version 21. Chi square test were done to identify the relationship between dependent variable and constant terms. The dependent variable was employee's job performance and the independent variables were different cultural attributes. In the chi square test 3 degree of freedom and 0.05 Statistical level of significance was used. By considering the statistical output and decision criteria the result was interpreted as follows.

- If the calculated chi square value is greater than or equal with the tabulated value we reject the null hypotheses
- If the calculated chi square value is less than or equal the tabulated value we fail to reject the null hypothesis.

3.8. Ethical considerations

According to Dawson (2002), treating participants with respect and keeping information they provide in confident way and become honesty is needed to conduct the research successfully. In this study the researcher considered ethical issues: by maintaining the confidentiality of respondent's response; using common names of the respondents instead of citing their individual names. Mentioning

CHAPTER FOUR

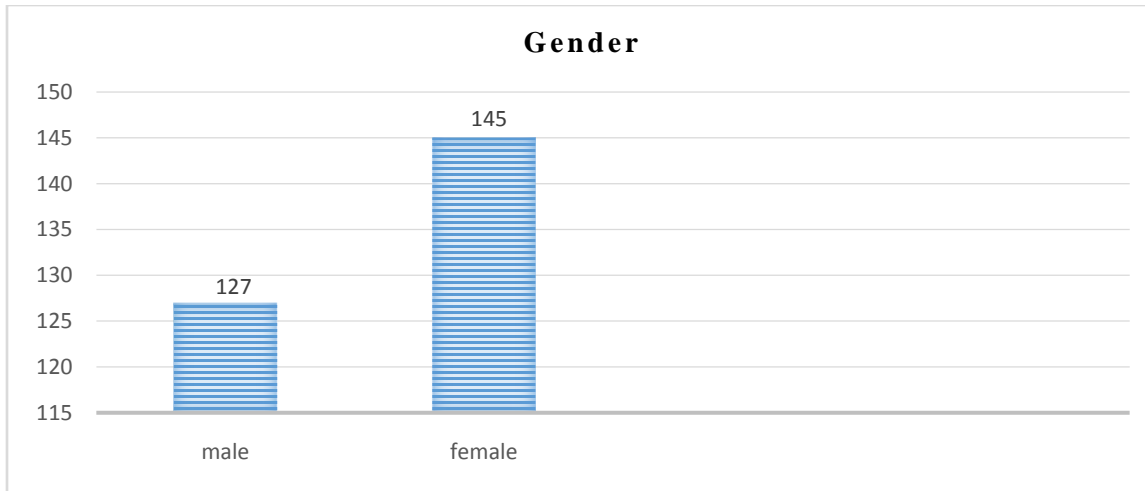
PRESENTATION AND INTERPRETATION OF DATA

This part of the study deals with characteristics of the population, analysis and interpretation of data. The respondents of the study were employees in Bole and Kality Branches of Customs Commission. In the first part, chi square goodness of fit formula was used to check whether there is a relationship or not between the dependent variable and independent variables. In the second part closed ended questions were quantitatively computed by using SPSS software to identify the common organizational culture variables effect on employee's job performance in ECC and the third part of this chapter summarizes open ended questions on the major effects of organizational culture and its element on employee's job performance in ECC.

4.1. Characteristics of the population

Table 4.1.1. Gender of the respondents

Table 4.1.1. Shows the respondents participation in gender. Out of the total participants 127(47%) were male and the remaining 145 (53%) of the respondents were female. This implies that on average there is insufficient representation of female and male employees in the organization.

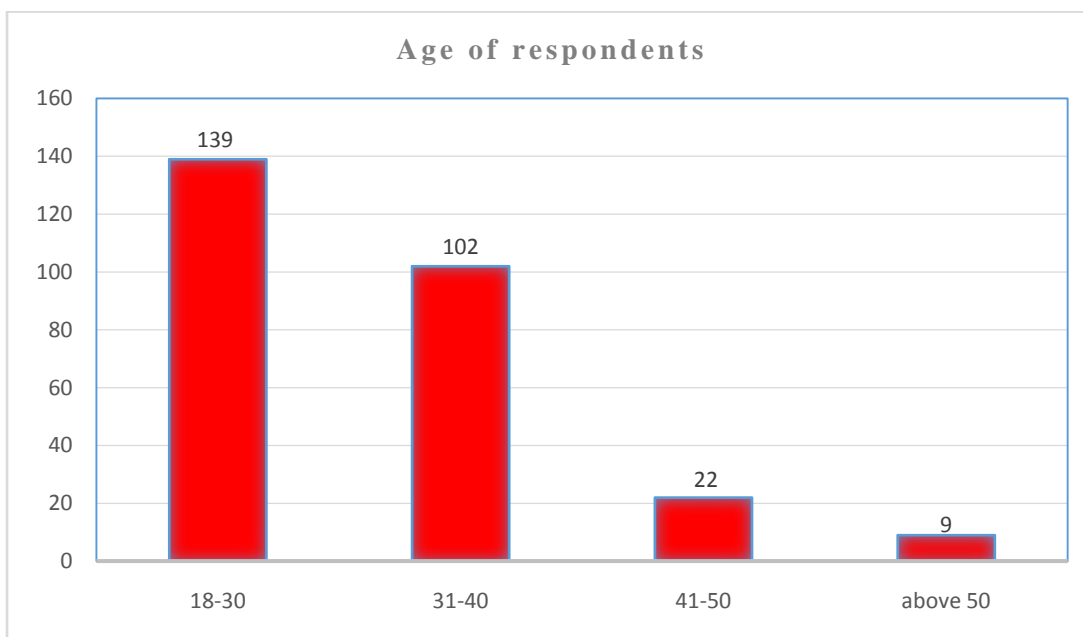


Source: survey data January 2020

Figure 4.1.1. Gender of the respondents

4.1.2. Age of the Respondents

A large number of respondents 139(51%) were between 30-40 years old. The least 9(3.3%) of the respondents were above 50 years. From this we can infer that majority of the respondents were young enough. Young employees' task forces give opportunities to improve performance and manage changes in the organization.

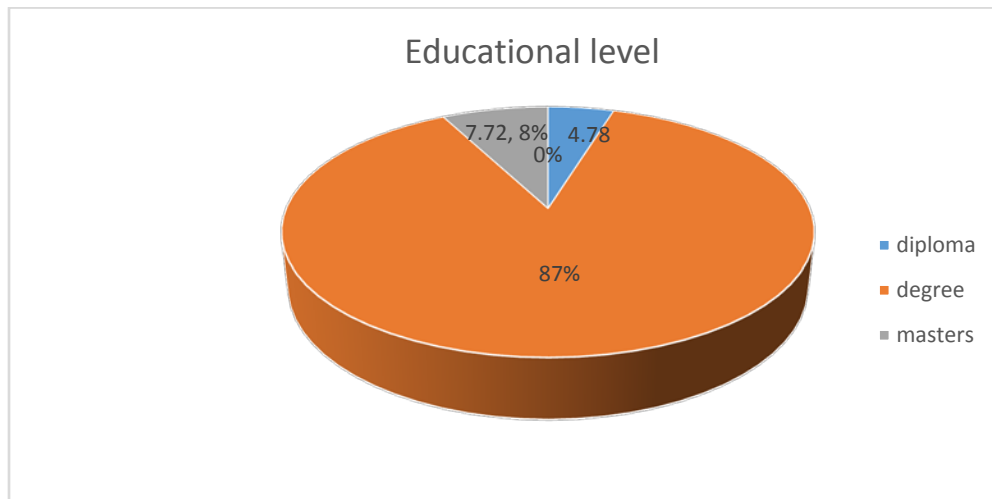


Source: Field survey January (2020)

Figure 4.1.2. Age of the respondents

4.1.3. Educational status of the respondents

Majority of the respondents (87%) were first degree graduates 7.72% were MSC graduate and the remaining 4.78% were diploma graduates. The finding shows that majority of the respondents were First Degree graduates. Having educated human resource capital creates good opportunity for performance improvement and facilitates communication.

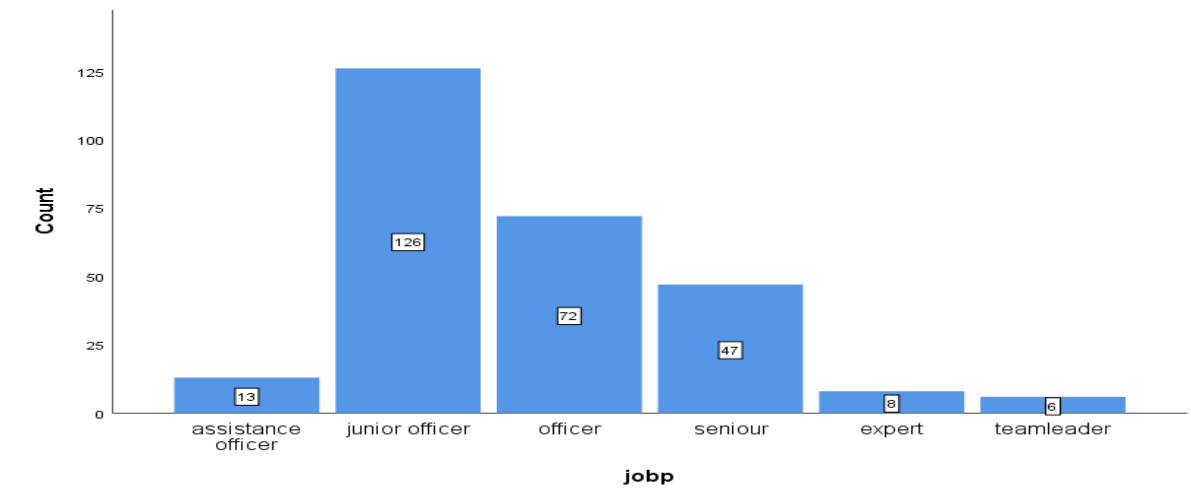


Source: field survey January (2020)

Figure 4.1.3. Respondents' educational level

Table 4.1.4. Job position of the respondents

A large number of the respondents 126(46.32%) were junior officer, 72(26.47%) were Officers. Based on the organization rules most of the operational unit of vacant were covered by junior officer and above level of positions. This position requires well understanding of the organization values and norms.

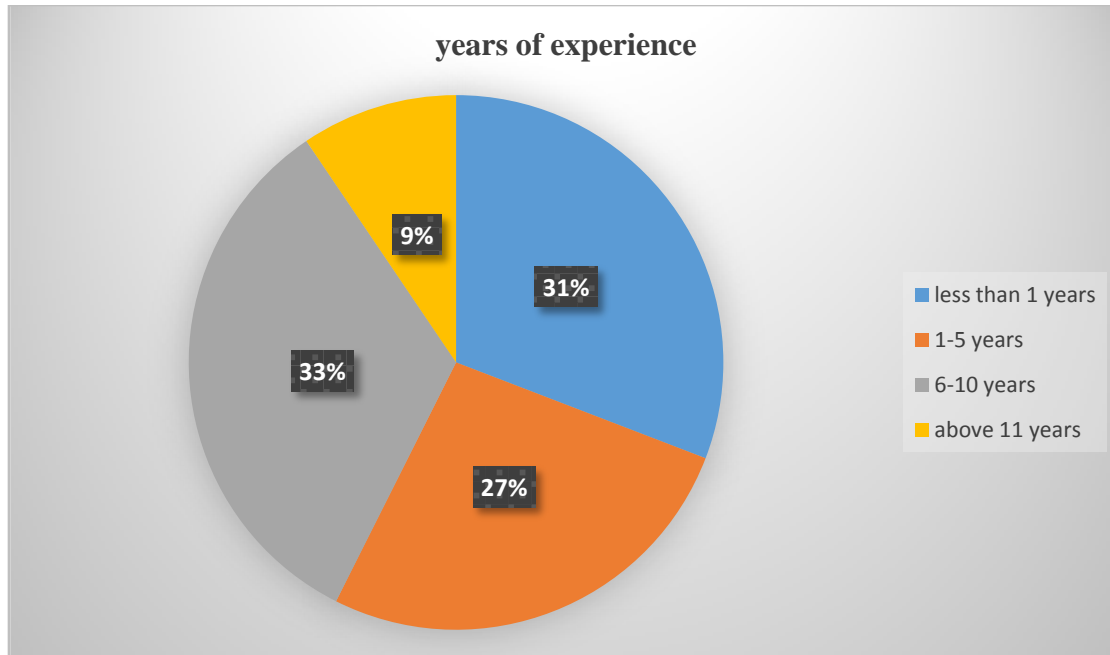


Source: Source: field survey January (2020)

Figure 4.1.4. Job position of the respondents

4.1.5. Experience of the respondents

As shown in the pie-chart majority of the respondents (33%) have between 6-10 years of work experience, 31% of the respondent have between 1-5 years of work experience, 27% of the respondents have above 11 years and the remaining 9% have less than one year's experience. From this we can infer that majority of the respondents have good opportunity to know the organization mission, values, norms and rules and regulations.



Source: field survey January (2020)

Figure 4.1.5. Experience of the respondents

Part I. Cultural variable effect analysis / hypotheses testing

Table 4.2.1. The relationship between organizational culture and performance in ECC

Chi square test result shows the association/relationship between or among dependent and independent variables. In this study the researcher applies chi square test to identify the relationship between the dependent variable (employee job performance) and independent variable (organizational culture elements).The statistical analysis for categorical data were performed by using SPSS software.

Step 1. State the null and alternative hypotheses

Ho: There is no positive relationship between strong organizational culture and employee's job performance in ECC

H1.There is a positive relationship between strong organizational culture and employee's job performance in ECC.

Step 2. Identify an appropriate test and significance level

Statistical significance level of 0.05 is used and the survey data was randomly collected

Step 3: Analyze the data

	Alternative response	Frequencies		
		Observed N	Expected N	Residual
There is a positive relationship between strong organizational culture and employee's job performance in ECC.	Strongly Disagree	45	68.0	-23.0
	Disagree	61	68.0	-7.0
	Agree	69	68.0	1.0
	Strongly Agree	97	68.0	29.0
	Total	272		

Test Statistics

	VAR00001
Chi-Square	20.882 ^a
Df	3
Asymp. Sig.	.000

a.0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 68.0.

Source: survey data January 2020 and SPSS output

Table 4.2.1. Chi square test result: the relationship between culture and performance

4. Calculate Degree of freedom

Degree of freedom is calculated by using the formula: (Total No of rows-1)X(Total No of Columns-1)

Therefore we have two rows and four columns for the data.

$$DF = (2-1) \times (4-1) = 3$$

Step 5 decisions rule:

- Reject the null hypotheses if the tabulated value is less than the calculated value
- Accept the null hypotheses (fail to reject the null hypotheses) if the tabulated value is greater than the calculated value.

The above table 4.2.1. Shows the relationship between strong organizational culture and

employee's job performance in ECC. The tabulated value at 3 degree of freedom and 0.05 statistical level of significance in the chi square table is 7.81 and the calculated chi square value shown in the above table is 20.88. This shows that the tabulated value 7.81 is less than the calculated value 20.88. Therefore, we can conclude that strong organizational culture has positive effect on employee's job performance in ECC at 3 degree of freedom and 0.05 statistical level of significance. We reject the null and accept the alternative hypotheses.

Table 4.2.2. The relationship between task culture and employee's job performance

In the under listed table the respondent's responses on the effect of task culture on employee's job performance was analyzed.

The null and alternative hypotheses are:

H₀: There is no positive relationship between task culture and employees job performance in ECC.

H₁: There is a positive relationship between task culture and employees job performance in ECC

Data analysis

There is a positive relationship between task culture and employees job performance in ECC.	Alternative response	Frequencies		
		Observed N	Expected N	Residual
	Strongly Disagree	38	68.0	-30.0

	Disagree	61	68.0	-7.0
	Agree	78	68.0	10.0
	Strongly Agree	95	68.0	27.0
	Total	272		

Test Statistics

	VAR00001
Chi-Square	26.147 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 68.0

. Source: survey data January 2020

Table 4.2.2. Chi square result: the relationship between task culture and employees job performance

As shown in the above table the calculated chi square value is 26.14 and the tabulated value at 3 degree of freedom is 7.81. The tabulated value is less than the calculated chi square value. Therefore, we can conclude from this task culture is positively related to employees job performance at 0.05 statistical level of significance in ECC. We reject the null hypotheses and accept the alternative hypotheses.

Table 4.2.3. The relationship between shared mission and employee's job performance

The null and alternative hypotheses are:

H₀: There is no positive relationship between shared mission and employee's job performance

H₁: There is a positive relationship between shared mission and employee's job performance

There is a positive relationship	Alternative	Frequencies
----------------------------------	-------------	-------------

between shared mission and employee's job performance in ECC.	response	Observed N	Expected N	Residual
	Strongly Disagree	40	68.0	-28.0
	Disagree	51	68.0	-17.0
	Agree	88	68.0	20.0
	Strongly Agree	93	68.0	25.0
	Total	272		

Test Statistics

	VAR00001
Chi-Square	30.853 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 68.0.

Source: survey data January 2020

Table 4.2.3. Chi square result: the relationship between shared mission statement and employees job performance

The above table 4.2.3. Shows the relationship between having shared mission and employee's job performance in ECC. The tabulated χ^2 value at 0.05 level of statistical significance at 3 degree of freedom is 7.81. As seen in the table the tabulated value 7.81 is less than the calculated value of 30.85. Therefore we can infer that shared mission have positive relationship for employee job performance at 0.05 statistical level of significance in ECC. We reject the null and accept the alternative hypotheses.

Table 4.2.4. The relationship between commitment and employee's job performance

The null and the alternative hypotheses are:

H0: There is no positive relationship between commitment and employees job performance

H1: There is a positive relationship between commitment and employees job performance.

	Alternative response	Frequencies		
		Observed N	Expected N	Residual
There is a positive relationship between commitment and employees job performance in ECC.	Strongly Disagree	24	68.0	-44.0
	Disagree	56	68.0	-12.0
	Agree	102	68.0	34.0
	Strongly Agree	90	68.0	22.0
	Total	272		

Test Statistics

	VAR00001
Chi-Square	54.706 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 68.0.

Source: survey data January 2020

Table 4.2.4. Chi square result: the relationship between commitment and performance

The above table 4.2.4. Shows the effect of commitment on employee's job performance in ECC. The tabulated chi-square value is 7.81 and the calculated chi square value is 54.71. The tabulated value is less than the calculated value. From this we can infer that commitment has positive relationship for employee's job performance in ECC at 3 degree of freedom and 0.05 statistical level of significance. Therefore, we reject the null hypotheses and accept the alternative hypotheses.

Part II: Effect of common cultural characteristics variable on employees performance

To investigate the effect of cultural variables on employees job performance the positive response likert scale questionnaires in the data were assigned by (Strongly Disagree=1, Disagree =2, Neutral,=3, Agree=4, Strongly Agree =5) and the result is presented in the table.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Attention to detail	272	1	5	2.85	1.225
Outcome orientation	272	1	5	4.08	1.086
People orientation	272	1	5	2.83	1.074
Team orientation	272	1	5	3.17	1.370
Stability	272	1	5	3.89	1.178
Innovation & risk taking	272	1	5	2.01	1.209
Service oriented	272	1	5	2.71	1.323
Safety oriented	272	1	4	2.58	0.860
Valid N (listwise)	272				

Source: SPSS output & Field survey January (2020)

Table 4.3. Mean and standard deviation for organizational culture variables

The above table 4.3. shows the respondents positive response analysis on corporate culture variables. In the above table over all response analysis of common organizational culture variables effect on performance were presented. As seen in the table the mean value of attention to detail variable has a mean of (2.85) above average mean point shows that ECC give proper attention for individual skills and cultural values of its employees. The outcome orientation variable has a mean of (4.08) this implies that ECC gives proper consideration for employees out come and uses as input to measure their performance.

The people orientation dimension variable mean implies that on average employees are trained in their position; job assignments are done according to their profession. As seen in the above table Stability dimensions of organizational culture variable has a mean of (3.89). This implies that the stable rules and regulation helps for employee to maintain their performance. Team Orientation dimension has a mean of (3.17). This shows that on average there are coherent relationships among team members; tasks and authorities were clearly defined. The smooth relation among team members helps to achieve better performance by increasing synergy.

As seen in the above table the innovation and risk taking variable has less than average mean

(2.01). This implies that risk taking and problem solving abilities of employees were not encouraged by leaders. Employees were not motivated for developing their risk taking and problem solving abilities. From this we can infer that leaders were not sufficiently encouraging employees risk taking and creativity ability and they could not create flexible work environment for them. Service oriented variable has an average mean of (2.71). This tells us employees offer an average service for customers. As shown in the table safety oriented dimensions of organizational culture has average mean. This shows on average employees have proper understanding and implementing ability of safety rules and instructions in the organization. Maintaining employees' health and safety has a good contribution for the success of the organization.

Table 4.4. Effect of cultural elements on employee's performance

To find the effect of corporate culture elements on employee's job performance the positive response likert scale questionnaires in the data were assigned by (Strongly Disagree=1, Disagree =2, Neutral, =3, Agree=4, Strongly Agree =5) and the result is presented under the table.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Heroes	272	1	5	2.93	1.383

Physical layout	272	3	5	4.72	.517
Rules and policies	272	2	5	3.99	1.127
Physical environment	272	1	5	2.69	1.380
Jargon	272	1	4	2.47	.796
Ceremony	272	1	5	3.04	1.507
Mission statement	272	2	5	4.36	.923
Valid N (listwise)	272				

Source: SPSS output & Field survey January (2020)

Table 4.4. Mean and standard deviation of cultural elements

The above table 4.4.shows, the positive response analysis of respondents about corporate culture elements effect on employee's job performance. As seen in the table having shared understanding of mission statement has a mean of (4.36).This shows that employees have clear understanding about the Commission Mission statement and values. From this we can infer that better understanding of the organization mission statement crate positive contribution for performance improvement. Coordination of powerstructure/physical layout variable has a mean of (4.72). Having above average mean point in the positive response analysis implies that the formal power coordination among operational manager, process owner, and top manager positively contribute for employee's job performance and the downward and upward formal communication have smoothly preformed.The rules and policies element has an average mean of (3.99). This shows employees in ECC properly preform the rules and policy of the organization. Above average mean of (3.99) shows thatrespectingpolicy and employee's code of conduct have positive effect for employee performance. The attributes of organizational culture as dress code, respecting duty hours, using table badges and status symbol have strictly applied.

As seen in the above table using jargon (crating acceptable unique business language) as a culture of communication has less than average mean. This implies that there is less consideration for creating jargon within the organization.

4.5. The effectcommon organizational culture on employee'sperformance

To examine the effect of corporate culture variables on employee's job performance the positive response likert scale questionnaires in the data were assigned by (Strongly Disagree=1, Disagree =2, Neutral, =3, Agree=4, Strongly Agree =5) and the result is quantitatively presented under the table.

Descriptive Statistics

Cultural variables	N	Minimum	Maximum	Mean	Std. Deviation
Power Culture	272	1.00	5.00	3.8346	1.21119
Role culture	272	1.00	5.00	2.3493	1.42438
Task Culture	272	1.00	5.00	3.5735	1.39653
Person Culture	272	1.00	3.00	2.1654	.59999
Valid N (listwise)	272				

Source: SPSS output & Field survey January (2020)

Power Culture

Table 4.5. shows the respondents positive response analysis about major corporate culture effect on performance. As seen in the table the power culture variable has above average mean of (3.83). In positive response question analysis this shows that power culture has positive contribution for employee's job performance in ECC. The hierarchical *power structure*; upward and down ward formal communications have clearly identified and properly functional. Power is shared from top to the bottom. From this we infer that, the structured formal hierarchy of the organization /power sharing, assignment of accountability and responsibility for every employee in the organization facilitate the activity performed in each work units. The power structure is convenient for check and balance. Chain of command also clearly stated.

Role Culture

In the above table 4.5. the role culture variable has an average mean of (2.34). In positive response question analysis having below average mean indicates the role culture of the organization is weak, departments and operational unit affected by lack of coordination of resources and

specialization of professional employees. Lack of coordination in technological resource, financial resource, human resource and informational resource results poor performance role for departments. From the data result we can infer that departments and operational units were not well organized by resources and skilled manpower. These result negative effect on performance.

Task culture

In the above table 4.5. the Task Culture variable has above average mean of (3.57). In positive response question analysis this implies that the work activities were designed targeting the achievement of tasks; assignments of employees were based on targeting the achievement of the specific tasks not based on the individual matters. There is a smooth relation among group members. Therefore, successful achievement in the specific task directly related to the employees performance.

Person Culture

As shown in the above table 4.5. Person Culture has below average mean of (2.16). In positive response question analysis this indicates that Charismatic power of known individual's contribution has not significant effect for employee's performance in ECC. Influential person contribution in the internal operation is not common and informal communication doesn't commonly apply for decision making purpose in the organization.

4.6. Regression Analysis

The main objective of the research was to examine the effect of organizational culture on employee's job performance. Regression analysis is used for estimating the relationships between independent and dependent variables. Linear regression analysis was applied in the research to show the relationship between employee's job performance/outcome variable and organizational culture/ predictor variables. To avoid redundancy of variables those variables which have similar characteristics and attributes were dropout in the analysis. Task orientation and achievement culture were represented under task culture, jargon, physical layout agronomy included in symbol variable and story represented by heroes.

The common cultural variables selected for the analysis were: power culture, role culture, task culture (achievement culture), person culture (clan culture), heroes (using top performer

as a model), Mission statement, and symbols. To investigate the effect of organizational culture on employee's job performance the researcher apply liner regression analysis by using SPSS program.

Table 4.6. Regression Model

Variables Entered/Removed^a			
Model	Variables Entered	Variables Removed	Method
1	Person culture, role culture, task culture, power culture, symbols heroes, Mission Statement ^b		Enter

a. Dependent Variable: Employee's job performance

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	0.599	0.589	8.722

a. Predictors: (Constant), Person culture, role culture, task culture, power culture, symbols, heroes, mission statement.

Source: survey data January 2020 and SPSS output.

Table 4.6.1. Model Summary

R-square measures the goodness of fit of the variable interred in the formula. The adjusted R-square in the above table 4.6.1.shows that 59.9% of the variation of job performance in ECC. The cultural element variables explain 59.9% of the variation. The other 40.1% of the variation is from other variable which are not mentioned in the analysis. From the above table we can say the given variables such as Person culture, role culture, task culture, power culture; symbols, heroes, and mission statement are goodexplanatory variables foremployee's performance.

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30033.097	7	4290.442	56.394	.000 ^b
	Residual	20085.124	264	76.080		
	Total	50118.221	271			

Source: survey data January 2020

Table 4.6.2. Anova table

a. Dependent Variable: Employee's job performance

b. Predictors: (Constant), Person culture, role culture, task culture, power culture, symbols, heroes, and mission statement.

As shown in the above table 4.6.2. the statistical significant value of 0.05 is greater than the calculated value of .000. This shows there is a statistical significant correlation between employees job performance and organization culture. The dependent variables of organization culture such as: Person culture, role culture, task culture, power culture, symbols, heroes, and mission statement have better contribution for employee job performance.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	68.958	3.296		20.923	0.000
	Power culture	5.087	1.935	0.453	2.630	0.009

	Role culture	2.811	1.698	0.288	1.655	0.099
	Task culture	4.373	1.136	0.449	3.851	0.000
	Person culture	3.304	1.813	0.146	1.823	0.069
	Heroes	-9.117	1.196	-0.611	-7.625	0.000
	Mission statement	2.841	1.860	0.289	1.527	0.128
	Symbols	-4.531	1.790	-0.374	-2.532	0.012

Source: survey data January 2020

Table 4.6.3. Regression Coefficients

- a. Dependent variable: Employees job performance
- b. Independent variable: Organizational culture

As shown in the above table 4.6.3. the power culture, task culture, heroes , having shared mission statement and symbols variable have statistical significant effect on employee's job performance in ECC. Heroes and symbols have negative statistical significant value. i.e. negatively affect employee's job performance. But the rest power culture, task culture and having shared mission statement have positive statistical significant value. i.e. They have positive effect for employee's job performance; because the statistical significant value is less than 0.05. Person Culture and role culture have not statistically significant value. Because their statistical value is greater than .05. In this research this means proper consideration has not given for such cultural variables in ECC.

Arithmetically the regression model can be expressed as follows:

Where:

The dependent variable: EP = (Employees job performance)

The independent variable: Organizational culture:

B_0 = Coefficient of Constant term

X_1 = PC (Power culture)

X2=RC (Role culture)

X3= AC(Achievement /task culture)

X4= PeC (Person /clan culture)

X5= H (Heroes)

X6 = MS(Mission statement)

X7= Sy (Symbols)

$$EP=68.96 +5.09X_1+2.81X_2+4.37X_3+3.3X_4-9.11X_5+2.84X_6-4.53X_7$$

The liner regression model can be derived follows:

$$Y= \beta_0 + \beta_1PC + \beta_2RC + \beta_3AC + \beta_4PeC + \beta_5H + \beta_6MS + \beta_7S$$

Part III: 4.7. Positive effect of corporate culture in ECC

In this part respondent responses on open ended questions were summarized. As majority of the respondents' response summary analysis indicate that employee's commitment on resisting challenges coming from internal and external customers enables them efficiently succeed their duties. The summary of respondent response shows that having shared mission on the organization objectives, respecting employee's code of conduct rules and policies of the organization helps to have common understanding about the day to day operations. According to Campell et al (1999) the company mission, values and norms help to create organizational culture.

4.8. Negative effect of corporate culture in ECC

The summary analysis of respondent response shows that there is a problem of *service layout* inconveniency for delivering quality service in the work place, free communication with customers is not encouraging; there is a lack of support and motivation for top performers especially in the position of customs intelligence officers. According to the summary of responses employees are reluctant to make decision independently by stating the influence of employee code of conduct in their decision. The code of conduct gives authority for operational managers

up to firing employees without justifiable evidence if he/she thinks the employees make fundamental mistakes.

From this we can say that lack of convenient service layout, lack of support and motivation of employees, being reluctant to make decision on time results a negative impact on employees' performance.

4.9. The contribution of internal communication in organizational culture

The internal formal and informal communication has significant role in maintaining a strong task culture. The most common internal formal communication is performed by electronic communications, letters, interoffice memorandum, notice, directives, rules and regulations. Paperless electronics methods of internal communication has fundamental role for maintaining strong task and role culture in ECC. Up to date Stakeholder's directives have important role in performing the day to day operations of ECC. The common stakeholders are Minister of Finance and Economic Development (MOFED), Federal and Regional Health Office, Minister of Trade, Minister of Agriculture and National Intelligence Agency are some of the common stakeholders for Custom Commission. The stakeholder directives were not reached on time for all employees. Lack of up-to-date information about the revised, altered and new regulations results delay in decision making. The electronic system of internal communication was affected by network accesses interruption.

4.10. The effect of service culture on employee's performance

Service is performance or deeds offered for customers. Customer service charter is a formal commitment by an organization to deliver a quality service for its customers. A Service charter mainly includes: guide to service offered by the organization, a statement of customers' right and responsibilities, standards related to time and quality of service being offered and a formal complaints procedure.

As the summary of respondents response shows that there is a gap on service delivery within the

stated standard. Respondents were mentioned various reasons for this: as a majority of the response summary implies lack of coordination among stockholders, lack of up-to-date service standard and lack of empowering employees for decision making were mentioned. ECC used customer charter service standard as a management tool since 2016 in the head office level. Branch Offices were customized the service standard by cascading to their specific operations. Majority of the respondent response shows in some departments and work units the customized charter lack coordination of related activities to be included in to the main operation. The specific time standard explained in the standard did not consider related activities. The current demands of customers create deviation; it requires adding new service and revising the previous one. Some operations need additional time than the previous one; because of additional criteria to be expected from customers. Some employees were assigned without considering their profession and interest in the front office customer contact place. During the time of restructuring some operation were merged with other department and other departments shifted to the head office level. This needs a revision for the Customer charter. Due to this reason employees could not offer quality service according to the standard. From this we can infer that problems occurred in the service culture results negative impact on employee's job performance.

4.11. The contribution of restructuring in maintaining strong organizational culture

Restructuring is one of a business culture maintenance tool that an organization applied. It includes redesign and restructure process and methods to change organizational culture (Robbins & Juge 2001). In 2019 Ethiopian Custom Commission made restructuring. In the reorganization process work units and Departments were reorganized.

As majority of the respondents response summary shows that launching and organizing new team and departments result facilitation of some service delivery system. In the other hand the negative respondent's response summary indicates that the placement, promotion, rotation and demotion of employees in a management level were the cause for high complaint. As the respondent response summary implies that political affiliation was reflected and it creates doubt for the transparency of promotion and assignment rule and policy of the organization. The unfair rotation, assignment and placing of employees have its own draw back on employees job performance. From the respondent response we can conclude that the current restructuring system

results negative impact on the people oriented culture

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter deals with the overall view of the study. It includes the summary conclusions and recommendations of the research based on the findings.

Based on the research question and theoretical assumptions stated in chapter one a relevant related literature was made, primary data were collected through closed and open ended questionnaires from those employees who are working in Airport and Kaliti Custom Branch

offices. And a secondary data were collected from human resource management team, proclamation, ECC quarterly newspaper and the company website.

The study examined the effects of organizational culture on employee's job performance in Ethiopian Custom Commission Bole and Kality branches. Validities of the research result have been tested by the regression analysis in SPSS software. Closed ended questionnaires were arranged and analyzed in percentage of analysis method by using SPSS and open ended questionnaires were organized and summarized. The questionnaires were distributed to 308 employees who are working under the two Customs branch offices in different department and work units. Out of the 308 questionnaires 36(11.7%) were omitted from analysis. Of these 36 randomly selected 27 (8.8%) of them were not returned and 9(2.9%) of them were not fully answered. The researcher has chosen simple random sampling technique because the populations have homogeneous characteristics.

5.1. Summary of the research findings

Based on the hypotheses testing result the strong organizational culture maintained by the organization positively related to employee's job performance. The effective task culture, employees' commitment and shared mission of employees have significant positive relationship with employee's job performance in ECC.

As shown in the research finding power culture, task culture and mission statement have positive statistical significant effects on employees' job performance in ECC. Heroes and symbol level of corporate culture have negative statistical significant effects on employee job performance.

As shown in the finding the people oriented culture; the unfair promotion, placement and employees rotation adversely affects the corporate performance. Employees were not empowered to improve their decision making and problem solving ability. Empowerment improves decision making and problem solving ability of employees.

The finding shows that the inappropriate service layout, the unfair placement of employee, lack of proper follow-up of activities based on service standard adversely affects the service delivery trained. There is a lack of proper use of safety tools and instructions in the work place.

As shown in the analysis of the findings, there is a lack of emphasis for culture transmitting tools. Employee socialization, celebrating collective activities, ceremonies, awarding model employees and using constrictive stories from famous former leaders and employees is not a common practice.

The findings also showed that the internal electronic communication affected by network interruption. The network interruption crate accumulation of work and delay on service performance.

As shown in the analysis part departments and work units were not properly organized in material and informational resources to perform their role. Role performance increase specialization and job performance. Employees shared understanding about the mission statement and values of the organization positively contribute to increase employee's job performance. The organization gives induction for new employees and on the job training for permanent employees. Appling dress code: uniform, badge and status symbol crates positive filling and positively contribute to employee's performance improvement. The strong task culture of employees such as working in hard conditions, collaboration among tem members, compromising internal and external customer complaints were positively influence in employee's job performance.

Lack of stakeholder cooperation and motivational incentives adversely affect employee's job performance in ECC. For those employees who work in the position of Custom Intelligence Officer the stakeholder cooperation is not reliable. Employees did not get proper motivational incentives and recognition for their outstanding contributions.

As shown by employee's response summary analysis the current restructuring culture change tools result positive and adverse consequences relating to cultural change measures. In the restructuring the new designed Process Unit and Departments,the revised policy and procedure were facilitates the service delivery system. On contrary the unfair placement, assignment, rotation and demotion of employees on the people oriented culture adversely affect employee's job performance in ECC.

5.3. Conclusion

The research finding concludes that strong organizational culture has positive relationship on employee's job performance. The cooperative task culture, commitment and having shared mission about the organization objectives among employees positively contribute to their performance in ECC.

There are significant positive influence of power culture, task culture and mission statement on employee's job performance in ECC. The structured chains of command smoothly facilitate the operation, employee's cooperation to perform a given task is effectively coordinated and indoctrinating the mission statement of the organization enables employees to improve their performance.

The research finding shows that heroes organizational culture variable has negative statistical value. In the research this shows there is a problem of giving respect, motivating and celebrating top achievers contribution as a culture.

There is a significant negative influence of symbols variable on employee's job performance in ECC. In the research this shows there is a problem of arranging proper physical environment for employees and customers. As the respondent summary response shows the operational units service layout is not convenient for service delivery. In some department the physical environment is narrow and the layout is not convenient for employees and customers for delivering quality service.

The study proved that the service oriented culture of the organization adversely affected by unfair assignment, rotation and demotion of employees, lack of continuous improvement of service standards and inappropriate service layout. Service culture is the total of the inherited ideas, beliefs, and values, and knowledge, which constitute the shared bases of social action. If managers take decisions which are not in the favor of organizational people then it will impact negatively. People-oriented cultures focus on the employee wage, health care, reimbursement benefits to part time and full-time employees as well (O'Reilly et al, 1991).

There are significant negative impacts of visual elements of organizational culture on employee's job performance; the rituals, heroes and symbols were not properly considered. Socialization and familiarization of employees' activity were less considered by leaders. Heroes or top achievers

always motivate others in the organization (Deal & Kennedy, 1982). Using heroes (top performer contribution) as a motivation tools is not a customary practice in ECC.

5.4. Recommendation

In light of the finding of the study the following recommendations have been forwarded by the researcher.

As shown in the findings, recognizingtop achievers contribution (heroes) as a culture is less considered by leaders. Giving proper consideration for top performer and using their role model to motivate employees as a culture should be taking into account. Employees should be motivate and reward for their performance. Celebration of ceremonies should be arranged to give recognition for top achievers. This enables them to perform more and motivate other employees to improve their performance and build belongingness among employees.

As shown in the findings, individual skills and experience have not been properly considered for promotions, training and placement. Giving detail attention for employees experience and skills on the people oriented culture motivate employees and improve their performance.

Therefore, to motivate and improve employees performance, it is advisable properly consider their cultural values, experience and skills.

To improve the service culture, employees should be motivated and fulfill their financial and non-financial needs, check and balance of group activities properly considered, employees and stockholders feedback should be used for service improvement. Customer handling training should be given for employees, rules and producers should be revised and amended by considering the current demands of customers. Successful employees meet deadlines, give adequate service and crate positive customer interaction. Assigning employees in a proper place can positively affect their performance

As the findings suggests that in the people oriented dimensions of corporate culture: the unfair placement, promotion and demotion of employeesresults adverse impact on employee job performance. So, to solve such problems the employee promotion, placement, rotation and demotion should be transparently done in a uniform manner among members of the organization.

As the findings show lack of employees independent decision making affect the organization performance in ECC. To improve employees' decision making and problem solving ability employees should be empowered and trained.

As the findings suggest that, socialization and familiarization of employees were less considered by leaders in the organization. Promoting sense of belongingness motivate employees to better performance. To make good relationship among employees ECC should arrange socialization and familiarization activities.

As shown in the findings, lack of organization and supply of resources affect employee's role performance. To solve the role culture problem operational departments should be advanced by technological, human, information and financial resources.

The finding implies that, employees hesitate the fairness of leaders' judgment on mistakes. The employees' code of conduct which states "if the employee committed fundamental mistakes the operational leader has the right to fire him/her" creates stress in relation to accountability. Employees worry about their future life security. To solve such problems leaders should minimize cause of biases and support their decision by tangible and justifiable evidences.

5.5. Suggestion of further research

The Ethiopian Custom Commission has been recruited new employees from different sources. Higher Education was the major source of recruitment up to the year 2018. But currently employees were recruited by both cotta and competition methods from their region. The cotta gave for regions to nominate candidate employees. Based on the cotta given regions made competition with their zonal applicants and then send to the head office. The selection criteria and procedures were a cause for complaints by candidates.

Therefore, further research is suggested in the following areas:

1. The effect of current restructuring on the espoused values of employees in relation to maintaining task culture improvement.
2. The effect of socialization on task culture needs further research.

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APPENDICS I: Questionnaire

ADDIS ABABA UNIVERSITY

COLLAGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGMENT

Dear participant

I am a post graduate student in the department of management at Addis Ababa University. Now I am conducting a research on the title *the effect of organizational culture on employee's job performance* in selected Ethiopian Custom Commission branch office. Therefore your answers

are very important and valuable for the success of completion of the study. The information you provide in this research questionnaire will be used for doing my academic thesis and it is confidential.

Thank you in advance for your participation

SileshiSemu

Instructions

- You don't need to write your name
- Put a “√” mark in the column which best describes your response to the statement
- Give your responses for open ended questions on the space provided
- There is no right and wrong answer

Part I: General information

1.1.Gender: Male Female

1.2.Age: 18-30 year , 31 – 40 year , 41 – 50 year , 51 and above year

1.3. Academic qualification: Primary school complete , Secondary school complete
Diploma graduate , First Degree graduate , Second Degree graduate and above

1.4. Position : Level 1- 5 , Junior officer , Senior Officer , expert , Team leaders & above

1.5.Experience: Less than one year , 1- 5 years , 6 - 10 years , 11 years & above

Part II: Close ended questions

2. Questions related to organizational culture and performance

Put a “√” mark in the column which best describes your response to the statement.

Alternatives: Strongly Agree (SA), Agree (A) Disagree (DA), Strongly Disagree (SD)

No	Items	Alternatives			
		Strongly Agree	Agree	Disagree	Strongly Disagree

2.1.	There is a positive relationship between strong organizational culture and employee's job performance in ECC.				
2.2.	There is a positive relationship between task culture and employee's job performance in ECC.				
2.3.	There is a positive relationship between shared mission and employee's job performance in ECC				
2.4.	There is a positive relationship between commitment and employees job performance in ECC.				

1. Question related to job performance

Make a circle in the column which best describes your response to the statement

Item	Alternatives				
	A	B	C	D	E
At what range your performance (Balanced Score Card result) lays?	Above 85%	75%-84%	65%-74%	50%-64%	Less than 50%

2. Questions about *characteristics of organizational culture referring common attributes of* (Attention to detail, outcome orientation, people orientation, team orientation, stability, innovation and risk taking, service and safety culture)

No	Positive statement questions	Strongly	Agree	Neural	Disagree	Strongly
3.1.	The attention given for individual skills, experience and cultural difference helps to improve performance/attention to detail					
3.2.	The outcome oriented (Balanced Score Card) evaluation system increase employees performance in Custom/outcome orientation					

3.3.	Equal participation in promotion, training, placement and job rotation of employees were fairly done and improve employees performance/people orientation					
3.4.	Team members are cooperative and clarity of division of work within a team is clearly defined/team orientation					
3.5	Task, authority and responsibility are clearly defined and operations are performed by formal rules and procedure/Stability					
3.6	Employees creativity and problem solving ability is encouraged by leaders and the work environment is flexible and adaptable/innovation and risk taking					
3.7.	The service delivery culture of Custom strongly support employees performance improvement (by giving training and assigning employees in the proper place)/service oriented					
3.8.	Employees are aware enough about safety instructions within the organization and they give no tolerance for safety in their day to day activities/safety oriented					

4. Questions about the effect of *visual element and tools of organizational culture on employee performance referring* (stories, physical layout, physical environment, symbol, rules and policies, ceremonies, jargon and mission statement)

No	Positive statement questions	Strongly Agree	Agree	Neural	Disagree	Strongly Disagree
4.1	Leaders give emphasis for awarding outstanding service performer and use model employee stories to motivate employees/heroes					
4.2	The physical layout (the power hierarchical structure) of the organization has a significant positive impact on employee job performance/Physical layout					
4.3	Proper and constant use of rules and policies such as dress code, status symbol and respecting duty hours positively affect employees performance in Custom organization/symbols					
4.4	The service layout is attractive for employees and convenient for customers to provide quality service/Physical environment					
4.5	Employees have an acceptable unique language and saying as a habit in the work environment that communicate with each other/jargon					
4.6	Leaders give support employees to make collective activities and ceremonies and awarding model employees/ceremonies					
4.7	The proper induction and training given for employees on the mission statement of the organization results positive effect on employees performance/Mission statement					

5. Questions about the common organizational culture typeattributes referring (power, role, task and person culture respectively)

No	Positive statement questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5.1.	The hierarchical power structure and formal communication helps to increase employees job performance in Custom /power culture					
5.2.	The work units and departments are organized and specialized in human, material, technological and financial resources to improve their functional role/role culture					
5.3.	Work activities are organized around teams to achieve a specific task rather than considering individuals/task culture					
5.4.	Influential person positively influence by using his/her profession and acceptable behavior in the internal environment operations/person culture					

Part III: Open ended questions on the effect of corporate culture for performance

1. What are the major positive and negative effects of corporate cultural attributes in your organization?

a). Positive effect of corporate culture

b). Negative effect of corporate culture

2. Explain the effect of internal communication in maintaining strong business culture?

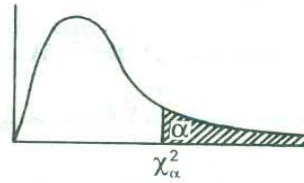
3. Do you think customers get quality service within the standard? If your answer is no please explain the reason why

4. How do you explain the year 2019 Ethiopian Custom Commission restructuring effect from task culture maintenance perspective?

Thank you for your cooperation!!

TABLE 6 Chi-Square Distribution Area Table

$$P(X^2 > \chi^2_{\alpha}) = \alpha$$



v	α												
	0.005	0.01	0.025	0.05	0.10	0.25	0.50	0.75	0.90	0.95	0.975	0.99	0.995
1	7.88	6.63	5.02	3.84	2.71	1.32	.455	.102	.0158	.0039	.0010	.0002	.0000
2	10.6	9.21	7.38	5.99	4.61	2.77	1.39	.575	.211	.103	.0506	.0201	.0100
3	12.8	11.3	9.35	7.81	6.25	4.11	2.37	1.21	.584	.352	.216	.115	.072
4	14.9	13.3	11.1	9.49	7.78	5.39	3.36	1.92	1.06	.711	.484	.297	.207
5	16.7	15.1	12.8	11.1	9.24	6.63	4.35	2.67	1.61	1.15	.831	.554	.412
6	18.5	16.8	14.4	12.6	10.6	7.84	5.35	3.45	2.20	1.64	1.24	.872	.676
7	20.3	18.5	16.0	14.1	12.0	9.04	6.35	4.25	2.83	2.17	1.69	1.21	.989
8	22.0	20.1	17.5	15.5	13.4	10.2	7.34	5.07	3.49	2.73	2.18	1.65	1.34
9	23.6	21.7	19.0	16.9	14.7	11.4	8.34	5.90	4.17	3.33	2.70	2.00	1.73
10	25.2	23.2	20.5	18.3	16.0	12.5	9.34	6.74	4.87	3.94	3.25	2.56	2.16
11	26.8	24.7	21.9	19.7	17.3	13.7	10.3	7.58	5.58	4.57	3.82	3.05	2.60
12	28.3	26.2	23.3	21.0	18.5	14.8	11.3	8.44	6.30	5.23	4.40	3.57	3.07
13	29.8	27.7	24.7	22.4	19.8	16.0	12.3	9.30	7.04	5.89	5.01	4.11	3.57
14	31.3	29.1	26.1	23.7	21.1	17.1	13.3	10.2	7.79	6.57	5.63	4.66	4.07
15	32.8	30.6	27.5	25.0	22.3	18.2	14.3	11.0	8.55	7.26	6.26	5.23	4.60
16	34.3	32.0	28.8	26.3	23.5	19.4	15.3	11.9	9.31	7.96	6.91	5.81	5.14
17	35.7	33.4	30.2	27.6	24.8	20.5	16.3	12.8	10.1	8.67	7.56	6.41	5.70
18	37.2	34.8	31.5	28.9	26.0	21.6	17.3	13.7	10.9	9.39	8.23	7.01	6.26
19	38.6	36.2	32.9	30.1	27.2	22.7	18.3	14.6	11.7	10.1	8.91	7.63	6.84
20	40.0	37.6	34.2	31.4	28.4	23.8	19.3	15.5	12.4	10.9	9.59	8.26	7.43
21	41.4	38.9	35.5	32.7	29.6	24.9	20.3	16.3	13.2	11.6	10.3	8.90	8.03
22	42.8	40.3	36.8	33.9	30.8	26.0	21.3	17.2	14.0	12.3	11.0	9.54	8.64
23	44.2	41.6	38.1	35.2	32.0	27.1	22.3	18.1	14.8	13.1	11.7	10.2	9.26
24	45.6	43.0	39.1	36.4	33.2	28.2	23.3	19.0	15.7	13.8	12.4	10.9	9.89
25	46.9	44.3	40.6	37.7	34.4	29.3	24.3	19.9	16.5	14.6	13.1	11.5	10.5
26	48.3	45.6	41.9	38.9	35.6	30.4	25.3	20.8	17.3	15.4	13.8	12.2	11.2
27	49.6	47.0	43.2	40.1	36.7	31.5	26.3	21.7	18.1	16.2	14.6	12.9	11.8
28	51.0	48.3	44.5	41.3	37.9	32.6	27.3	22.7	18.9	16.9	15.3	13.6	12.5
29	52.3	49.6	45.7	42.6	39.1	33.7	28.3	23.6	19.8	17.7	16.0	14.3	13.1
30	53.7	50.9	47.0	43.8	40.3	34.8	29.3	24.5	20.6	18.5	16.8	15.0	13.8
40	66.8	63.7	59.3	55.8	51.8	45.6	39.3	33.7	29.1	26.5	24.4	22.2	20.7
50	79.5	76.2	71.4	67.5	63.2	56.3	49.3	42.9	37.7	34.8	32.4	29.7	28.0
60	92.0	88.4	83.3	79.1	74.4	67.0	59.3	52.3	46.5	43.2	40.5	37.5	35.5
70	104.2	100.4	95.0	90.5	85.5	77.6	69.3	61.7	55.3	51.7	48.8	45.4	43.3
80	116.3	112.3	106.6	101.9	96.6	88.1	79.3	71.1	64.3	60.4	57.2	53.5	51.2
90	128.3	124.1	118.1	113.1	107.6	98.6	89.3	80.6	73.3	69.1	65.6	61.8	59.2
100	140.2	135.8	129.6	124.3	118.5	109.1	99.3	90.1	82.4	77.9	74.2	70.1	67.3