



**ADDIS ABABA UNIVERSITY**

**GRADUATE SCHOOL OF JOURNALISM AND COMMUNICATIONS**

**THE EFFECT OF ORGANIZATIONAL CULTURE ON CUSTOMER SATISFACTION:  
THE CASE OF A.A ELECTRIC UTILITY: KAZANCHISE SERVICE CENTER**

**BY**

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**DECEMBER, 2022**

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**A THESIS SUBMITTED TO THE PARTIAL FULFILLMENT OF THE  
REQUIREMENTS OF MASTER OF ART IN PUBLIC RELATIONS AND  
STRATEGIC COMMUNICATIONS (PRSC) EXTENETION PROGERAM**

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This is to certify that Getachew Bekele has done his thesis on the topic entitled “The Effect of Organizational Culture on Customer Satisfaction: The Case of A.A Electric Utility: Kazanchise Service Center.”under my supervision. Therefore, I declare that the student fulfilled the requirements and he can submit his thesis to Addis Ababa University School of Journalism and Communications for defense with my approval as a university advisor.

Name of Advisor

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Date

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## **DECLARATION**

I, Getachew Bekele declare this thesis entitled “The Effect of organizational culture on Customer satisfaction: the case of A.A Electric Utility: Kazanchise Service Center.” has been conducted by me and it is the outcome of my own effort, that all source of materials used for the research have been acknowledged. This study is original and has not been submitted for the award of any degree or diploma to any university or institutions. It is offered for the partial fulfillment of the Degree of Master of public relation and strategic communication (PRSC).

Researcher’s Name

Signature

Date

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## ACRONYMS

|      |                                        |
|------|----------------------------------------|
| OC   | Organizational culture                 |
| CS   | Customer Satisfaction                  |
| ACSI | American Customer Satisfaction Index   |
| OCDs | Organizational Culture Dimensions      |
| OCP  | Organizational Culture Profile         |
| EEU  | Ethiopian Electric Utility             |
| AAEU | Addis Ababa Electric Utility           |
| SPSS | Statistical Package for Social Science |
| EDT  | Expectancy Disconfirmation Theory      |
| $r$  | Pearson Correlation Coefficient        |
| MLR  | Multiple Linear Regressions            |
| ERP  | Enterprise resource Planning           |

## **ABSTRACT**

*This research aimed to investigate the effect of organizational culture on customer satisfaction in Kazanchis Service Center. The study essentially employed mixed method research approach which means quantitative and qualitative approach. It also employed descriptive and explanatory research design to answer the research questions. The primary data was collected through self-administrated questionnaire and structured interview. The target population of this research was 22,000 customers of the service center. The sample size of this research was 393 customers. The sample size was determined based on Yeman's 1967 sampling formula and it used stratified random sampling techniques. After the validity and reliability test of the research instrument was conducted through pilot study. The research questioners were distributed to 393 respondents among these 373 (95%) of respondents fill and returned the questioners. Additionally, structured interview was conducted with selected key informants. The descriptive and inferential statistics was done by using statistical tools like mean, standard deviation, correlation and multiple linear regressions. Statistical package for the social science (SPSS) version 20 was used to analyze the collected data. The final result was presented by using different tools like bar graph, table and pie charts. The study explored that all independent variables have significant effect on customer satisfaction except stability subculture. There was positive and strong relationship between the dependent and independent variables according to the correlation analysis of the study. The regression analysis indicated that organizational culture was able to predict customer satisfaction by 81.4% the remaining 18.6% was explained by other exclude variables which have not been addressed in the study. The research finding indicated that customer satisfaction highly affected by organizational culture and 67% customers were dissatisfied by the service provision of the service center. It is also indicated that all organizational culture dimensions were not practiced in the right way for this reason, the satisfaction level of customers negatively affected by the culture of the service center. Therefore the researcher recommended the service center should give due attention for organizational culture to enhance its customer satisfaction.*

**Key Words: Organizational Culture, Customer Satisfaction, Result Orientation and Team Orientation.**

# CHAPTER ONE

## INTRODUCTION

In this chapter basic aspects that can give essential information related to the general nature of the study are presented. Thus, background of the study, statement of the problem, objective of the study, research question, significance of the study, scope of the study, limitation of the study, definitions of terms, and organization of the study were covered.

### 1.1 Background of the Study

Organizational culture is a major determinant factor for customer satisfaction with the intention of that, organizations all over the world are needed to give prior attention to satisfy their customers. Organizational culture influences the shape of an organization at all levels and has a strong effect on the customer's satisfaction (Akpokavie, 2018). He suggested that the relationship between organizational culture and customer satisfaction is high when employees and management share the culture values of an organization.

Different definitions have been given for the term organizational culture for example Schein, (1992) defined as the pattern of basic assumptions invented, discovered or developed by a given group as it learns to manage with the problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to these problems. According to Wong, (2020) Organizational culture is the specific collection of values, beliefs, norms, assumptions, attitudes, socialization and expectations shared by people and groups in an organization. In other words, it is a collection of rituals, socialization, expectations, collective programming of the mind, and practices that guide the actions of all team members in the organization.

Organizational culture has a significant role to shape the socialization activities, language, symbols, rites and ceremonies of a group of people and which distinguish the members of one organization from another (Abebe, 2019). Based on the above and other scholars' definition the researcher has conceptually understood organizational culture is a commonly shared practice among employees in specific organization that may affect organizational activities and controls the way of people interact each other and with stakeholders outside the organization. The concept of organizational culture enters the mind whenever the issue of organizational productivity is

discussed and which lays fertile ground for customer satisfaction at any organization (Yakob, 2016). Different literatures have identified different dimensions and types of organizational cultures those are essential to both public and private. The absence and presences of all these dimensions and types of organizational cultures have different effects on organizational efficiency and effectiveness in the processes of delivering the intended goods and services based on their degree of intensity (Abebe, 2019). As Greenberg and Brown cited in Abebe (2019) Organizational culture influences an individual and organizational process by generating strong pressures on employees to go along with to think and act in a way that is consistent with the existing organizational culture.

The influences can either lead to enhance customer satisfaction and promote organizational success or hinder its effectiveness. This is a clear indicator for the relationships between organizational culture and customer satisfaction in the processes of providing the intended goods and services for the targeted customers (Schein, 1990). Customer satisfaction is a measurement that determines how well a company's products or services meet customer expectations (Szyndlar, 2021). It is one of the most important indicators of buying intentions and customer loyalty. As such, it helps to predict business growth and revenue. According to (Corporate Finance Institute, 2020) Customer satisfaction is also the degree to which products or services provided by a company meet a customer's expectations. In other words, customer satisfaction is how satisfied a customer is after doing business with a company (CFI, 2020).

Customer satisfaction has different characteristics which determine the effectiveness and efficiency of the concerned organizations which finally determines the customer satisfaction. Understanding these characteristics is a determinant factor for the successful service provider organization in handling their customer interest (Abebe, 2019). The issue of service delivery is becoming a global concern that initiates continuous reform to cope up with dramatic environment and the ever changing of customers need (Taghizadeh, 2013).

In response to this, the government of Ethiopia introduces new public service reform which incorporates five vital pillars under the coordination of the former Ministry of Capacity Building in the year 2001 by proclamation No. 256/200: 1630-1632 which put responsibility to that institution to prolong public service development and welfare (Tesfaye, 2010). The new public service reform also applied in the energy sector. Since the Ethiopian Electric Utility is among

other energy sectors in Ethiopia. It was established in 2013 G.C by the Council of Ministers regulation No.303/013. It is a state-owned electric service provider in Ethiopia with the responsibility of providing quality and secured electric utility. This huge developmental organization is federally decentralized in to 11 regional offices, 28 districts and 554 service centers in 2019 according to (EEU Organizational Structure, 2019) to address the service provision problems easily. Among others one regional office, 4 districts and 30 service centers are found in Addis Ababa including Kazanchis Service Center.

Kazanchis Service Center is the one which is located in the area and provide electric utility for its customers. It has its own managers and professional experts. Regarding their number of customers Kazanchis Service Center has maximum number of customers when it compared with other 30 service centers found in the city administration. Generally, this center was selected by the researcher among others to examine the effect of organizational culture on customer satisfaction based on theoretical, conceptual frame work as well as additional existing facts.

## **1.2 Statement of the Problem**

Organizational culture remains a major determinant factor for customer satisfactions and it consist of various beliefs, values, formalities and symbols that govern by the operating style of the people within a company (Naicker, 2008). According to empirical findings in various literatures, organizational culture plays a great role on organizational effectiveness, employee commitment, performance, organizational productivity, provisions of qualified service and customer satisfactions comes when it is implemented in right way. According to Helou and Viitala (2007), organizational culture can be seen as the total sum of all needed organizational activities that aim to fulfill organizational purposes. They concluded that culture followed by organization highly influences motivational practices and finally the overall performances of organization.

Iancu,(2021) stated that, organizational culture influences organizational activities either positively or negatively both in service rendering and productions organizations. Having a positive work culture will increase a can-do attitude with employees. When employees feel supported in a positive way, they are more creative and innovative, which usually leads to satisfy customers (Schien, 1992). From the above discussion we can understand that customer satisfaction is influenced either positively or negatively by the persisting organizational culture.

Different organizations have different organizational culture. Understanding the existent of organizational culture is highly important for any organizational success and achievement. Insuring customer satisfaction is one of the most important factors for the success of any organizations that requires a multidimensional observation on customer's expectation and services provision in this competitive world (Yakob, 2016).

Good organizational culture is the primary determinant for the successful customer satisfaction. Service value today has turned out to be not only the rhetoric of every organization, but also occupied a prominent position in every discourse and research study. No business organization can survive without satisfying its customers (Wadajo, 2014). The public sector is one of the most in-demand service sectors, which can affect the interests of its customers. Understanding the culture of a public service organization and responding appropriately helps to correct and resolve organizational service delivery problem (Malo, 2015). Organizational effectiveness comes with the satisfaction of customers.

Dissatisfied customers can leave organization. Satisfying the needs of customers is necessary to compute with other competitive organizations (Abebe, 2019). Therefore, companies should engage in the process of identification and satisfying the needs of customers respectively so as to keep potential customers. However, failure to understand customer's expectation will result in making an organization to start falling apart. The issue of customer satisfaction is a question of survival that needs continuous reform to cope-up with this unstable environment and the ever changing of customer's need (Yakob, 2016). That is the reason behind that different organizations in Ethiopia introduce new reform to improve their service delivery and satisfy their customers including Ethiopian Electric Utility.

The Ethiopian Electric Utility has introduced different reform packages like decentralization, structural change, advanced new technologies to improve its service provision all over the country. Despite efforts undertaken by the company to improve the service quality, customers have complaints on the service provision in different offices of the company (Mekonnen Tesfaye, 2016). Different empirical studies shows that the company service delivery is not meet with customer satisfaction. Zeritu Fikre (2010) study shows that company failed to provide quality service for its customers. It has become so obvious, in Addis Ababa, that customers are

highly dissatisfied with the services provided by the branch office in general and Kazanchis Service Center in particular.

Based on the researcher initial observations and informal interview with customers regarding the service provision of the service center, there was practical problems highly reflected in connection with customer handling, work ethics, team work and readiness for change, delay service delivery and lack of empathy in the processes of service provision. These are source of complaints and customer dissatisfaction in the service center.

Even if different studies have been conducted in connection with factors affecting customer satisfaction, there was no any empirical research conducted on the effect of organizational culture on customer satisfaction in this service center according to the knowledge of the researcher. Thus, there is a major gap in conducting research in this area, which has to be covered by this research. Hereafter, studying the effect of organizational culture on customer satisfaction is worthy to identify the gap and offered the remedy. Therefore, this study is initiated to fill the gap and makes a fruitful effort to the effect of organizational culture on customer satisfaction the case of A.A Electric Utility Kazanchis Service Center by focusing on major organizational culture dimensions like customer orientation, team orientation, outcome orientation, innovation and risk-taking, attention to detail, stability and aggressiveness. .

### **1.3 Objectives of the Study**

#### **1.3.1 General Objectives**

The general objective of the research is to assess the effect of organizational culture on customer satisfaction in A.A Electric Utility, East A.A district, Kazanchis Service Center.

#### **1.3.2 Specific Objective**

1. To find out the effect of organizational culture on customer satisfaction.
2. To show the relationship between organizational culture and customer satisfaction.
3. To indicate the level of customer satisfaction by the service provision.
4. To explore how organizational cultures can affect customer satisfaction.

## **1.4 Basic Research Questions**

The general assessment of this research paper is to understand the effect of organizational culture on customer satisfaction in A.A Electric Utility Kazanchis Service Center. In order to understand this phenomenon; the research tries to answer the following basic questions.

1. What is the effect of organizational culture on customer satisfaction?
2. Is there a relationship between organizational culture and customer satisfaction?
3. To what extent are customers satisfied by the service provision?
4. How dose organizational culturesaffect customer satisfaction?

## **1.5 Significance of the Study**

The primary significance of this study is to provide necessary information for the researcher about the effect of organizational culture on customer satisfaction. This study would mostly be helpful for A.A Electric Utility KazanchisService Center to identify and develop better organizational culture and maximize customer's satisfaction. In addition, the study would be useful to leaders, managers, employees, and other decision makers of the service center to know the levels of their customer satisfaction. It helps for academicians to investigate various aspects of problems, which are not fully addressed by this particular study. Finally, the findings can be used as a bench mark and reference for upcoming research investigations in similar fields of area.

## **1.6 Scope of the Study**

The scope of the study is delimited by time, content and geographical location. This study is delimited to geographically in Addis Ababa Electric Utility East Addis Ababa District Kazanchis Service Center.

In terms of content, the study was delimited to seven dimensions of organizational culture include customer orientation, team orientation, outcome orientation, innovation and risk-taking, attention to detail, stability and aggressiveness.. These seven dimensions of organizational culture constituted the independent variables of the study while customer satisfaction is the dependent variableof the study.

## **1.7 Limitations of the Study**

Every study faced some kind of limitation. Stating those limitations is not merely a primary issue. It is an integral part of the research. It is necessary to state the limitations encountered in research findings. Certain limitations were faced when the study was conducted. The first limitation of the study was the respondents' willingness and flexibility to fill the research questionnaires and to allocate sufficient time for the interview because of their busy schedules. The other limitation of the study was the respondents' potential personal bias based on their long-time experiences in the service center. The absence of relevant local literature and research conducted on the effects of organizational culture on customer satisfaction was another limitation of the study.

## **1.8 Definitions of Terms**

- ✓ **Organizational Culture:** Organizational culture is the pattern of shared basic assumptions that a given group learns as it solves its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to observe, think and feel in relation to those problems (Schein, 1992).
- ✓ **Customer satisfaction:** Customer satisfaction is the extent to which a product's perceived performance matches a buyer's expectations (Kotler and Armstrong 2012). They states as customer satisfaction consists of several indicators, namely loyalty, satisfaction; repurchase interest, small desire to make a complaint, the willingness to recommend the product, and the reputation of the company.

## **1.9 Organization of the Study**

The study organized with five main chapters. The first chapter introduced background of the study, statement of the problem, general and specific objectives, research questions, significance of the study, scope of the study, limitation of the study, definition of terms, and organization of the study itself presented. In the second chapter, review of different related literatures theoretical frame work, conceptual frame work and other important issues were presented and third, fourth and fifth chapters respectively incorporated the methodological part of the study, data analysis and interpretation, summary on major findings, conclusions and recommendations were included. Finally, the reference and appendix parts are also included.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This part assessed the related concepts and theories, organizational culture dimensions, function, importance, types of organizational culture, customer satisfaction, measurement of customer satisfaction and other related literature reviews are presented.

#### **2.1 Theoretical Framework of the Study**

This study conducted based on Organizational Culture and Expectancy Disconfirmation Theory(EDT). There are different studies have shown the influence of organizational culture in meeting customer desires is critical to the sustainability efforts of the organization. As Oliver (1980) cited in (Obeng and Dompheh,2020)Organizational Culture and Expectancy Disconfirmation theories were integrated to demonstrate the role of organizational culture and it plays as a stimulus in managing service quality which embraces importance to customer satisfaction and their supposed performance.

Organizational culture theory is a system of shared assumptions, values and beliefs that governs how people behave in organizations and the culture of an organization is determined by the values placed on a set of characteristics (Clifford, 2017). This theory states that people are like spiders that are suspended in webs that they created at work. This idea supported by the researcher because no company in the world without culture and no employee perform its dailyactivity without the culture of the company.

Expectancy Dis confirmation theory is a cognitive theory which seeks to explain post-purchase or post-adoption satisfaction as a function of expectations, perceived performance, and dis confirmation of beliefs (Chakravartty, 20218). This theory suggests that customer satisfaction /dissatisfaction is the disparity that exists between the performance of a product /service and some cognitive or emotional standards for the consumer (Oliver, 1980).The research also believesthat customers after consuming a product/service compare their perception of product/service performance against their expectations before the service encounter.

## **2.2 Definitions and Concepts of Organizational Culture**

The concept of organizational culture typically refers to the beliefs, values, behavior patterns, and understandings that are shared by members of an organization and which are distinctive of it (Linstead, 2001). As he stated on his research organizational culture may be associated with organizational symbols, stories, and myths that are expressive of the culture and help to socialize people into the organization; or images, products, clothing, buildings, and other artifacts that materially embody the culture.

The organizational culture is the general term for organizations of all members of the commonly accepted values, codes of conduct, team spirit, and a way of thinking, work style, psychological expectations, feelings and sense of belonging of community. Schien E. H., (1992) also defined organizational culture, is a pattern of shared basic assumptions that is learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be lesson to new members as the correct way to perceive, think, and feel in relation to those problems.

According to Cameron, (1988) Organizational culture is the characteristic and the tangible personality originated inside every organization while some might think of organizational culture as the result of the organization's people and processes, something that cannot be controlled or quantified, the truth is organizational culture is unexpectedly tangible. It can be deliberately designed and leveraged. It affects morale and employee engagement and governs revenue rates and influences company performance and it affects profitability.

According to Morcos, (2018) Organizational culture is the collective effect of the common beliefs, behaviours, and values of the people within a company. Those norms within any organization control how employees make and support customers, how they collaborate with each other, whether they feel motivated to encounter goals and if they are honestly in to the company's overall mission. Morcos, states on his study organizational culture differentiates the extraordinarily successful companies from all the rest. It can be a powerful, competitive advantage. The cultures of the organizations are usually unique, but those that prioritize culture are always the great winners. The researcher conceptually understood from the above scholars point of view organizational culture is a commonly shared practice among employees in specific organization that affect organizational activities either positively or negatively.

## **2.3 Importance of Organizational Culture**

According to Schien,(1992) Organizational culture is an important aspect of achieving organizational success and every manager should strive to develop an organizational culture that will facilitate easy transformation of the organization through change embracement employees. As (Schien E. H., 1992) cited in (Malo, 2015) suggests that organizational culture is even more important today than it was in the past. This is because of the increased competition, globalization, mergers, acquisitions, alliances and various workforce developments. These have created a greater need for co-ordination and integration across organizational units in order to improve efficiency, product and strategy innovation, process innovation, and the ability to successfully introduce new technologies and programmers.

According to Naicker, (2008) Culture can help reduce complexity and uncertainty and helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture offers a consistency in outlook and values that makes possible decision-making, co-ordination and control. He indicates that, culture plays a very important role in any organization by communicating information about the overall acceptable and unacceptable behavior.

Culture communicate whether the organization expects its managers to be aggressive or conservative in decisions making, generous or moderate in supporting social causes and ruthless or kind in competitive communications. Some organizations have clear, strong and well-defined culture while others have unclear, weak and poorly defined cultures (Naicker, 2008). Most managers agree that a strong and clear culture is preferable to weak and vague culture because it helps to deliver a common frame of reference for managerial decision making and a wide variety of other organizational activity (Naicker, 2008). Organizational culture plays a very essential role to enhance organizational effectiveness when it is performed in the right way it is supported by the researcher.

## **2.4 Types of Organizational Culture**

There are four types of organizational culture according to Cameron and Quinn (2011), these are Clan Culture, Adhocracy Culture, Market Culture and Hierarchy Culture.

### **2.4.1 Clan Culture**

According to Tharp, (2009) Clan Culture is an open and friendly place to work where people share a lot of themselves. It is like an extended family type of corporate environment where everyone's point of views and ideas are valued. In this culture leaders are considered to be mentors or even parental figures. Group loyalty and sense of tradition is strong (Tharp, 2009). There is a strong concern for people. The organization places a superior on teamwork, participation, and consensus. It helps to boast high rates of employee engagement, and happy employees make for happy customers (Cameron and Quinn, 2011). The researcher also believed that clan culture an open friendly place to work and helps to boast high rates of employee engagement.

### **2.4.2 Adhocracy Culture**

According to Cameron and Quinn (2011), Adhocracy cultures are rooted in innovation, adaptability and risk taking culture. It is a combination of the words 'Ad hoc' and bureaucracy. Therefore, organizations with an adhocracy culture are flexible and not inhibited by bureaucratic procedures and policies (Roy, 2021). Here organizational leaders are innovation and creative in their approach and they are motivational innovators who accept challenges, take risks, and ready to break organizational assumptions (Roy, 2021). Employees get their chances to spin their balls multiple times when they miss it and they strive to be on the leading edge. Tharp, (2009) also defined it as a dynamic, commercial, and creative place to work. Innovation and risk-taking are embraced by employees and leaders and he mentioned on his research a commitment to experimentation and thinking differently are what unify the organization in this type of culture (Tharp, 2009).The researcher also believed that leaders and employees in this culture are innovation, adaptability and risk taker.

### **2.4.3 Market Culture**

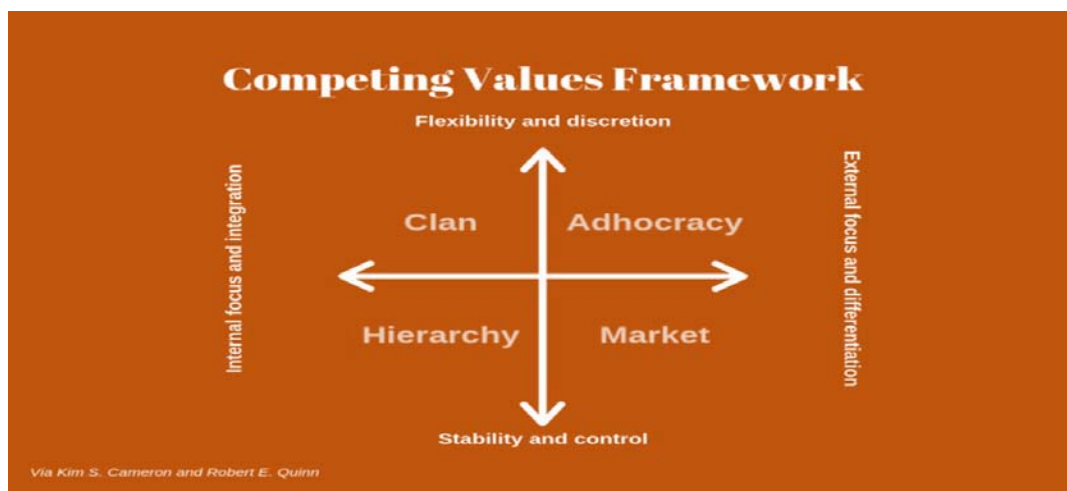
According to Tharp, (2009) Market culture is a results-driven organization focused on job completion. People are competitive and goal-oriented. Leaders are demanding, hard-driving, and productive. The emphasis on winning unifies the organization. Reputation and success are common concerns. Long-term focus is on competitive action and achievement of measurable goals and targets (Tharp, 2009).

Everything is evaluating with the bottom line in mind, each position has an objective that aligns with the company's larger goal, and there are often several degrees of separation between employees and leadership roles. As Cameron and Quinn, (2011) a market culture stresses the importance of meeting quotas, reaching targets and getting results. It has a benefit of companies that boast market cultures are profitable and successful. This type of culture is most common in more giant corporations, where leaders are persistent, strong, and have very high expectations of their teams (Roy, 2021). The researcher also agreed with the thought of different scholars about this culture because it is results-oriented and people are competitive and goal-oriented.

#### 2.4.4 Hierarchy Culture

According to Tharp, (2009) Hierarchy culture is a highly structured and formal place to work. Rules and procedures govern behavior. Leaders strive to be good coordinators and organizers who are efficiency-minded (Roy, 2021). Maintaining a smooth-running organization is most critical. Formal policies are what hold the group together. As Tharp, (2009) states on his study stability, performance, and efficient operations are the long-term goals means that dependable delivery, smooth scheduling, and low cost. Management wants security and predictability. Companies with hierarchy cultures adhere to the traditional corporate structure (Cameron and Quinn, 2011). It is supported by researcher because hierarchy culture is a highly structured and formal place to work.

**Figure 1: Types of Organizational Culture**



Soures Addapted fromn Cameron, K. S., and Quinn, R. E. (2011).

## **2.5 Dimensions of Organizational Culture**

Organizational culture can be examined by different dimensions. Several researchers have proposed various culture typologies for their research purpose. One typology that has received a lot of research attention is the Organizational Culture Profile (OCP) where culture is represented by seven distinct values as Robbins S. P., (2007) cited in (Yakob, 2016). O'Reilly III, Chatman, and Caldwell, (1991) identified the seven dimensions which is aggregate captured the essence of organizational culture that could be used to compare culture in the organizations.

The seven organizational culture dimensions are customer orientation, team orientation, outcome orientation, innovation and risk-taking, attention to detail, aggressiveness and stability. Any culture that found in the organizations can be evaluated by using the indicated dimensions of organizational culture and each of these characteristics exists on a continuum from low to (Nicker, 2008). As he states that, appraising the organization on the seven characteristics gives a composite picture of the organization's culture their influences are based on their degree of intensities.

### **2.5.1 Customer Orientation (People Orientation)**

Customer orientation is essential for achieving customer satisfaction. Insight into the expectations and satisfaction of customers enables our organization to improve customer orientation. Customer orientation is a business approach that puts the needs of the customer over the needs of the business (Barends, 2019). Building a customer oriented culture means recognized that customers are the business. People orientation is the extent to which management decisions take into consideration the effect of outcomes on people within the organization. It is a degree of value and respect for people.

The impact of the decisions made and the consequences of these decisions on people of the organization are considered by the management, through greater participation (Abebe, 2019). Hence, it is one of the most contentious issues in organizational culture today and all about the degree of value and respect for people working in the organization (Malo, 2015). When organizations have fair procedures and management styles, such kind organization create an atmosphere where work is fun and employees do not feel required to choose between work and other aspects of their lives.

Customer oriented companies understand that the business won't thrive unless it consistently improves customer focus (Barends, 2019). It's a way of thinking that aligns business goals with customers' goals. People-oriented companies care more about their employees and have value for fairness, supportiveness and high respect to individual rights and dignity. Employees enjoy personalized benefits which spur loyalty, dedication and motivation from the workforce. Individuals are handled and treated in a dignified and respectful manner (Oduor, 2018). The researcher agreed with the thoughts given by different scholars about customer orientation sub culture that positive or negative management decisions affect people within an organization and directly or indirectly it affect customer's satisfaction.

### **2.5.2 Team Orientation (Collaboration Orientation)**

Team orientation 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 (Habib\*, 2014). It is also the collaboration and teamwork that an organization can foster by encouraging collective effort rather than individual task completion (Indeed Editorial Team, 2021). A team-orientated culture emphasizes cooperation toward common goals for which all employees feel mutually accountable. This is highly significant as effective collective effort to increases organizational performance.

An organization with a team-oriented culture is collaborative and emphasizes cooperation among employees. Each organization makes efforts to create teams that will have complementary skills and will work effectively together (Robbins, 2018). Team-oriented leaders are concerned with the individual's objectives, well-being, and motivations and managers in the workplaces push employees not just to complete assigned task but also to cooperate effectively with others (Indeed Editorial Team, 2021).

Employees are team players and applicants perceived not to be team players are not hired and groups are assigned duties in sub-committees from which reports are expected (Oduor, 2018). Collaborative and cooperative employees in team-oriented companies do well, creating strong, solid and more positive network within working groups, co-workers and with their managers (O'Reilly III, Chatman, and Caldwell, 1991). The researcher agreed on the importance of team orientation subculture within service rendering companies because, it helps to achieve objectives of the company easily and successfully.

### **2.5.3 Results-Orientation/Outcome Orientation**

According to Habib\*, (2014) Outcome orientation is the degree to which managers focuses on outcomes of the results and they do not pay attention how those outcomes have been achieved. In other word they do not focus on the ways methods or techniques and processes used to achieve these outcomes rather than keeping on the concern with the final results. It is a term used to describe an individual or organization that focuses on outcome rather than process used to produce a product or deliver a service (Robison, 2018).Outcome oriented firms embrace a go-getter attitude with employees, treating achievement, results, and action as important values.

Each employee is evaluated based on results and performance while holding on to their number-one market share in their ventures (Oduor, 2018). The OCP framework describes outcome-oriented cultures as those that emphasize achievement, results and action as important values (O'Reilly, 1991). Results oriented culture concerns about the outcome, where employees are asked about to be done. Concerning risk taking, employees in results-oriented tend to take more risk in order to achieve specific internal goals. It is the extent to which control and reward mechanisms are focused on tasks compared with the end product/service (Davies, 1999) cited as (Yakob, 2016).The researcher believed that managers focus on outcomes of the results rather than how those outcomes have been achieved in outcome orientation subculture.

### **2.5.4 Innovation and Risk-Taking**

Innovation and risk organizational culture is the degree to which employees are encouraged to be innovative and risk taker. If the culture of the organization is innovative and risk taking then employees will be more encouraged towards their work (Habib\*, 2014). Organizations that have innovative cultures are flexible, adaptable, and experiment with new ideas. It is stated as the degree to which employees are encouraged to be innovative and take risks while performing their duties (O'Reilly, 1991).Innovation and risk-taking helps to check whether the organization encourages and rewards new ways of doing things, or instead values and maintains traditional approaches (Malo, 2015). Motivation is one of the most important predictors for innovative working.Management style significantly influences employee motivation to innovate. Innovative people are intrinsically motivated by change such that extrinsic rewards do not necessarily enhance innovative working (Nagel, 2006). Firms with innovative cultural dimension usually invent new products or new ways of offering their services to the market and they are flexible

and adaptable, willing to experiment with new ideas. Staff are encouraged to be innovative and are given time to work on their own projects (Oduor, 2018). The researcher agreed with thoughts given by different scholars about innovation and risktaking because employees are encouraged to be innovative and risk takertherefore, risk taking, innovation and creativity are highly encouraged and rewardedaccording to this subculture.

### **2.5.5 Attention to Detail (Precision Orientation)**

Attention to detail defines as the degree to which employees are expected to exhibit precision and detail in the workplace and it is an ability to efficiently allocate cognitive resources to achieve meticulousness and accuracy when accomplishing tasks, no matter how small or large (Naicker, 2008). Attention to detail skills allows us to improve our workplace productivity, efficiency and performance. Attention to detail is also the standard to which organizations workers are expected to work on precision, analysis and pay attention to details or task. That means paying attention to being precise.

One of the most important reasons to pay attention to detail is for the sake of clear and effective communication (Robbins S. P., 2007). Similarly Oduor, (2018) detail-oriented culture as meticulous about details, emphasizing precision and paying attention to details and they are customer oriented and seek to keep customer records in a database in computer system for providing better services when next the customer requires attention so as to meet customer requirement where levels of precision is highly valued. The researcher believed that attention to detail allows us to improve our workplace productivity, efficiency and performance.

### **2.5.6 Stability (Rule Orientation)**

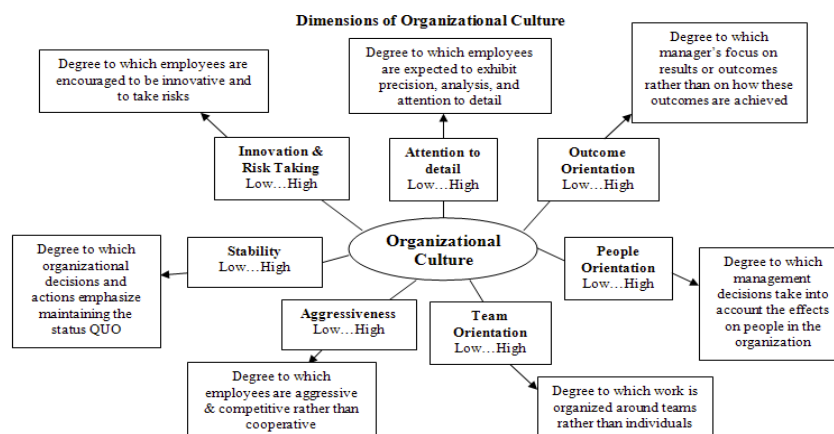
Stability is the degree to which organizational activities emphasize maintaining the status quo in contrast to growth (Robbins and Coulter Pearson education, 2007). It is the degree at which gradual changes occur where the organizational decisions and actions emphasis maintaining the status quo (Habib\*, 2014). Stable cultured institutions are predictable, rule-oriented, and bureaucratic. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions (Malo, 2015). They display effectiveness with stable and constant output levels. Stable culture impedes quick action being bureaucratic in nature and is a misfit to a changing and dynamic environment. Most public sector corporations and institutions fall into this category (Oduor, 2018).

Employees know exact chain of command and what is expected of them to accomplish but are not motivated for creativity or innovativeness. Any deviations from the routine easily rock the boat and hence unwelcome (O'Reilly III, Chatman, and Caldwell, 1991).The researcher agreed with the thoughts given by different scholars about stability subculture because organizational activities emphasize maintaining the status quo in contrast to growth in this sub culture.

### 2.5.7 Aggressiveness (Competitive Orientation)

Aggressiveness refers to the degree to which people are aggressive and competitive regarding their work rather than easy going (Robbins and coulter Pearson education, 2007). It is also the degree dominating rather than coexisting, cooperating, or even learning from other similar organizations Davies,(1999) cited in (Yakob, 2016). Organization with aggressive cultures value competitiveness and outperforming competitors by emphasizing this, they often fall short in corporate social responsibility (Malo, 2015).Every organization should be determined to be at the top of its field, and have a stable of regular clients who provide a steady income such an approach relates to the concept of aggressiveness. The aggressive types value competitiveness, seeking to outperform competitors and willing to make enemies to survive and thrive in their field. However, they are faced many legal battles as it becomes inevitable for competitors aggrieved, to seek courts remedies (Oduor, 2018).The researcher believed that people are aggressive and competitive regarding their work rather than coexisting, cooperating, even learning from other similar organizations in aggressive sub culture.

**Figure 2: Dimensions of organizational culture**



Source:Adopted from Robbins and coulter Pearson education, (2007)

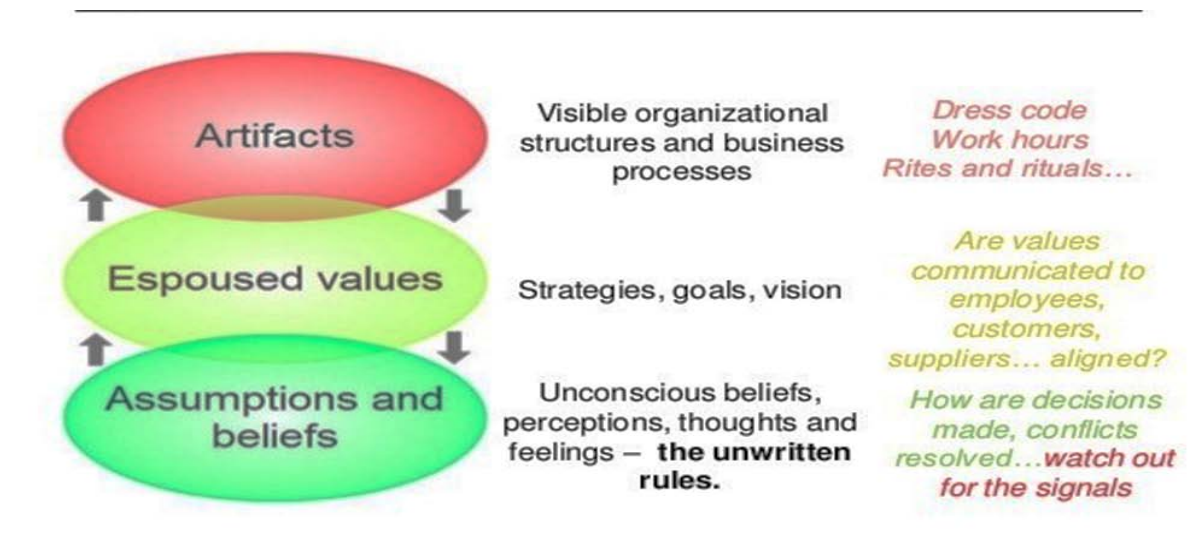
## **2.6 Functions of Organizational Culture**

According to Lubis and Hanum (2020), Organizational culture has many functional effects on organizations and their management. It is an important determinant of managerial practices. It is the foundation of a firm's success. Yakob, (2016) on his research states that organizational cultures attract attention, convey a vision, and typically honor high-producing and creative individuals. The guiding function of organizational culture refers to the culture lead the whole organization and all the employee's personal value and behavioral orientation towards the goal of organization (Yakob, 2016). The essence of the construction of outstanding organizational culture is to set up an internal force mechanism. Organizational culture performs a number of functions within an organization. These are as follows: provides a sense of identity, generates collective commitment, reinforces values and behaviours, promotes social system stability, gives members a clear vision, defines rewards and sanctions, integrates subsystems and processes, defines boundaries of the group, defines rules for power and relationships, serves as a control mechanism, and develop an ideology (Lubis and Hanum, 2020). The researcher agreed with thoughts given by different scholars about the functions organizational culture.

## **2.7 Levels of Organizational Culture**

Organizational culture exists as consisting of three interrelated levels, which differ in terms of visibility and invisibility (Schien, 1992). These visible and invisible levels of organizational culture comprise cognitive components such as assumptions, values, and artifacts (Naicker, 2008). According to Schien (1992), Underlying assumptions are usually invisible. No one find them written down anywhere. People may not want to talk about them. But they exist and are often powerful. While espoused values are the public statements about what the organizational values are about. Many organizations now communicate what their "core values" are the espoused values by which the organization conducts its business and also artifacts are the visible signs of an organization's culture. They are visible; can be seen, heard and felt. For example, what the dress code is; what kind of offices and layout is used; how employees address each other and how they communicate internally and externally (Schien, 1992). The researcher agreed with thoughts given by scholars about the levels of organizational culture and its importance.

**Figure 3: Levels of Organizational Culture**



Source: Adopted from Schein, (1992)

## 2.8 The Concept of Public Services

The concept of public services refer to any activities undertaken to meet social need and it is particularly refers to those activities of government institutions aimed at satisfying the needs and ensure the well-being of society as well as enforcing laws, regulations and directives of government(Gaster and Squires, 2003 cited in Abebe, 2019). If a company wants to be a public centered service provider, it should incorporate all public's concern at every stage of the service designing and delivering process the (Canadian Center for Management Development, 1998). Priorities as well as improvements in public service should be seen from the service users and not from service providers' perspective. This indicates that the actual performance of the provided service is known by the service customers or users rather than service providers. Because these service providers should always engage in the processes of knowing the reactions of their customers to be successful in the life of their organizations' (Abebe,2019). That means organizations should have a mechanism to know the feedback of their services to take the corrective measurement if needed in the processes of service delivery. Abebe, (2019) argued that, understanding of both internal and external environment is a necessary for the service providers.

## **2.9 The Concept of Customer Satisfaction**

Customer satisfaction is a person's feeling of pleasure or disappointment resulting from comparing a product's perceived performance or outcome in relation to his or her expectations (Kotler and Keller, 2006). It is also a measurement that determines how well a company's products or services meet customer expectations. According to Szyndlar, (2021) Customer satisfaction should be the main focus of an organization because customers drive business.

Customer satisfaction is one of the most important indicators of buying intentions and customer loyalty. As such, it helps to predict business growth and revenue. As Taghizadeh, (2013) Customer satisfaction is the result of marketing activities that acts as a communication bridge between different stages of consumer buying behavior. It is the result of a comparison between customer purchases of the expected performance with actual performance and perceived and payment expenses and it is the basis of standard performance for any business organizations and whatever organizations has more satisfied customers and increase the purchase rate and reduces the desire for change (Jamali, 2007).

Customer satisfaction is something beyond a positive impact on efforts done in the organization it provides many benefits for companies and higher levels of customer satisfaction leads to loyalty. According to Abebe, (2019) customer satisfaction is a condition at which prevailing performance of organizations or service meet users expectation. It is the evaluation of the perceived discrepancy between prior expectations and the actual performance of the products of particular organization (Bernazzani, 2021).

Customer satisfaction consists of a customer's perceived quality, value and expectations of the company. Understanding customer satisfaction in the organization and collecting customer satisfaction data can help a company to determine what is working well with products, services and internal processes, and what needs to improve or change completely. Customer satisfaction information, including surveys and ratings, can help a company determine how to best improve or changes its products and services (Szyndlar, 2021).The researcher agreed with the thoughts given by different scholars about the concept of customer satisfaction.

## 2.10 Determinants of Customer Satisfaction

Customer satisfaction is the functions of different organizational culture elements. These elements have a great impact in affecting the organizational activities either directly or indirectly (Wadajo, 2014). It is influenced by specific product or service features, perception of quality, customer's emotional responses, their attributions and their perception and other organizational elements like employees motivation, performances and over all the prevailing organizational culture. The followings are some determinant factors of customer satisfaction as (Bitner and Hubbert, 1994), Michel and Meuter (2008) and (Hennig-Thurau, 2004) cited in (Wadajo, 2014).

- **Product or service quality**-Customers satisfaction with a product or service is influenced by customer evaluation of product or service feature. Service quality is a customer's overall impression of the relative inferiority or superiority of an organization and its services.
- **Service recovery** - Service recovery refers to the action that an organization takes in response to a service failure if any. Service failure can lead to negative disconfirmation and ultimately disconfirmation, through appropriate service recovery efforts may restore dissatisfied customer to a state of satisfaction.
- **Customers'emotion**- Customers' emotion can also affects their perception of satisfaction with products and services. This means the condition of the customers at the moments of receiving services highly affects their fillings towards the ongoing service.
- **Attribution of service success or failure**- Attribution influence perception of satisfaction when they have been surprised by an outcome or the service is either much better or (much worse than expected) and customers incline to look for the reasons for their assessments of the services that can influence their satisfaction. The researcher believed that customer satisfaction affected by different determinants factors among this product/service quality, service recovery, customers' emotion and attribution of service success or failure are the most prominent factors.

## **2.11 The Relationship between Organizational Culture and Customer Satisfaction**

Numerous literatures indicated the significant roles of organizational culture on customer satisfaction like (Akpokavie, 2018; Yakob, 2016; Wadajo, 2014; Malo, 2015 and Abebe, 2019). The work of the above scholar's clearly shows the significant roles of organizational culture in influencing customer satisfaction in an organization. This influence could be constructive if the prevailing organizational culture is constructive and otherwise it is destructive. According to Tesco (2008) cited in Wadajo (2014), indicates that the way activities are managed in an organization is becoming so crucial that organizations are realizing the need to give more attention to the needful customers. A competent organizational culture includes knowing its own values and beliefs and the fact that how it will influence over our cultural understanding. As Rashid (2008) cited in Wadajo (2014), organization's culture should be oriented towards customer satisfaction in order to satisfy and retain customers. An organization with service culture, everyone in the organization stands behind good service and giving good service is seen as one of the most important values in the organization (Akpokavie, 2018).

This scholar indicated that service culture organizations exist when a service orientation and interest of customers are the most important norms in the organization and consumption of a service rather than outcome consumption. Accordingly, knowing what customers expect is one of the most critical factors in delivering good and the service which is directly affect customer fillings. The researcher agreed that organizational culture and customer satisfaction have direct relationship because when organizational culture performed in the right way the level of customer satisfaction increase and when it performed in the wrong way the level of customer satisfaction decrease.

## **2.12 Measurement of Customer Satisfaction**

According to Fadlaseed, (2014) Measuring customer satisfaction is not a luxury anymore. It is about the company performance; profit; and competitive advantage in order to achieve long term survival and market leadership. When customer satisfaction, properly and timely monitored, it provides importance insights and signals regarding the product, service and relationship of the customer with the company (Chen, 2021). There are different types of indices that used to measures customer satisfaction. Even if, there are different types of indices that used to measures customer satisfaction most companies in the world use the American Customer Satisfaction

Index (ACSI) to measure their customer satisfaction (Chen, (2021)).The American Customer Satisfaction Index (ACSI) is one of the internationally recognized indices that measures customer satisfaction at the national levels, although it wasn't the first to be designed, but it gained popularity quite quickly compared to other indices (Chen, 2021).As Biljana and Jusuf cited in (Fadlaseed, 2014), The American Customer Satisfaction Index (ACSI) is a weighted average of three questions to measure the overall satisfaction, satisfaction compared to expectations, and satisfaction compared to “ideal” organizations. Even if, it is a wide popularity, the American Satisfaction Index has been less criticized compared to similar tools (Fadlaseed, 2014). But it remains as leading tool in measuring customer satisfaction both locally as well as globally in other developed countries where most of them use it as the benchmark to develop their own.

### **2.13 Empirical Studies of the Research**

This part presents empirical studies conducted on the effect of organizational culture on customer satisfaction. Different scholar's research literatures indicates the effect of organizational culture and its effect on customer satisfaction even though, there is limitation of literatures are revealed on the areas of cultural effect on customer satisfactions according to the knowledge of the researcher. For instance, Akpokavie, (2018)on his study states that, organizational culture has a significant impact on customer satisfaction and other organizations process, employees and its performance. This research also shows that improving or changing their organizational culture affects their customer satisfaction levels.

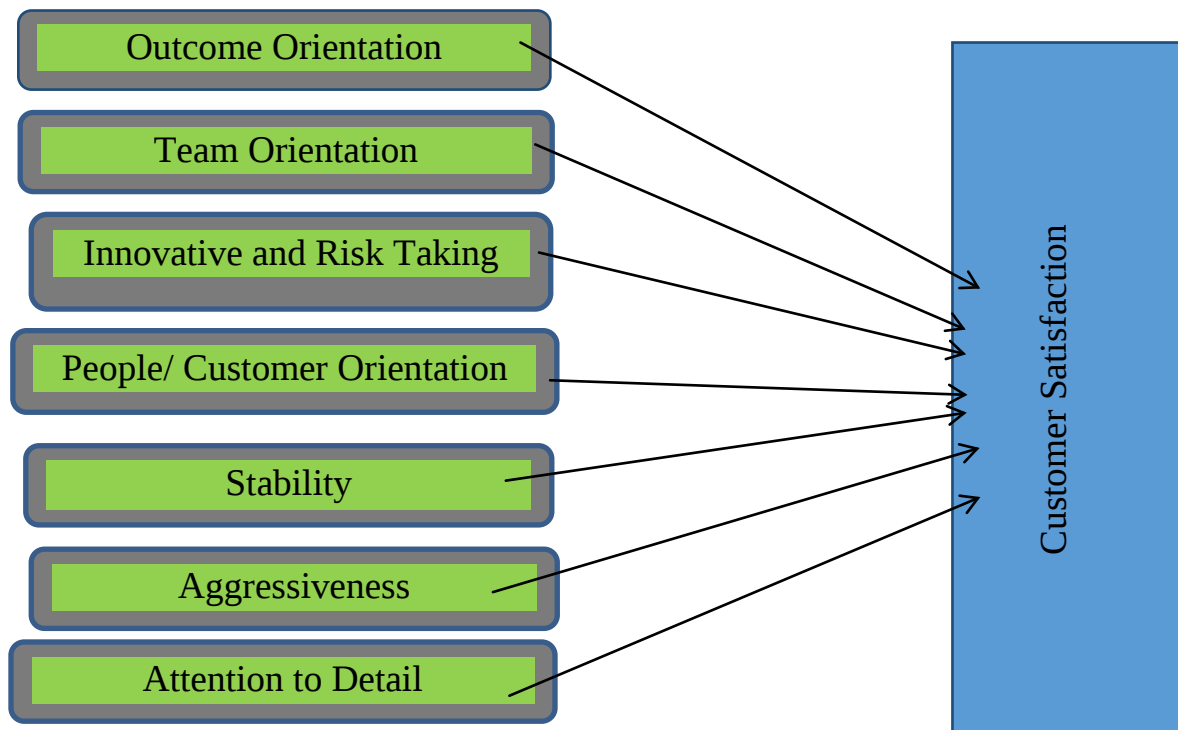
The other study is undertaken by Yakob,(2016) investigated that major organizational culture variables have significant effect on the study organization customer satisfaction. These are result orientation, team orientation, innovation and risk taking, stability, attention to detail and customer orientation. In addition to the above scholars Wadajo, (2014) find out majority customers are dissatisfied with organizations service due to the negative impact of organizational culture like lack of deep attention regarding their pain during health service delivery.The researcher also shows the relationship between theseven organizational culture dimensions, namely: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation and aggressiveness and stability and their relative effect on customer

satisfaction. Another study conducted by Abebe, (2019) shows that, organizational culture has a significant effect on customer satisfaction.

## 2.14 Conceptual Frame Work of the Study

According to Miles and Huberman, (1994) a conceptual framework is a written or visual representation of an expected relationship between variables. It explains, either graphically or in narrative form. It illustrates what the researcher expects to find through its research. It is essential element of research endeavors, yet it is used interchangeably with theoretical framework (Tamene, 2016). The general idea of this framework is that there is a relationship between organizational culture and customer satisfaction. Some research findings asserts that particularly in service organization where workers interact with customers, culture could serve as a guide employees behavior and it is likely to be a vital component of services delivery (yakobe, 2016). Thus, this study has given due attention to organizational culture dimensions and their effects on customers' satisfaction as shown below.

**Figure 4: Conceptual Framework**



Sources: adapted from Robbins and Coulter Pearson education, (2007)

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This section of the research deals with the methodology that the researcher has tried to apply to finalize the overall research. It includes a study area, research design, research methodology, research strategy, the population of the study, sample size, techniques used in sample selection, data collection technique and sources of data, pilot study, validity and reliability of measurement, and methods of data analysis.

#### **3.1. Description of the Study Area**

The aim of this research paper is to evaluate the effect of organizational culture on customer satisfaction in A.A Electric Utility Kazanchis Service Center. The service center is one of the 30 service centers found in Addis Ababa. It is located in the South East part of Addis Ababa. The total customer of the service center is estimated to be 22,000. This makes the service center one of the most highly populated service center found in the city administration.

The service center has a responsibility of providing quality electric service for its customers. In order to discharge its duty, the service center provides prepaid and postpaid electric service delivery with the help of different advanced technology. As per the information obtained from the service center, it provided the above mentioned services by using a total number of 70 staff members. The reason why the service center is selected by the researcher because it has maximum number of customers when it compared with other centers found in Addis Ababa and it is difficult to manage all service centers at the same time due to time and money constraints. In addition, it is located near to the work place of the researcher to access information and collect the required data easily.

#### **3.2. Research Paradigm**

The term paradigm means a broad view or perspective of something. Paradigms are patterns of beliefs and practices that regulate inquiry within a discipline by providing lenses, frames and processes through which investigation is accomplished (Malo, 2015). The research paradigm of this study was pragmatist because it uses both qualitative and quantitative type of research.

### **3.3. Research Approach**

A research approach can be chosen based on the philosophical world of view, the nature of the research problem, the personal experience of the researcher, and the audience for whom the research will be written (Creswell, 2014). Accordingly, the research approach of this study is a mixed method approach since it involves both qualitative and quantitative aspects. The quantitative research approach helps to predict larger sample size phenomena and to explain the relationship between organizational culture and customer satisfaction by computing different statistical tests whereas the qualitative research approach supports obtaining a deep understanding of facts and collecting subjective assessments of attitudes, opinions, impressions from staffs about the effect of organizational culture on customer satisfaction.

### **3.4. Research Design**

A research design is a plan, roadmap, and blueprint strategy of investigation conceived so as to obtain answers to the research question (Kothari, 2004). Selecting the most appropriate research design is helpful to eliminate mistakes and avoids the waste of time on the part of the researcher (Kumar, 2005). This research employed both descriptive and explanatory research design. Because descriptive research design aims the researcher to obtain information to systematically describe a phenomenon, situation, or population by computing their frequency, percent, mean and standard deviation and the explanatory research design enables to explain how something happened and to know the cause-and-effect relationship between the independent and the dependent variable. Therefore, the researcher used both descriptive and explanatory research design to know the effect of organizational culture on customer satisfaction in Addis Ababa Electric Utility Kazanchis Service Center.

### **3.5. Research Strategy**

The study used the survey method as a research strategy to incorporate different methods and techniques in the collection and analysis of data that focused on the various issues of the study. This method has the ability to gather data at a particular point in time with the intention of describing the nature of existing conditions.

### **3.6. Pilot Study**

The term pilot study refers to mini versions of a full-scale study (feasibility studies), as well as the specific pre-testing of a particular research technique, methodology, data collection, the research instrument such as a questionnaire or interview, and other research techniques used on a larger scale (Hazzi and Maldaon,2015). The researcher develops a research instrument from previous studies and conducts the pilot study by distributing a questionnaire to 30 respondents selected from the total sample size for the main research.

The reliability test of the pilot study was conducted based on Cronbach's Alpha internal consistency rule. The collected data were analyzed by using SPSS (Statistical Package for the Social Science) software. The pilot study reliability test result of the research instrument was above 0.7 which means that is reliable. The researcher also tested the validity of the research instrument by using content and face validity. The pilot study didn't have significant variations made on the final survey instrument but minor structural changes and little modifications were made to the content and format of the questionnaire and interview questions after the pilot testing process finished.

### **3.7. The Population of the Study**

Any group of individual places or objects that share common characteristics that are relevant for research purposes is known as the population (Creswell, 2009). The target population is the specified group of people from which questions were asked to develop the required data structures and information needed in the research. So, the target population of this study was all customers of Kazanchis service center to represent the study population and make the study trustworthy. The service center has a total of 22, 000 domestic, commercial and industry customers who have been served in the service center at the time of the study according to the data obtained from the service center data base given by the service center manager.

### **3.8. Sampling Technique and Procedure**

#### **3.8.1. Sampling Technique**

Sampling is a method that allows researchers to gather information about a population based on results from a subset of the population. Reducing the number of individuals in a study reduces the cost and workload, and may make it easier to obtain high-quality information (Taherdoost,

2016).The sampling technique for this research was proportional stratified random sampling. Under stratified sampling the study population was divided into a number of groups (strata) on the basis of customer's tariff category (domestic, commercial and industry) that is more homogeneous than the total population and then the researcher select items from each stratum by using simple random sampling to constitute a sample. Since, it enables to get more accurate precise estimates for each stratum. Therefore, customer respondents of this research were selected first based on proportional stratified random sampling then simple random sampling technique.

### 3.8.2. Sample Size

The sample size is the number of individuals in our sample depending on the size of the population and how exactly we want to represent the population as a whole (McCombes, 2021). The study undertakes to examine the effect of organizational culture in the case of Addis Ababa Electric Utility Kazanchis Service Center. The researcher has used Yamane's (1967), statistical formula to determine the sample size of the study due to the nature of the study population which is finite. Yamane formula is used to determine the sample size and 5% unresponsive rate was considered. The formula which is the researcher used to determine the sample size is as follows (Yamane, 1967).

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

n = Represents the sampling size

N = Represents the population size

e = Represents the acceptable sampling error

1 = Represents a unit or a constant

N =22,000

e =0.05

$$n = \frac{22,000}{1+22,000(0.05)^2} \quad n = 393$$

So that, the sample size of this research were 393 respondents.

**Table 1: Sample distribution and response rate**

| Customers in tariff category | Target population | Sample selected respondents | Distributed Questionnaire | Returned Questionnaire | Returned rate |
|------------------------------|-------------------|-----------------------------|---------------------------|------------------------|---------------|
| Domestic                     | 19,572            | 349                         | 349                       | 332                    | 95.1%         |
| Commercial                   | 2,355             | 42                          | 42                        | 39                     | 92.9%         |
| Industry                     | 73                | 2                           | 2                         | 2                      | 100%          |
| Total                        | 22,000            | 393                         | 393                       | 373                    | 95%           |

### **3.9. Methods of Data Collection**

There are different types of data collection mechanisms from this, interviews, questionnaires and, observations, documents and records, focus groups and oral histories (Kabir, 2018). From this, the researcher employed questionnaires and structured interviews.

#### **3.9.1. Questionnaires**

The researcher used two standard questionnaires to collect data for this study. These are O'Reilly, Chatman, and Caldwell, (1991) Organizational Culture Profile (OCP) and Kumon math,(2016) customer satisfaction survey instrument with little modification. The Organizational Culture Profile (OCP) instrument permits to identification the dominant organizational culture dimensions in one organization. The purpose of this instrument is to measure seven dimensions of organizational culture framed by these three authors that is dominant characteristics, result orientation, team orientation, people orientation, innovation and risk-taking and attention to detail.

#### **3.9.2. Interview**

The researcher conduct a structured interviews with three key informants of the research (the distribution operation foreman, customer service and sales team leader and meter reading and recovery technician of the service center) to get additional information or extra evidences about the effect of organizational culture on customer's satisfaction and to cross-check the responses obtained by the structured questionnaire on the basis of organizational culture and customers satisfaction dimensions.

### **3.10. Sources Data**

According to Hox and Boeije (2005), there are two types of data sources used in research these are primary and secondary sources. Primary data means first-hand information collected by an investigator whereas secondary data refers to second-hand information. The researcher used primary data sources as the main source of information to accomplish the study. Accordingly, all the necessary primary data was collected through administering questionnaire and interview from key informants and sampled respondents of the study service center.

### **3.11. Variables of the Study**

There are different types of variables and having their influence differently in a study these are the causal relationship variable, the study design and the unite measurement variable (Kumar, 2019). Since the nature of this research is causal relationship it has two variables according to its nature these are dependent and independent variable.

#### **3.11.1. Independent Variables**

The independent variable is the cause that supposed to be responsible for bringing about change in a phenomenon, situation or circumstance (Kumar, 2019). The independent variables of this study is organizational culture dimensions (outcome oriented, team oriented, customer/people oriented, innovation and risk taking, stability, aggressiveness and attention to detail) which are considered as most suitable for the research area.

#### **3.11.2. Dependent Variable**

According to Kumar, (2019) dependent variable is the outcome or change brought about by the introductions of in independent variables. The dependent variable of this research is customer satisfaction that depends up on how organizational culture is adapting in study organization.

### **3.12. Measuring the Research Variables**

The researcher used five point Likert-type scale survey instruments adopted (Likert, 1932) to measure theeffect of independent variables on dependent variable and to know the relationship between organizational culture dimensions and customer satisfaction. The scale of the instrument ranged from (1) strongly disagrees with the statement to (5) strongly agree with the statement.

### 3.13. Validity and Reliability of Measurement

Validity and Reliability are concepts used to evaluate the quality of research and they indicate how well a method, technique or test measures something (Middleton, 2019).

#### 3.13.1. Validity of the Research Instrument

Validity refers to the degree to which an instrument accurately measures what the researcher intends to measure (Li, 2016). The researcher used standardized questionnaire done by different scholars to check the validity of the research instruments and the validity test analysis of this research instrument examined through content and face validity by discussing with 2 experts who conducted their research in this field of area.. In addition to that, the researcher translates the adopted questionnaire and interview towards the respondent's respective language and then checked by advisor to confirm the validity of the instruments.

#### 3.13.2. Reliability of the Research Instrument

Reliability refers to the degree of consistency or accuracy which is an instrument appropriate and how consistently a method measures something. If same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable (Middleton, 20219). It is also an indication of how consistent the findings are based on the method of data collection and analysis. The researcher conducts pilot study to confirm the reliability test of the research instrument by using Cronbach's alpha coefficient and to measure the internal consistency of major organizational culture dimensions and customer satisfaction related items. According to George and Mallery (2003), the reliability test of Cronbach's Alpha coefficient classified into six categories as it shown in the table 2 below.

**Table 2: Classification of Alpha rule of thumb**

| No | Cronbach's Alpha      | Internal consistency |
|----|-----------------------|----------------------|
| 1  | $\alpha \geq .9$      | Excellent            |
| 2  | $.9 > \alpha \geq .8$ | Good                 |
| 3  | $.8 > \alpha \geq .7$ | Acceptable           |
| 4  | $.7 > \alpha \geq .6$ | questionable         |
| 5  | $.6 > \alpha \geq .5$ | Poor                 |
| 6  | $.5 > \alpha \leq .5$ | Unacceptable         |

Source: adapted from George and Mallery, (2003)

George and Mallery (2003), states that a reliability test of a scale which is more than 0.70 internal consistencies is acceptable.

**Table 3: Reliability test of Organizational culture Dimensions**

| No. | Organizational culture Dimensions | Cronbach's Alpha Coefficient | No of Items | Internal consistency |
|-----|-----------------------------------|------------------------------|-------------|----------------------|
| 1   | Customer orientation sub culture  | .868                         | 4           | Good                 |
| 2   | Team orientation sub culture      | .834                         | 3           | Good                 |
| 3   | Outcome orientation sub culture   | .822                         | 3           | Good                 |
| 4   | Stability sub culture             | .802                         | 3           | Good                 |
| 5   | Innovation and risk taking        | .824                         | 4           | Good                 |
| 6   | Attention to detail sub culture   | .736                         | 3           | Acceptable           |
| 7   | Aggressiveness sub culture        | .778                         | 2           | Acceptable           |
| 8   | Over all reliability              | .970                         | 22          | Excellent            |

Source: Owen survey free test computed by SPSS, 2020

**Table 4: Reliability test of customer satisfaction**

| No | Dimensions            | Cronbach's Alpha | No of Items | Internal consistency |
|----|-----------------------|------------------|-------------|----------------------|
| 1  | Customer satisfaction | .884             | 6           | Good                 |

Source: Owen survey free test computed by SPSS, 2020

The reliability test of all organizational culture and customer satisfaction scale of this particular study were more than 0.70 according to George and Mallery (2003), Alpha rule of thumb.

### **3.14. Methods of Data Analysis**

According to Kumar, (2005) data analysis permits the researcher to clean, extract, organize, consolidate, summarize, and transfer collected data through the use of analytical and logical reasoning during the study so as to evaluate and assess the findings and to reach some valid, sensible and significant conclusion. The analysis of the meaningful information which is available to the central question of the research was conducted through quantitative and qualitative method of study after the appropriate data collected from the predetermined sources using the designed questionnaire and interview. The researcher used both descriptive and

inferential statistics to analyze the collected meaning full data by using statistical package for social sciences (SPSS) version 20.

The descriptive statistics of the research was conducted by using frequency distribution, percentage, mean score and standard deviation to summarize and conclude the result of each dimension at the end of analysis. The analysis of the research which includes, background information of respondents and other basic data was explained via tables, graphs and charts. The inferential statistics of the research was conducted by using the correlation and multiple linear regression analysis to know the relationship between organizational culture and customer satisfaction in the service center and to identify the effect of organizational culture on customer satisfaction.

### **3.15. Ethical Considerations**

The researcher followed all ethical considerations and procedures in advance to conduct this research. Primarily the researcher obtained a permission letter from Addis Ababa University School of Journalism and Communication which was later submitted to the manager of the service center for their co-operation. After getting permission from the manager of the service center, the researcher informed the entire study participants about the importance and purpose of the study and their willful consent was obtained. The researcher was given a guarantee for participants' responses, as well as full disclosure that the research would be used for academic purposes and would be kept strictly confidential. Finally, they were asked to provide interview and complete the questionnaire anonymously and return them directly to the researcher.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSIONS**

This chapter present and discusses the result of findings obtained from collected data through structured questionnaire and interviews. First descriptive statistics was used to analyze the background characteristics of the respondents and to the level of customer satisfaction in the service center. Then correlational and regression results are discussed to know the effect of organizational culture on customer satisfaction and to know the relationship between the two research variables in detail. And finally, discussion was conducted on the result of the findings obtained in line with study objectives and emerging theories and empirical studies relating to the effect of organizational culture on customer satisfaction.

#### **4.1. Response Rate**

The researcher has distributed 393 questionnaires for the purpose of this study among this 373 (95%) questionnaire filled and returned by respondents. The remaining 5% of the questionnaires were not returned due to different reasons. Therefore, from the total distributed questionnaires, which represents 95% of response rate were systematically presented, analyzed and discussed in the following section.

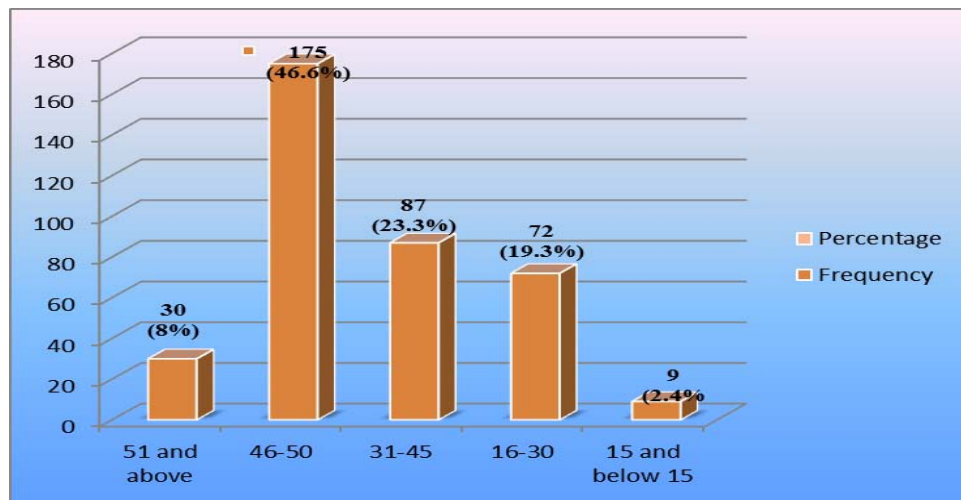
#### **4.2. Descriptive Statistics**

Descriptive statistics is the term given to the analysis of data that helps to describe, show or summarize data in a meaningful way (Kenton, 2018). Descriptive statistics is also a brief descriptive coefficient that summarizes a given data set, which can be either a representation of the entire or a sample of a population (Kenton, 2018). It is used to summarize data in an organized manner by describing the relationship between variables in a sample or population and it is a vital first step when conducting research and should always occur before making inferential statistical comparisons (Kaur, P., 2018). Descriptive statistics helps us to present the data in a more meaningful way, which allows simpler interpretation of data. Therefore, it is very important because if we simply presented our raw data it would be hard to visualize what the data was showing, especially if there was a lot of it (Laerd-Statistics, 2013). However, it does not, allow us to make conclusions beyond the data we have analyzed or reach conclusions regarding any hypotheses we might have made.

#### 4.2.1. Demographic Information of Respondents

This part of the study presents the demographic information of respondents which includes age, gender, educational background, marital status, occupation, visiting time and types of service they received.

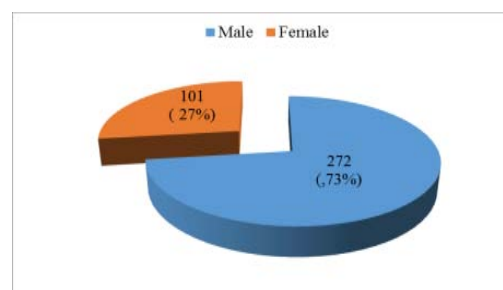
**Figure 5: Age Distributions of Respondents**



Source: Own survey data computed by SPSS 2020

As shown on figure 5 majority of respondents which is 175 (46.9%) were under the age of 46-50 years, 87 (23.3%) of respondents were under the age of 31-45 years, 72 (19.3%) of respondents were under the age 16-30 years, 30 (8%) were under the age 51 and above, 9 (2.4%) of respondents were under the age of 15 and below 15 years. This shows that the large number of respondents lied under the age of 46-50 years old which mean they are matured enough.

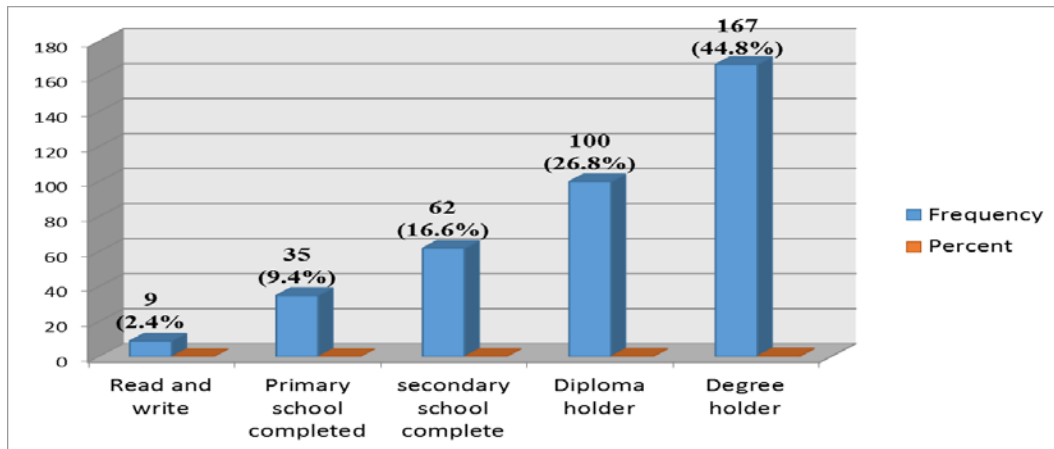
**Figure 6: Gender Distributions of Respondents**



Source: Own survey data computed by SPSS 2020

The above figure shows that majority of respondents 72.9% (272) were male and 27.1% (101) were female from the essentially filled and returned sample (n=373). That means majority of respondents from the sampled population were males.

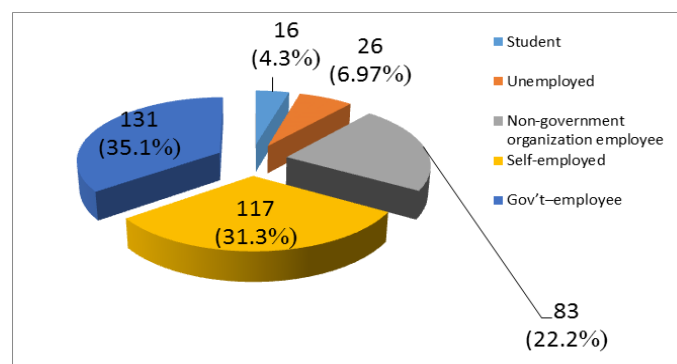
**Figure 7: Educational Backgrounds of Respondents**



Source: Own survey data computed by SPSS 2020

The above table and figure shows that, the educational backgrounds of sampled respondents. According to the above table and figure 167 (44.77%) respondents were degree holder, 100 (26.8%) respondents were diplomaholder, 62 (16.6%) respondents were secondary school completed, 35 (9.4%) respondents were primary school completed, and 9 (2.4%) respondents can read and write. So, the researcher can understand that majority of respondents who filled and return the questionnaire were degree holder thus they can easily understand the questionnaire and provide appropriate answer.

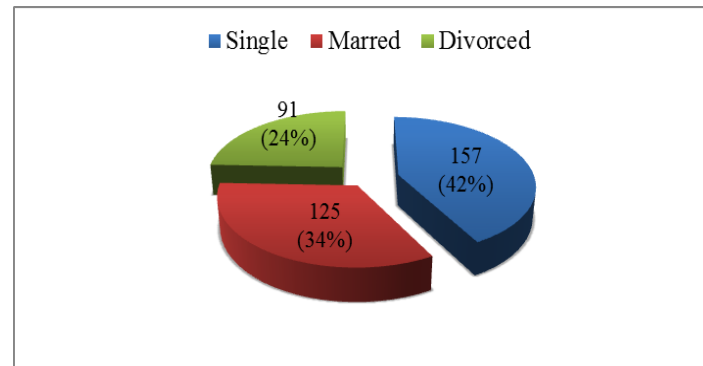
**Figure 8: Occupation of Respondents**



Source: Own survey data computed by SPSS 2020

As presented in the above figure, 4.3%(16) of respondents were student, 6.97% (26) respondents were student unemployed, 22.2% (83) of respondents were non-government organization employee, 31.3% (117) of respondents were self-employed and 35.1% (131) Gov't–employee. This implies that majority of respondents were Gov't–employee who have work in different office according to the returned response.

**Figure 9: Marital Statuses of Respondents**



Source: Own survey data computed by SPSS 2020

According to the above figure 157(42.09%) of respondents were single, 125(33.5%) of respondents were married, 91(24.4%) of respondents were divorced. One can understand from this majority of respondents who participated in this research was single but both married and divorced respondents were participated in different level of magnitude.

#### 4.2.2. Customer Service Utilization

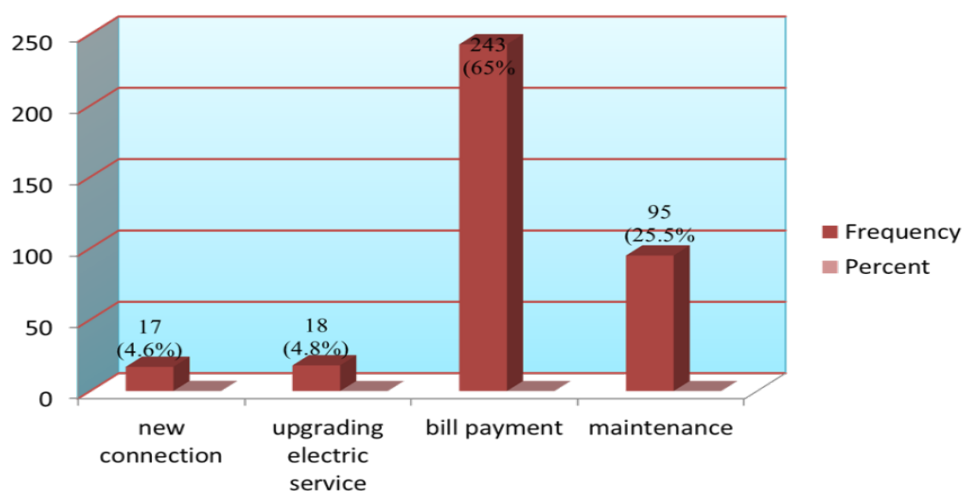
**Table 5: Visiting time of Respondents**

| Visiting time                 | Frequency | Percent |
|-------------------------------|-----------|---------|
| Visited for first time        | 15        | 4%      |
| Visited for second time       | 34        | 9.1%    |
| Visited for third time        | 20        | 5.4%    |
| Visited more than three times | 304       | 81.5%   |
| Total                         | 373       | 100%    |

Source: Own survey data computed by SPSS 2020

The above table shows that 15(%) of respondents have visited the service center for the first time, 34(9.1%) of respondents have visited the service center for second time, 20(5.4%) of respondents have visited the service center for third time and 304(81.5%) of respondents visit the service center more than three times. The researcher can understand from this majority of the respondents visit the service center more than three times which means (81%) of the respondents have attended the service center and have good experience or knowledge about the service delivery process and the organizational culture of the study organization.

**Figure 10: Type of Service**



Source: Own survey data computed by SPSS 2020

The above figure illustrates the type of service that respondents received in the study organization. According to the above pie chart 65% (243) respondents have received bill payment type of service; 25.5% (95) respondents have received urgent repairing (maintenance) service, whereas 4.8% (18) respondents have received upgrading electric service, the rest 4.6% (17) respondents have received in the study organization. This implies that bill payment type of service highly received by majority of respondents and other services of the service center received by respondents in different level.

#### **4.3. Descriptive Statistics of Major Organizational Culture Dimensions and Its Effects on Customer Satisfaction**

This section deals with the main results of the data gathered through questionnaire and structured interview. The results are presented in table to elaborate and help to understand easily about the

findings. The frequency and percentage of each of the 28 items were computed and converted to their respective dimensions. The following table presents the summarized score of the seven organizational culture dimensions and customer satisfaction.

**Table 6: Impressions of Customers on Customer Orientation Subculture (n=373)**

| Customer orientation subculture | Frequency | Percent |
|---------------------------------|-----------|---------|
| Strongly disagree               | 57        | 15.3%   |
| Disagree                        | 204       | 54.7%   |
| Neutral                         | 31        | 8.3%    |
| Agree                           | 36        | 9.7%    |
| Strongly agree                  | 45        | 12%     |
| Total                           | 373       | 100%    |

Source: Own survey data computed by SPSS 2020

As it indicated in the above table 6, respondents were asked to indicate their level of agreement whether customer orientated organizational culture is found in the service center or not. From the total number of 373 respondents, 57(15.3%) of respondents strongly disagreed on the given factor, 204(54.7%) of them disagreed, 36(9.7%) of them agreed, 45(12%) of respondents strongly agreed and 31(8.3%) of them remained neutral. Thus majority of respondents disagreed on the presence of customer orientation subculture. From this, one can understand that there was no good customer orientated organizational culture in Kazanchi's service.

**Table 7: Impressions of Customers on Team Orientation Subculture (n=373)**

| Team orientation subculture | Frequency | Percent |
|-----------------------------|-----------|---------|
| Strongly disagree           | 80        | 21.4%   |
| Disagree                    | 177       | 47.5%   |
| Neutral                     | 34        | 9.1%    |
| Agree                       | 56        | 15%     |
| Strongly agree              | 26        | 7%      |
| Total                       | 373       | 100%    |

Source: Own survey data computed by SPSS 2020

As shown in the table 7 respondents were asked to give their level of agreement on the presences of team orientated organizational culture in the serveries center to check whether the serveries center provided team orientated service or not. Among the total 373 respondents 80(21.4%) of them strongly disagreed, 177 (47.5%) of them disagreed, 56(15%) of them agreed, 26(7) of them strongly agreed and the remaining 34 (9.1%) of them remained neutral. Majority of respondents disagreed on the presences of team orientated organizational culture in the serveries center. So, the researcher can generalize that, the service center has no team orientated organizational culture to handle their customers need.

**Table 8: Impressions of Customers on Outcome Orientation Subculture (n=373)**

| Outcome Orientation subculture | Frequency | Percent |
|--------------------------------|-----------|---------|
| Strongly disagree              | 83        | 22.3%   |
| Disagree                       | 188       | 50.4%   |
| Neutral                        | 39        | 10.5%   |
| Agree                          | 45        | 12%     |
| Strongly agree                 | 18        | 4.8%    |
| Total                          | 373       | 100%    |

Source: Own survey data computed by SPSS 2020

The above table 8 shows that, respondent's level of agreement on the presence of outcome orientation organizational culture in the serveries center. As it indicated in the table majority respondent which is 188 (50.4%) of them answered as disagree, 83(22.3%) of them strongly disagree whereas 45(12%) of them agreed, 18(4.8%) of them strongly agreed and 39(10.5%) remained neutral. The majority of respondents disagreed on the presence of customer orientation. Therefore, the researcher can generalize that from this there were no outcome orientation organizational culture in this service center to achieve the intended result.

**Table 9: Impressions of Customers on Stability Subculture (n=373)**

| Stability sub culture | Frequency | Percent |
|-----------------------|-----------|---------|
| Strongly disagree     | 53        | 14.2%   |
| Disagree              | 228       | 61.1%   |
| Neutral               | 20        | 5.4%    |
| Agree                 | 58        | 15.5%   |
| Strongly agree        | 14        | 3.8%    |
| Total                 | 373       | 100%    |

Source: Own survey data computed by SPSS 2020

The above table 9 shows that respondent's level of agreement about the presence of good stability organizational culture in the service center or not. As a result 228(61.1%) of respondents responded as disagree, 53 (14.2%) of respondents responded as strongly disagree, whereas 58(15.5%) of them responded as agree, 14(3.8%) strongly agree and the remaining 20(5.4%) of them didn't agree or disagree they simply indicate their neutrality. Maximum number of respondents almost 75% of customers disagreed on the presence of stability organizational culture in the service center. Therefore the researcher can understand from this there is no stability organizational culture in the service center.

**Table 10: Impressions of Customers on Innovation And Risk Taking Subculture (n=373)**

| Innovation and risk taking subculture | Frequency | Percent |
|---------------------------------------|-----------|---------|
| Strongly disagree                     | 26        | 7%      |
| Disagree                              | 225       | 60.3%   |
| Neutral                               | 45        | 12.1%   |
| Agree                                 | 23        | 6.2%    |
| Strongly agree                        | 54        | 14.5%   |
| Total                                 | 373       | 100%    |

Source: Own survey data computed by SPSS 2020

As it presented in table 10, respondents were asked to demonstrate their level of agreement on the existence of innovation and risk taking organizational culture in the service center. As it is revealed on the table, 225 (60.3%) of respondents responded as they disagree, 26 (7%) of them

replied as they strongly disagree, whereas 23(6.2%) of them replied as they agree and 54(14.5%) of respondents replied as they strongly agree and 45(12.1%) of respondents persisted neutral. Majority all most all 67% of the respondents show their level of disagreement on the presences of innovation and risk taking organizational culture in the service center. So the researcher can understand from this there is no innovative and risk taking organizational culture in the service center to satisfy customers.

**Table 11: Impressions of Customers on Attention to Detail Subculture (n=373)**

| Attention to detail sub culture | Frequency | Percent |
|---------------------------------|-----------|---------|
| Strongly disagree               | 85        | 22.8%   |
| Disagree                        | 180       | 48.3%   |
| Neutral                         | 42        | 11.3%   |
| Agree                           | 49        | 13%     |
| Strongly agree                  | 17        | 4.6%    |
| Total                           | 373       | 100%    |

Source: Own survey data computed by SPSS 2020

In the above table 11 respondents were asked to provide their point of view on the presences of attention to detail organizational culture in Kazanchise service center. As it indicated in the table majority of the respondents 85(22.8%) of them responded as disagree on the given factor, 180(48.3%) of respondents replied as strongly disagree whereas 49(13%) of respondents replied as agree 17(4.6%) of them responded as they strongly agree and the remaining 42(11.3%) of respondents have no any idea on the presence of attention to detail subculture in the service center. Majority all most 70% of the respondents show their level of disagreement on the presences of attention to detail organizational culture dimension in the service center. Therefore, the researcher can conclude that there is no good attention to detail organizational culture in the service center.

**Table 12: Impressions of Customers on Aggressiveness Subculture Dimension (n=373)**

| Aggressiveness sub culture | Frequency | Percent |
|----------------------------|-----------|---------|
| Strongly disagree          | 19        | 5.0%    |
| Disagree                   | 249       | 66.8%   |
| Neutral                    | 23        | 6.2%    |
| Agree                      | 23        | 6.2%    |
| Strongly agree             | 59        | 15.8 %  |
| Total                      | 373       | 100%    |

Source: Own survey data computed by SPSS 2020

In the above table 12 respondents' requested to provide their level of agreement on the presences of aggressiveness organizational culture in the service center. As a result 249(66.8%) of them responded as disagree on the given factor score, 19(5%) of them answered as strongly disagree, however 23(6.2%) of respondents responded as agree, 59(15.8%) of them replied as strongly agree and the remaining 23(6.2%) of them reacted as neutral. Majority of respondents disagree on the given factor or the presence aggressive subculture in the service center. So that, the researcher can understands from this there were no aggressiveness organizational culture in the service center to achieve goals which they believe are unattainable.

#### **4.3.1. Customer Satisfaction Perspective**

Customer satisfaction is feeling or attitude toward a product or service after its use and it is the result of between marketing activities that acts as a communication bridge between different stages of consumer buying behavior (Khadka and Maharjan, 2017). It is also defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time (Maharjan, 2017).It is influenced by specific product or service features and perceptions of quality. Satisfaction is also influenced by customer's emotional responses, their attributions nether perception of equity (Khadka and Maharjan, 2017).

**Table 13: Impressions of Customers about Their Level Satisfaction (n=373)**

| Overall Customer Satisfaction | Frequency | Percent |
|-------------------------------|-----------|---------|
| Strongly disagree             | 82        | 22%.    |
| Disagree                      | 168       | 45%.    |
| Neutral                       | 25        | 6.7%    |
| Agree                         | 42        | 11.3%   |
| Strongly agree                | 56        | 15%     |
| Total                         | 373       | 100 %   |

Source: Own survey data computed by SPSS 2020

The above table 13 shows that perception of respondents about their level of satisfaction the service that provided by the service center. As a result 82(22%) of them responded as strongly disagree on the given factor, 168(45%)of respondents responded asdisagree, 42(11%) of respondents responded as agree whereas 56(15%) of respondents replied asstrongly agree the remaining 25(6.7%) of respondents reacted as neutral. The researcher can understand that majority of customers were not satisfied by the ongoing service delivery process of the service center and there was no satisfactory service delivery in the service center.

#### **4.4. Over all Descriptive Statistics of Major Organizational Culture Dimensions**

In this part respondent's perception towards the seven organizational culture dimension were discussed. The mean score of each of the 22 organizational culture items were computed and converted to their respective dimensions. The results are presented in tables to elaborate and help to understand easily about the findings.The following table presents the summarized score of the seven organizational culture dimensions.

**Table 14: Perceptions of Customers on Major Organizational Culture Dimensions**

| Organizational culture Dimensions subscale | N   | Mean | Std. Deviation |
|--------------------------------------------|-----|------|----------------|
| Customer orientation                       | 373 | 2.49 | 1.215          |
| Team orientation                           | 373 | 2.39 | 1.178          |
| Outcome orientation                        | 373 | 2.27 | 1.084          |
| Stability                                  | 373 | 2.34 | 1.023          |
| Innovation and risk taking                 | 373 | 2.61 | 1.172          |
| Attention to detail                        | 373 | 2.28 | 1.095          |
| Aggressiveness                             | 373 | 2.61 | 1.190          |
| Grand mean and standard deviation          | 373 | 2.42 | 1.137          |

Source: Own survey data computed by SPSS 2020

The above table 14 shows the reaction rate of respondents on major organizational culture dimensions with mean and standard deviation. High mean score indicates that high level of organizational culture whereas less mean score indicates low level of organizational culture in the service center. The customer orientation subculture dimension holds four items which indicate the perception of respondents about the presence of customer orientation organizational culture in the service center.

As it indicated on the table the mean scored and standard deviation of customer orientation (2.49 and 1.215) respectively which means majority of respondents under the customer orientation sub culture dimension fall under the average mean scored of 3. This shows that there was no good customer orientation subculture in the service center and customers perceived that Kazanchis Service Center didn't give high priority for customer orientated activity for these reason, customers were not satisfied by the service provision of the service center.

The team orientation subculture dimension holds three items which indicate the perception of respondents about the presence of team orientation subculture in the service center. The mean score of each of the given items were computed and converted to their respective dimensions factor score. The mean value "3" and above shows the agreement opinion of respondents.

As it revealed in table 14 the mean and standard deviation of team orientation subculture were (2.39 and 1.178) which is below the average mean score and standard deviations (less variation spreading of data) respectively. According to the perception respondents there was no good team orientation subculture in the service center and it didn't give high priority for team orientated activity. It also further indicates that staffs of the service center were not customer orientated for these reason, customers were not satisfied by the service provision of the service center.

The outcome orientation subculture dimension holds three items that indicates the opinion of respondents about the presence of the outcome orientation subculture dimension in the service center. The mean score and standard deviations of each of the given items were computed and converted to their respective subculture dimension factor. The mean and standard deviation of the outcome orientation sub culture dimension were (2.27) and (1.084) respectively which is below the average mean value of 3 and less standard deviation that indicates that there is no good outcome orientation organizational subculture in the service center.

The stability subculture dimension holds three items which indicate the judgment of respondents about the existence of stability subculture dimension in the service center. As it shown in table 14 the mean score and standard divisions of each of the given items were computed and converted to their respective subculture dimension. The mean values of stability was (2.34) which is below the average mean score of the sub culture dimension and (1.023) standard deviation (variation spreading of data). This indicated that customers perceive that Kazanchis Service Center didn't give high priority for stability subculture for these reason, customers were not satisfied by the service provision of the service center.

The innovation and risk taking subculture dimension holds four items which indicate the perception of respondents about the existence of innovation and risk taking subculture dimension in the service center. The mean score and standard divisions of each of the given items were computed and converted to their respective innovation and risk taking subculture dimension factor. As it shown in table 14 the mean value of innovation and risk taking factor scores were (2.61) which means less than the average mean score of the given factor and less variations spreading of data (1.172). This indicates that customers perceive that Kazanchis Service

Center didn't give high priority for the innovation and risk taking subculture. So, the researcher can understand from this there was no innovative and risk taking activity in the service center.

The attention to detail subculture dimension factor holds three items which indicate the view of respondents about the presence of attention to detail subculture dimension in the service center. The mean score and standard deviations of each of the given items were computed and converted to their respective attention to detail subculture dimension factor score. As it indicated in table 14 attention to detail sub culture has a low mean score of (2.28) with less standard deviations (1.095). This indicates that customers perceive that Kazanchis Service Center didn't give high priority for attention to detail subculture and there was no attention oriented activity in the service center. It also further indicates that staffs of the service center were not attention to detailed for these reason; customers were not satisfied by the service provision of the service center.

The aggressiveness subculture dimension holds two items which indicate the perception of respondents about the existence of aggressiveness subculture dimension in the service center. The mean score and standard deviations of each of the given items were computed and converted to their respective aggressiveness subculture dimension factor score. The mean score of aggressiveness subculture factor were (2.61) which is under the average mean score 3 and (1.190) variation shows that less standard deviation. The researcher can understand from this there was no good aggressive subculture in the service center for these reason, customers were not satisfied by the service provision of the service center.

The grand mean score and standard deviation of the organizational culture dimensions were (2.42) and (1.137) respectively. It indicates that, the mean score of all cultural dimensions in the service center is under the average mean score of the given item and has less variation spreading of data. Therefore, the researcher can generalized that there were no good organizational culture practice in the service center and customers were not satisfied by the service provision of the service center.

As it revealed in table 14 the mean score of innovation and aggressiveness subculture dimensions were superior to the other five dimensions with a mean score of 2.61. As per the rating of respondents the second highly scored organizational subculture dimension were customer orientation subculture with a mean score of 2.49. The third highly rated organizational subculture dimension by customers was team orientation subculture with 2.39 mean score. The fourth highly

rated organizational subculture dimension by customers was stability subculture with 2.34 mean score with the slight difference from attention to detail with a mean score of 2.28. From the seven organizational subculture dimension the least performed were outcome orientation with a mean score of 2.27. Even if, all organizational subculture dimension factors were below the average mean score of the given scale. The researcher can understand that the presence of different levels of organizational subculture in Kzanchise Service Center.

#### **4.4.1. Descriptive Statistics of Customer Satisfaction Scale**

In this part respondent's perception towards the six customers satisfaction items were discussed. The mean score of each item were computed and converted in to one customer satisfaction scale. The results are presented in tables to elaborate and help to understand easily about the findings. The following table presents the summarized the factor score of the six customer satisfaction items.

**Table 15: Perceptions of Customers about Their Level of Satisfaction**

| Customer satisfaction scale | N   | Mean | Std. Deviation |
|-----------------------------|-----|------|----------------|
| Customer satisfaction       | 373 | 2.36 | 1.140          |

Table 15 shows the satisfaction level of customers at Kazanchis Service Center. Accordingly, the customer satisfaction scale had the less mean value of 2.36 which is under the average mean score 3 and (1.140) variation shows that less standard deviation. This mean score indicates that customers of the service center were not satisfied by the service they received at the time of the study.

#### **4.5. Inferential Statistics**

##### **4.5.1. Correlations Analysis**

According to Zaid, (2015) Correlation is a statistical technique that indicates whether and how strongly pairs of variables are related. The author also states that, correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. When the variation of one variable reliably predicts a similar fluctuation in another variable, there is often a tendency to think the change in one cause the change in the other (Zaid, 2015). Even though, correlation does not mean interconnection. There may be an unknown factor that influences both variables similarly (Zaid, 2015). The possible correlation coefficient values of two variables are

between -1 and 1 interval. A “0” correlation coefficients means there is no correlation or relationship between the two variables at all, while -1 or 1 means that there is a perfect negative or perfect positive correlation (Ratner, 2009).

A positive correlation indicates the degree to which those variables increase or decrease and a negative correlation indicates the extent to which one variable increases as the other decreases. In other word a correlation is positive or direct when the values increase together, and Correlation is Negative when one value decreases as the other increases, and so called inverse or contrary correlation. There are three types’ correlation coefficient according to Zaid, (2015) these are Positive correlation, negative correlation and weak/zero correlation.

- **Positive correlation:** a correlation side to be positive correlation if the values of two variables change with the same direction. It indicates the degree to which those variables increase or decrease in parallel.
- **Negative correlation:** a correlation is said to be negative correlation when the values of variables change with opposite direction. It is also indicates that the extent to which one variable increases as the other decreases.
- **Weak/Zero correlation:** No correlation exists when one variable does not affect the other variable.

**Table 16: Pearson degree of Correlation**

| Degree of correlation     | Positive correlation | Negative correlation |
|---------------------------|----------------------|----------------------|
| Very highly correlated    | +0. 9 to +1.0        | -0. 9 to -1.0        |
| Highly correlated         | +0.7 to +0.9         | -0.7 to -0.9         |
| Moderately correlated     | +0.5 to +0.7         | -0.5 to -0.7         |
| Low correlation           | +0.3 to +0.5         | -0.3 to -0.5         |
| Negligible no correlation | +.00 to +30          | -.00 to -30          |

The above table 16 demonstrates the Pearson correlation rule. According to Pearson correlation rule a correlation coefficients whose magnitude is between 0.9 and 1.0 can be considered as very highly correlated, correlation coefficients whose magnitude is between 0.7 and 0.9 considered as

highly correlated, correlation coefficients whose magnitude is between 0.5 and 0.7 can be considered moderately correlated, correlation coefficients whose magnitude is between 0.3 and 0.5 which have a low correlation and correlation coefficients whose magnitude is between .00 to 0.3 considered as negligible correlation between two variables.

**Table 17: Correlation Analysis of Organizational Culture and Customer Satisfaction**

| Model                    |                     | Customer orientation | Team orientation | Outcome orientation | Stability | Innovation and risk taking | Attention to detail | Aggressiveness | Customer satisfaction |
|--------------------------|---------------------|----------------------|------------------|---------------------|-----------|----------------------------|---------------------|----------------|-----------------------|
| Customer orientation     | Pearson Correlation | 1                    |                  |                     |           |                            |                     |                |                       |
|                          | Sig. (2-tailed)     |                      |                  |                     |           |                            |                     |                |                       |
|                          | N                   | 373                  |                  |                     |           |                            |                     |                |                       |
| Team orientation         | Pearson Correlation | .800**               | 1                |                     |           |                            |                     |                |                       |
|                          | Sig. (2-tailed)     | .000                 |                  |                     |           |                            |                     |                |                       |
|                          | N                   | 373                  | 373              |                     |           |                            |                     |                |                       |
| Outcome orientation      | Pearson Correlation | .605**               | .647**           | 1                   |           |                            |                     |                |                       |
|                          | Sig. (2-tailed)     | .000                 | .000             |                     |           |                            |                     |                |                       |
|                          | N                   | 373                  | 373              | 373                 |           |                            |                     |                |                       |
| Stability                | Pearson Correlation | .650**               | .740**           | .792**              | 1         |                            |                     |                |                       |
|                          | Sig. (2-tailed)     | .000                 | .000             | .000                |           |                            |                     |                |                       |
|                          | N                   | 373                  | 373              | 373                 | 373       |                            |                     |                |                       |
| Innovation & risk taking | Pearson Correlation | .721**               | .816**           | .779**              | .819**    | 1                          |                     |                |                       |
|                          | Sig. (2-tailed)     | .000                 | .000             | .000                | .000      |                            |                     |                |                       |
|                          | N                   | 373                  | 373              | 373                 | 373       | 373                        |                     |                |                       |
| Attention to detail      | Pearson Correlation | .743**               | .821**           | .663**              | .757**    | .783**                     | 1                   |                |                       |
|                          | Sig. (2-tailed)     | .000                 | .000             | .000                | .000      | .000                       |                     |                |                       |
|                          | N                   | 373                  | 373              | 373                 | 373       | 373                        | 373                 |                |                       |
| Aggressiveness           | Pearson Correlation | .732**               | .838**           | .748**              | .899**    | .869**                     | .843**              | 1              |                       |
|                          | Sig. (2-tailed)     | .000                 | .000             | .000                | .000      | .000                       | .000                |                |                       |
|                          | N                   | 373                  | 373              | 373                 | 373       | 373                        | 373                 | 373            |                       |
| Customer satisfaction    | Pearson Correlation | .787**               | .854**           | .708**              | .748**    | .811**                     | .823**              | .797**         | 1                     |
|                          | Sig. (2-tailed)     | .000                 | .000             | .000                | .000      | .000                       | .000                | .000           |                       |
|                          | N                   | 373                  | 373              | 373                 | 373       | 373                        | 373                 | 373            | 373                   |

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

Source: Own survey data computed by SPSS 2020

The Pearson's correlation coefficient ( $r$ ) is used to determine the level of association between the study variables. The level of association as measured by Pearson's coefficient falls between -1.0 and +1.0 which indicates the strength and direction of association between the two variables. According to Pearson correlation rule the above table 17 shows the correlation between organizational culture and customer satisfaction.

As it indicated in the table the correlation between customer orientation and customer satisfaction is ( $r=.787^{**}$ ) which means they have positive and high correlation. The correlation between team orientation and customer satisfaction is ( $r=.854^{**}$ ) which indicated that they have positive and high correlation. The correlation between outcome orientation and customer satisfaction is ( $r=.708^{**}$ ) which indicated that they have a positive high correlation between the two variables. The correlation between stability and customer satisfaction is ( $r=.748^{**}$ ) which means they have positive and high correlation whereas the correlation between innovation and risk taking and customer satisfaction is ( $r=.811^{**}$ ) which means they have a positive and high correlation between them. The correlation between attention to detail and customer satisfaction is ( $r=.823^{**}$ ) that means they have positive and high correlation among the two variables. The correlation between aggressiveness and customer satisfaction is ( $r=.797^{**}$ ) which means they have positive and high correlation among the two variables. So the researcher can understand from this there was positive and high correlation between two variables.

Accordingly, the correlation between the independent variables (customer orientation, team orientation, outcome orientation, stability, innovation and risk-taking, attention to detail and aggressiveness and the dependent variables (customer satisfaction) were positive and highly correlated with Sig. (2-tailed) .000 at 0.01 significant level. It implies that there was statistically positive and strong relation between the dependent and independent variables.

#### **4.5.2. Regression Analysis**

Regression analysis is one of the most commonly used statistical techniques in social and behavioral sciences as well as in physical sciences which used to know the effect of each independent variables on dependent variable and evaluate the relationship between a dependent variable and independent variables, which are also called predictor or explanatory variables (Zaid, 2015).

It used to find the cause and effect between two variables and quantify how the change in one variable will affect another variable and it is particularly useful for assess and adjusting for confounding. Additionally, the regression analysis used to explain variability in dependent variable by means of one or more of independent variables and to analyze relationships among variables and to know how much dependent variable changes with changes in each of the independent's variable (Zaid, (2015). It helps to forecast or predict the value of dependent variable based on the values of the independent's variables and it is particularly useful for assess and adjusting for confusing (Zaid, 2015). The model of the relationship is hypothesized and estimates of the parameter values are used to develop an estimated regression equation and various tests are then employed to determine if the model is satisfactory. If the model is considered satisfactory, the estimated regression equation can be used to predict the value of the dependent variable given values for the independent variables (Zaid, 2015).

#### **4.6. Model Specification**

The model of this research was multiple liner regression models because this model used to estimate the relationship between two or more independent variables and one dependent variable.

##### **4.6.1. Multiple Liner Regression Model**

$$y_i = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \dots + \beta_p x_{ip} + \epsilon$$

Where, for i=n observations:

$y_i$ = dependent variable (predicated variable)

$\beta_0$ = constantterm (y-intercept)

$x_i$ =independent (explanatory) variables

$\beta_p$ =slope coefficients for each explanatory variables

$\epsilon$ = the model's error (residuals)

##### **4.6.2. Regression Test**

The regression analysis employed to know the existing relation and effect between the study variables (dependent and independent). The independent variables are customer orientation, team orientation, outcome orientation, stability, innovation and risk taking, attention to detail and aggressiveness whereas the dependent variable is customer satisfaction.

**Table 18: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .902 <sup>a</sup> | .814     | .810              | .497                       |

a. Predictors: (Constant), Aggressiveness, Team Orientation, Stability, Outcome Orientation, Innovation and Risk-Taking, Attention to Detail, Customer Orientation.

Source: Own survey data computed by SPSS 2020

The regression model summary table 18 shows that, the extent to which the independent variables predict customer satisfaction at the study organization. R-Square is the measure of the proportion of variance of the independent variable that is explained by the independent variable.

As it indicated in the above table the independent variable R square = .814 and adjusted R square .810, the model summary reveals that 81.4% of change in the dependent variable can be explained by the change in the independent variable with 0.000 significance level and the remaining 18.6% dependent variable explained by other excluded variables in this model.

**Table 19: ANOVA****ANOVA<sup>a</sup>**

| Model        | Sum of Squares | DF  | Mean Square | F       | Sig.              |
|--------------|----------------|-----|-------------|---------|-------------------|
| 1 Regression | 393.486        | 7   | 56.212      | 227.742 | .000 <sup>b</sup> |
| Residual     | 90.091         | 365 | .247        |         |                   |
| Total        | 483.576        | 372 |             |         |                   |

a Dependent Variable: customer satisfaction

b. Predictors: (Constant), Aggressiveness, Team orientation, Stability, Outcome orientation, Innovation and Risk taking, Attention to detail, Customer orientation.

Source: Own survey data computed by SPSS 2020

The ANOVA table shows how the sum of squares are distributed according to the source of variation, and hence the mean sum of squares (Brereton, 2018). The above ANOVA table 19, helps to make sure the model summary is statistically significant or not. Therefore the

significance value of the ANOVA result shows that the model is significant with 95% level of confidence at the significant level of 0.001 which is less than 0.05. This shows that the model is highly significant in explaining the relationship that exists between the study variables customer orientation, team orientation, outcome orientation, stability, innovation and risk taking, attention to detail, and aggressiveness with customer satisfaction. So the researcher can generalize that the overall regression model is significant.

**Table 20: The regression analysis of major study dimensions**

**Coefficients a**

| Model |                      | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | 95% Confidence Interval for B |             | Collinearity Statistics |       |
|-------|----------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------------|-------------|-------------------------|-------|
|       |                      | B                           | Std. Error | Beta                      |        |      | Lower Bound                   | Upper Bound | Tolerance               | VIF   |
| 1     | (Constant)           | -.028                       | .068       |                           | -.414  | .679 | -.162                         | .106        | .329                    | 3.035 |
|       | Customer orientation | .169                        | .037       | .180                      | 4.583  | .000 | .097                          | .242        | .193                    | 5.183 |
|       | Team orientation     | .349                        | .050       | .360                      | 7.009  | .000 | .251                          | .447        | .316                    | 3.168 |
|       | Outcome orientation  | .129                        | .042       | .123                      | 3.058  | .002 | .046                          | .212        | .158                    | 6.327 |
|       | Stability            | .103                        | .063       | .092                      | 1.625  | .105 | -.022                         | .228        | .183                    | 5.468 |
|       | Innovation and risk  | .157                        | .051       | .161                      | 3.047  | .002 | .056                          | .258        | .236                    | 4.235 |
|       | Attention to detail, | .273                        | .048       | .262                      | 5.629  | .000 | .177                          | .368        | .103                    | 9.715 |
|       | Aggressiveness       | -.166                       | .067       | -.173                     | -2.460 | .014 | -.299                         | -.033       |                         |       |

a. Dependent Variable: Customer satisfaction

Source: Own survey data computed by SPSS 2020

The above table 20 revealed that, the effect of each independent variables on dependent variable based on multiple linear regression model. The significance value of each organizational culture

dimensions (customer orientation, team orientation, outcome orientation, stability, innovation and risk taking, and attention to detail and aggressiveness) computed as (.000, .000, .002, .105, .002, .000 and .014) respectively.

Majority of independent variables (customer orientation, team orientation, outcome orientation, innovation and risk taking, and attention to detail) have statistically positive significant effect on customer satisfaction whereas aggressiveness subculture has statistically negative significant effect on customer satisfaction. But stability sub culture has no effect on customer satisfaction at all because the significant values this sub culture is more than 0.05 level of confidence which is (.105).

The unstandardized beta coefficients of each organizational culture dimensions in the study organization were (.169, .349, .129, .103, .157, .273 and -.166) respectively. Every one unit of change in the independent variable leads to increase or decrease in the dependent variable by the above indicated amount others are remain constant. For instance when customer orientation increase by one unit customer satisfaction also increased by 0.169 others are remain constant. The same is true for the others. On the other hand, when the aggressiveness sub culture increase by one unit customer satisfaction decrease by 0.166 others are remain constant.

Team orientation subculture has the highest beta coefficient when it compared with other independent variables. So, team orientation has greater impact on customer satisfaction because higher beta value has greater effect on dependent variable. Generally, the researcher can understood from the regression analysis the dependent variablecustomer satisfactionexplained by all independent variable but not stability.

#### **4.7. QualitativeAnalysis**

The main purpose of qualitative analysis in this research is to support the research findings with extra evidence. Even if, all research questions presented in quantitative analysis of the research the researcher tries to conducted qualitative investigation in order to support the quantitative study and used as extra evidence. The interview questions were drawn from the research questions.The research questions were grouped in to four thematic areas for the purpose of simplicity of the interpretation these are the effect of organizational culture on customer satisfaction, the extent of organizational culture effect on customer satisfaction,how it affects customer satisfaction and the relationship between organizational culture and customer

satisfaction. As it has been presented in the methodology the interview question was conducted with the distribution operation foreman, customer service and sales team leader and meter reading and recovery technician of the service center.

The first interview conducted with the distribution operation foreman about the service quality, and customer satisfaction of the service center. The interviewee responded as Kazanchis service center failed to give quality service due to different reason from this lack of available resource, well skilled manpower, absence of smooth and clear communication between employees and managers, absence of fair reward, motivation and absence of safe work environment in the service center. Therefore, the service center service quality and customer satisfaction were not good. He believes that, when organizational culture used in the right way it may cause for customers' satisfaction and when organizational culture used in the wrong manner it can be cause for customer's dissatisfaction.

The second interview conducted with the distribution operation foreman about the effect of organizational culture on customer satisfaction. The interviewee responded as, organizational culture has significant effect on customer satisfaction. But he has no any evidence about the extent of that effect influenced on customer satisfaction. The response of the foreman supports the quantitative analysis of the study.

The third thematic question asked for the interviewee was how organizational culture affects customer satisfaction. The distribution operation foreman replied as the culture of the organization positively and negatively affects customer satisfaction. Organizational culture influences organizational activities either positively or negatively both in service rendering and productions organizations (Iancu, 2021). He believes that, organizational culture can be the cause for positive effect when it practiced in the right way and it can be the cause negative effect when it practiced in the wrong way.

The fourth thematic point asked for the distribution operation foreman is about the relationship between organizational culture and customer satisfaction. The distribution operation foreman responded as 'yes' there is a strong relationship between organizational culture and customer satisfaction in Kazanchis Service Center. Even though, the degree of the relationship is not defined. He said that, when the awareness of organizational culture increase customer's satisfaction also increases and when the awareness of organizational culture decrease customer's

satisfaction also decreases. Therefore both organizational culture and customer satisfaction have direct relationship. Accordingly, the output of the quantitative analysis is the same as the qualitative analysis.

The researcher also interviewed the service center customer service and sales team leader about the service quality and customers' level of satisfaction. The team leader responded as there was no good service quality and customers satisfaction in the service center due to different reasons from this lack of available resource, absence of employee commitment, absence of well skilled manpower, lack of proper work ethics and team work, readiness for change, delay in service delivery and lack of empathy in the processes of service provision and major organizational culture dimensions were not performed in the right way. He believed that, when organizational culture practiced in the right way it may cause for customers' satisfaction and when it used in the wrong manner may cause for customers dissatisfaction. Therefore, the output of the quantitative analysis is the same as the qualitative analysis.

The researcher also interviewed the customer service and sales team leader of the service center about the effect of organizational culture (customer orientation, team orientation, outcome orientation, innovation risk taking, stability, aggressiveness and attention to detail) on customer satisfaction. The customer service and sales team leader responded as organizational culture has significant effect on customer satisfaction in Kazanchis Service Center. The third thematic point asked for the customer service and sales team leader of the service center was how organizational culture can affect customer satisfaction. He responded as organizational culture negatively affect customer satisfaction because; there were no innovative and risk taker internal staffs in the service center, sufficient resource, low prioritizing customer orientation, lack of employee's empathy and cooperation in the service center. Some organizations have clear, strong and well-defined organizational culture while others have unclear, weak and poorly defined cultures (Naicker, 2008). So, we can say that the output of the quantitative analysis supported by the quantitative analysis of the study.

The fourth thematic point asked for the customer service and sales team leader of the service center is about the relationship between organizational culture and customer satisfaction. The team leader responded as there is strong relationship between organizational culture and customer satisfaction which means when organizational culture increase customers satisfaction

also increase and when organizational culture decrease customer's satisfaction also decrease. So both organizational culture and customer satisfaction have direct relationship. Therefore, the output of the quantitative analysis this study supported by the qualitative findings. The researcher also asked meter reading and recovery technician about the service quality and satisfaction level of customers. The interviewee responded as the service center service quality and customer satisfaction was not good because of different reasons from this lack of available resource, lack of well skilled manpower, absence of smooth and clear communication between employees and managers, absence of fair reward, motivation and absence of safe work environment in the service center and lack of clear communication between customers and employees.

The second thematic point that asked for the meter reading and recovery technician was about the effect of organizational culture on customer satisfaction. He believes that organizational culture has significant effect on customer satisfaction. According to his point of view the effect may be negative or positive. But he has no any idea about the type of effect that occurred on customers. Accordingly, the output of the quantitative analysis is the same as the qualitative analysis which means the finding of both the quantitative and qualitative analysis supported each other.

The third thematic question asked for the meter reading and recovery technician was how organizational culture affects customer satisfaction. He responded as organizational culture negatively affects customer satisfaction in the service center. Because, there was no good organizational culture in the service center for this reason the effect is also negative. The interviewee also believed that when organizational culture used in the right way it affect positively and when it practiced in the wrong way it affect negatively the customer satisfaction. The final thematic point asked for the meter reading and recovery technician of the service center is about the relationship between organizational culture and customer satisfaction. He responded as there is strong relationship between organizational culture and customer satisfaction in Kazanchis service center. Even though, the degree of the relationship is not defined. He also enhances that when organizational culture increase customer's satisfaction also increases and when organizational culture decrease customers satisfaction also decreases. So, both organizational culture and customer satisfaction have direct relationship. This argument supported by the quantitative analysis of the research.

## **4.8. Discussion of Major Findings**

This section discusses the results obtained in light of the theoretical and empirical issues relating to the effect of organizational culture on customer satisfaction. The study was responded the basic research questions to addressing the research objectives based on the quantitative and qualitative research approach. The major concerns which are highlighted by the finding concerning the effect of organizational culture on customer satisfaction were stated as follows:

### **4.8.1 What is the effect of Organizational Culture on Customer Satisfaction on Kazanchis Service Center?**

The primary objective of this research was to assess the effect of organizational culture on customer satisfaction at Kazanchis Service Center. According to the collected data, the final descriptive and inferential statistical analysis of this research major identified organizational culture dimensions have a statistically significant effect on customer satisfaction except stability subculture. Which means that majority of organizational culture dimension has positive significant effect on customer satisfaction. As per the regression result revealed that the main contributing dimensions are team orientation, attention to detail and customer orientation sub cultures relatively. The above findings agreed with the view of Abebe, (2019) who found that organizational culture variables have significant effect on customer satisfaction. It is supported by Akpokavie, (2018) which asserted that organizational culture influences the shape of an organization at all levels and has a strong effect on the customer's satisfaction.

### **4.8.2 Is there a Relationship between Organizational Culture and Customer Satisfaction?**

The second objective of this study is to show the relationship between organizational culture and customer satisfaction. The finding indicates that organizational culture and customer satisfaction has strong positive relationship each other which mean that all organizational culture dimensions have a strong relationship with customer satisfaction. The correlation coefficient of major organizational culture dimensions with customer satisfaction was between the ranges of +0.7 to +0.9 which means highly correlated. Accordingly, the result of the research meets with the findings of different scholars like research conducted in the area like Akpokavie, 2018; Malo, 2015 and Abebe, 2019). So the finding of this research proved that organizational culture and customer satisfaction has strong relationship.

#### **4.8.3 How Organizational Cultures Affect Customer Satisfaction in Kazanchis Service Center?**

The third objective of this research was to explore how dose organizational cultures affect customer satisfaction in Kazanchis Service Center. As the finding of the study has shown the cultures of the service center negatively affect customer's satisfaction due to different reasons based on the perceptions of respondent's. From this lack of employee's empathy and cooperation with customers, lack of clear communication with customers, lack of work hard, employee's commitment, absence of openness and willingness to communicate new ideas, less attention for customer oriented issues. The above finding of the study supported by Yakob, (2016) which asserted that organizational culture negatively affects customer satisfaction in several reasons like lack of employees empathy and cooperation with customers, lack of clear communication with customers, lack of work hard, worker's commitment, absence of openness. It was strengthened by Schien, (1992) organizational culture influences organizational activities and customer satisfaction either positively or negatively both in service rendering and productions organizations.

#### **4.8.4 To What Extent Customers satisfied by the Service Provision of the Service Center?**

The fourth objective this research was to indicate the extent of customers' satisfaction with the service provision of the Kazanchis Service Center. As discussed in the literature review customer satisfaction is measured in terms of the relationship between expectation and outcome. If the outcome meets with expectations, then customer satisfaction is occurred. When customers' expectation greater than outcome, customer dissatisfaction is occurred (Chakravartty, 20218) and when the outcome performance is equal to expectations, confirmation occurs (Oliver, 1980). Accordingly, the final findings of this study revealed that the majority of customers who visit the service center for the purpose of getting the intended services were not satisfied with the overall service delivery practices of the study service center. As a result (67%) of customers was dissatisfied with the service provider of the service center and only 33% of customers were satisfied by the service provision of Kazanchis Service Center. So, the researcher can generalized from this the service provision of the service center were not satisfactory.

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## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents the summary of major findings of the study, conclusion that can be drawn from the research findings and recommendations suggests for feature service provision improvement and efficiency of the service center under study.

#### 5.1. Summary of Major Finding

As indicated earlier, the main objective of the study was to assess the effect of organizational culture on customer satisfaction the case of Addis Ababa Electric Utility Kazanchis Service Center. Therefore the following major findings were obtained based on the data obtained from respondents through questionnaires and structured interviews. The reliability test of the research instrument was tested by Cronbach's alpha internal consistency rule and, each organizational culture dimension and customer satisfaction scored above 0.701 which is greater than the acceptable range of internal consistency.

The demographic characteristics of respondents revealed that the majority of respondents who visited the service center were under the age of 46-50 years which means they are mature enough to ask about their rights. In terms of gender majority of respondents, almost 72.9% of them were male and the remaining 27.1% respondents were females from the sampled population even if, both sex groups were participated in the study.

The research finding indicated that, most of the respondents who filled and returned the research questionnaire were degree holder even though; all level of educational status participated in the study. Regarding to occupation majority of respondents who filled the questionnaire were gov't employee and self-employed respectively. The finding also indicates the marital statuses of respondents according to the collected data almost (42%) of the respondents were single, (33.5%) of the respondents were married and the remaining were divorced. Additionally, almost (81.5%) of the respondents visited more than three times and 65% of respondents visit the service center to pay for monthly electric consumption or they receive a bill payment type of service, (25.5%) of respondents have received urgent repairing service, whereas 4.8% respondents have received upgrading electric service, the rest 4.6% of respondents have received new connection

in the study service center. This implies that the majority of respondents from the given sample received a bill payment type of service.

Organizational culture has a positive and negative effect on customer satisfaction in Kazanchi service center. This is clearly indicated by the response of respondents and key informants of the study organization. The descriptive analysis revealed that, the mean score of the seven organizational culture dimensions between the ranges from 2.27 to 2.61, which fall around the low mean. This indicates that all of the seven organizational culture dimensions were not practiced in the right way in Kazanchi service center. The mean score of customer satisfaction at Kazanchi Service Center was low mean of 2.36 which is below the average mean score. It shows that majority of the customers are dissatisfied by the service provision of the service center.

The correlation was used to know the degree of relationship between the independent variables and the dependent variable (customer satisfaction) thus the correlation analysis of the research shows that all independent variables (organizational culture dimensions) positively correlated with dependent variable (customer satisfaction). The research finding also indicates that the highest correlation was found between team orientation sub culture and customer satisfaction, while the lowest correlation was outcome orientation and customer satisfaction.

The regression analysis was used to know the effect of independent variables (customer orientation, team orientation, outcome orientation, and stability, innovation and risk taking, attention to detail and aggressiveness) on dependent variable (customer satisfaction). The result reveals that all independent variables have a statistically significant effect on dependent variables except stability organizational culture dimension. As indicated by the model summary the model was tested as good fitness and the regression analysis R Square (.814) which indicates the organizational culture is able to predict customer satisfaction by 81.4% and the remaining 18.6% of variables were explained by other un-included variables that have been neglected by this particular research.

The ANOVA result shows that the model is significant with 95% level of confidence and (0.001) significant level which is less than 0.05. This shows that the model is highly significant in explaining the relationship that exists between the dependent and independent variables. So the researcher can generalize that the overall regression model was fitted.

Majority of independent variables have statistically positive significant effect on customer satisfaction whereas aggressiveness subculture has statistically negative significant effect on customer satisfaction. But stability sub culture has no effect on customer satisfaction at all because its significant value is greater than 0.05 coefficients level which is (.105). This means all independent variables have significant effect on customer satisfaction and can explain the dependent variable customer satisfaction but not stability.

The beta coefficient of the study variable has shown the effect of each independent variable on dependent variable. According to the regression, analysis the beta coefficient of the customer orientation sub culture was (.169) which means when customer orientation increased by one unit customer satisfaction also increased by 0.169 assumes that other independent variables are remain constant. Other hand the beta coefficient of the aggressiveness subculture was (-.166) which means when aggressiveness sub culture increased by one unit customer satisfaction also decrease by 0.166 assumes that others are remain constant. The same is true for the others. Team orientation sub culture has the highest beta value when it compared with other cultural dimensions. So, team orientation has greater impact on customer satisfaction because higher beta value has greater effect on dependent variable.

All organizational culture dimensions that have a statistically significant effect on customer satisfaction except stability subculture. The independent variables (organizational culture) and the dependent variable (customer satisfaction) has strong positive relationship each other which mean that all organizational culture dimensions have a strong relationship with customer satisfaction.

The cultures of the service center negatively affect customer's satisfaction due to different reasons based on the perceptions of respondent's from this, lack of employee's empathy and cooperation with customers, lack of clear communication with customers, lack of work hard worker's commitment, absence of openness and willingness to communicate new ideas, less attention for customer oriented issues.

Majority of customers who visit the service center for the purpose of getting the intended services were not satisfied with the overall service delivery practices of the study service center. As a result (67%) of customers was dissatisfied with the service provider of the service center and only 33% of customers were satisfied by the service provision of Kazanchis Service Center

## 5.2. Conclusion

After the collected data was analyzed, interpreted and discussed with quantitative and qualitative method the researcher arrived at the following conclusions. All independent variables have statistically significant effect on customer's satisfaction except stability subculture. Kazanchis Service Center has a gap with all organizational culture dimensions and service provision related problem like absence of customer orientated service provision, team spirited work environment, lack of outcome orientated activity, attention to detail, and absence of innovative and risk taker staff members in the service center.

All organizational culture dimensions and customer satisfaction have strong and positive relationship each other which mean that all organizational culture dimensions have relationship with customer satisfaction. Absence of well skilled manpower and abundant resource to serve customers, lack of proper work ethics and team work, readiness for change, delay in service delivery and lack of empathy in the service provision were major problems of the study service center.

The study service center has also another visible gap in complaint handling, performing the promised service consistently, seeing customer problems as their own pain, creating customer's confidence and understanding customers' interest. The collective effect of this gap affects customers' satisfaction negatively for this reason, majority of customers almost 67% customers dissatisfied with the service provision of the service center. Majority of respondents who visited the service centers rated employees' consideration, politeness, personal care and interest in helping their customer at lower stage for this reason most of them disappointed with the devotion of the staffs to serve their customers.

The study shows that staffs of the service center were not available in the office and they were not aggressive enough to render quality service to customers to meet their expectation that makes customers disappointed and has adversely affected their satisfaction. Creating new ideas to improve the service quality, working hard to satisfy their customer need was not developed in the service center that means the service center was not adaptable new ideas. Likewise, the result shows that the study service center sticking to retain its statuesque and not find new idea to satisfy customer's need. Majority respondents agreed to the presence of discouraging relationship and disrespects between service receivers and service providers that means there is

no good relation between staffs of the service center and customers of the service center. The study indicated that the presence of gaps between customer interest and staffs awareness about customer's interest and delay in responding to the customers complaints in the service center. Generally, the culture of Kazanchis Service Center negatively affects customers' satisfaction for this reason it leads customers' dissatisfaction.

### **5.3. Recommendation**

Based on the finding, summery and conclusions the researcher comes up with some important recommendations which help to fill the gap, improve service provision and satisfy its customers. The researcher advised to the service center administrations to apply these recommendations if necessary. The recommendations were provided as follow:

- ✓ The service center should develop well designed complaint handling mechanism and give timely response to provide qualified service and satisfy its customers.
- ✓ The service center should reinvestigate its service delivery status in terms of major organizational culture dimensions and take measures to satisfy customers.
- ✓ Staffs of the service center should give special attention for its customers and see customer problems as its own pain.
- ✓ Staffs of the service center should develop teamwork and create smooth relationship with customers to handle its customers need.
- ✓ Staffs of the service center should work hard and provide excellent customer service to achieve the intended goal.
- ✓ The service center should looks for new ways and develops well skilled manpower to better service for their customers.
- ✓ Staffs of the service center should avoid bad work ethics and be ready for change.
- ✓ The service center should develop employees' empathy in the processes of service provision.
- ✓ The service center should allocate the abundant resources that used to serve customers and follow up how to the resource being utilized.
- ✓ Staffs of the service center should be measured and rewarded based on how they well performed so as to attain intended goals and to satisfy its customers.
- ✓ Finally, it is better to conduct a further study focused on the effect of organizational culture on customer satisfaction in the service center which is not included in this particular study.

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**Appendex 1**  
**English version of questionnaire**  
**Addis Ababa University**  
**School of Journalism and Communications**

Dear respondent,

I am a student at Addis Ababa University, College of Humanities, Language Studies and Journalism and Communication College, school of Journalism and communications. The main purpose of this questionnaire is to gather primary data regarding the Effect of organizational culture on customer satisfaction in the case of Addis Ababa electric utility East Addis Ababa district Kazanchis Service Center for the partial fulfillment of master degree (M.A) in Public relations and strategic communication. You are requested to provide genuine, accurate and balanced information with respect to organizational culture and customer satisfaction. Your genuine information is highly valuable for the success of this study. Therefore, the researcher is very much grateful for the sacrifice you pay to this end and the information gathered will be highly confidential and purely for academic purpose. For any clarification, you can contact me via my e-mail address: getabekele718@gmail.com or my phone number: 0928061794.

Sincerely!!

Getachew Bekele

Thank you for your cooperation!

## Questionnaire filled by customers

### Instructions

- No need of writing your name
- Indicate your answers with a check mark (✓) in the appropriate space.
- In case you have ambiguities on any of the questions, please do not hesitate to contact me.

### Part One: General information and demographic background of Respondents

#### 1. Age

☐ Below 15 ☒ 16 – 30 ☐ 31 – 45 ☐ 46– 50 ☐ above 51

#### 2. Gender

☐ Male ☐ Female

#### 3. Educational background:

☒ Read and write ☐ Primary school completed ☐ secondary school completed ☐ Diploma holder ☐ Degree holder ☐ Master degree and above

#### 4. Occupation

☐ Student ☐ Self-employed ☐ Gov't–employee ☐ NGO–employee ☐ Unemployed

5. Marital Status; . ☐ single ☐ Married ☐ Divorced

### Part two: Service Utilization

#### 6. How many times did you visit this service center?

☐ For first time ☐ for second time ☐ for third time ☐ more than three times

#### 7. What type of Service did you receive?

☐ Bill payment ☐ Urgent repair ☐ new connection ☐ upgrading

### Part three: Organizational culture and customer satisfaction

The major dimensions of organizational culture are listed below. Please indicate the degree of your agreement as a customer of this service center by putting tick mark (“✓”) under the most appropriate number with the statement which range from: (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree)

|     | Dimensions of Organizational Culture                                                                                           | 1 | 2 | 3 | 4 | 5 |
|-----|--------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
|     | <b>Customer Orientation (People Orientation) Subculture</b>                                                                    |   |   |   |   |   |
| 1.  | Staffsof this service center give special attention for their customers                                                        |   |   |   |   |   |
| 2.  | Staffsof this service center always striving to satisfy their customers' needs                                                 |   |   |   |   |   |
| 3.  | Staffs of this service center give highest priority and support to solve customers' problem                                    |   |   |   |   |   |
| 4.  | Staffsof this service center always see customer problems as their own pain                                                    |   |   |   |   |   |
|     | <b>Team OrientationSubculture</b>                                                                                              |   |   |   |   |   |
| 5.  | Staffsof this service center work collaboratively to handle their customers need                                               |   |   |   |   |   |
| 6.  | Staffs of this service center have good relationship with customers in their daily meeting                                     |   |   |   |   |   |
| 7.  | This service center can be rated as team spirited and visionary                                                                |   |   |   |   |   |
|     | <b>Outcome Orientation (Result Orientation) Subculture</b>                                                                     |   |   |   |   |   |
| 8.  | Staffs of this service center constantly work hard to achieve the intended goal                                                |   |   |   |   |   |
| 9.  | The service center struggles to satisfy its customers' needs by using all the available resources appropriately                |   |   |   |   |   |
| 10. | Staffsand teams of this service center are often make an effort to achieve goals and to get the intended outcome orientation   |   |   |   |   |   |
|     | <b>Stability Subculture</b>                                                                                                    |   |   |   |   |   |
| 11. | Staffs of this service center are bureaucratic and rule-oriented to create stable and high levels of organizational efficiency |   |   |   |   |   |
| 12. | Staffsof this service center maintain the status quo of service center by providing excellent customer service                 |   |   |   |   |   |

|     |                                                                                                                                    |  |  |  |  |  |
|-----|------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 13. | Staffs of this service center encourage new ideas and changes to keep status quo of service center                                 |  |  |  |  |  |
|     | <b>Innovation and Risk Taking Subculture</b>                                                                                       |  |  |  |  |  |
| 14. | Staffs of this service center are innovative and risk taker to satisfy their customers                                             |  |  |  |  |  |
| 15. | Staffs of this service center are adaptable when changes are necessary                                                             |  |  |  |  |  |
| 16. | Staffsof this service center looks for new ways to better service for their customers                                              |  |  |  |  |  |
| 17. | Staffsof this service center feel free to communicate new ideas with their customers                                               |  |  |  |  |  |
|     | <b>Attention to Detail Subculture</b>                                                                                              |  |  |  |  |  |
| 18. | Staffs of this service center perform their work carefully and strictly for their work effectiveness.                              |  |  |  |  |  |
| 19. | Staffs of this service centerknow what is expected from them and understand their impact on other people, teams and functions.     |  |  |  |  |  |
| 20. | Staffs of this service center perform their work accurately and critically.                                                        |  |  |  |  |  |
|     | <b>Aggressiveness Subculture</b>                                                                                                   |  |  |  |  |  |
| 21. | Staffsand teams of this service center are compute each other on their work of areas to be influential                             |  |  |  |  |  |
| 22. | Staffs and teams of this service center can influence and affect their work place environment through their ideas and involvements |  |  |  |  |  |
|     | <b>Customer Satisfaction Perspective</b>                                                                                           |  |  |  |  |  |

|     |                                                                                                                                        |  |  |  |  |  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 23. | My interest is respected by this service center as the result I am happy with ongoing services                                         |  |  |  |  |  |
| 24. | I feel confident with this organization since its Staffs mostly demonstrate professionalism and give answer for my request accordingly |  |  |  |  |  |
| 25. | The service center gives high priority and support to resolve my problems                                                              |  |  |  |  |  |
| 26. | Staffshave good relationship with me during service delivering and respect my interest                                                 |  |  |  |  |  |
| 27. | I am highly satisfied with the overall service I got from this service center                                                          |  |  |  |  |  |
| 28. | I am interested to revisit this service center                                                                                         |  |  |  |  |  |

### Interview questions set for internal staff

Dear Sir/Madam,

I am Getachew Bekele. I am conducting an academic research on the Effect of organizational culture on customer satisfaction. I really appreciate you for spending your valuable time to provide responses to the following Interview question. It will not take much of your time. Shall I proceed with my questions?

Thank you in advance for your permission!

1. Do you think this service center provide quality, efficient and satisfactory service for its customer?

Yes ☐ No ☐

2. If your answer is “Yes” what is your reason behind that?

-----  
-----

3. If your answer is “NO” what is your reason behind that?

-----  
-----

4. Do you think customer orientated, outcome orientated, innovative and team orientated service provision has an effect on customer satisfaction in your service center?

Yes ☐ No ☐

5. If your answer is “Yes” what type of effect it has and how it can affects customer satisfaction?

-----  
-----

6. Do you believe organizational cultures and customer satisfaction has any relationship?

Yes ☐ No ☐

7. If your answer is “Yes” what type of relationship they have?

-----  
-----

Thank you very much

## Appendix 2

### Amharic version of questionnaire

በአዲስአበባዩኒቨርሲቲየሂማኒቲስ፣

ቋንቋዎችጥናትእናየጋዜጠኝነትናኮሙኒኬሽንኮሌጅ

የጋዜጠኝነትናኮሙንዩኬሽንንምህርትክፍል

#### መግቢያ

እኔበአዲስአበባዩኒቨርሲቲየሂማኒቲስ፣ቋንቋዎችጥናትእናየጋዜጠኝነትናኮሙኒኬሽንኮሌጅየጋዜጠኝነትናኮሙንዩኬሽንንምህርት ክፍልየድህረምረቃተማሪነኝ።የዚህመጠይቅዋናዓላማተቋማዊባህልበአዲስአበባኤሌክትሪክአገልግሎትምስራቅአዲስአበባዲስት ሪከትሳሳንቺስአገልግሎትመስጫማዕከልደንበኞችእርካታላይየሚሳድረውተፅዕኖበሚልርዕሰሚከናወንጥናታዊጽሑፍየሚውል መረጃለማሰባሰብነው።

በመሆኑምእርስዎሚሰጡትትክክለኛመረጃለጥናቱመሳካትያለዉፋይዳከፍተኛስለሆነከዚህበታችለቀረቡትጥያቄዎችትክክልነው ሚሉትንመልስይሰጡዘንድበትህትናእጠይቃለሁ።ጥናቱሙሉበሙሉለትምህርታዊአላማብቻየሚውልበመሆኑመረጃዉንሲሰ ጡስጋትአይግብዎት፤ስለትብብርዎበቅድሚያአመሰግናለሁ።መጠይቁላይግልፅያልሆነነገርካጋጠመዎበኢሜልአድራሻዬ getabekele718@gmail.com ወይምበስልክቁጥሩ 0928061794 ማብራሪያማግኘትይችላሉ።

#### በማዕከሉደንበኞችየሚሞላ

##### መመሪያ

- ✓ ስምዎንመጥቀስአያስፈልግም
- ✓ ትክክልነውየሚሉትንመልስበተዘጋጀውሳጥንውስጥ (✓) ምልክትያስቀምጡ
- ✓ ግልፅያልሆነነገርካለመረጃዉንከመሙላቱበፊትይጠይቁ

#### ክፍልአንድ፡የአገልግሎትመስጫማዕከሉደንበኞናሠራተኞችመረጃ

1. ፆታ፡ ወንድሴት ☐ ☐
2. እድሜ፡ከ15 ዓመትበታች16-30 ☐ 31-45 ☐ 46-50 ☐ ከ51-60 ዓመት60 በላይ ☐ ☐
3. የትምህርትደረጃ፡ ☐ ☐  
ማንበብናመጻፍየሚችልመጀመሪያደረጃ☐ህርትያጠናቀቀሁለተኛደረጃትምህርት☐ናቀቀድ፣ፕሎማየመጀመሪያዲግሪ እናከዛበላይ ☐
4. የስራድርሻመረጃ፡ተማሪየግል☐የመንግስትሠራተኛየግልተቀጣሪስራየ☐ ☐
5. የጋብቻሁኔታ፡ያገባያላገባየተ☐ ☐ ☐

**ክፍልሁለት፡ከአገልግሎትአሰጣጥጋርየተያየዘመጠይቅ**

6. ይህንአገልግሎትመስጫማዕከልምንያክልጊዜትብኝተውታል?

ለመጀመሪያጊዜለሁለተኛ ☐ ለሶስተኛጊዜለአራት ☐ ዜናከዚያበላይ ☐

7. የተጠቀሙትየአገልግልትአይነት

የፍጆታሂሳብክፍያአስቸኳ ☐ ርዕሰሚናሪየሚገናኙ ☐ ሻሻያ ☐ ☐

**ክፍልሶስት፡ከተቋማዊባህልእናከደንበኛእርካታጋርየተያየዘመጠይቅ**

ከዚህበታችዋናዋናተቋማዊባህልአካልየሆኑገጽታዎችንየሚያሳይመጠይቅቀርቧል፡፡እርስዎየዚህአገልግሎትመስጫማዕከልደንበኛ

እንደመሆኑምመጠንከዚህበታችከ (1-5) ከቀረቡትአማራጮችውስጥአንዱላይ (“√”)

ምልክትበማድረግያለዎትንየስምምነትደረጃያስቀምጡ፡፡

(1=በጭራሽአልሰማማም፤ 2=አልሰማማም፤ 3=ሃሳብየለኝም፤ 4=እሰማማለሁ 5=በጣምእሰማማለሁ

|    | <b>የተቋማዊባህልአካል</b>                                    | <b>በጭራሽአልሰማማም</b> | <b>አልሰማማም</b> | <b>ሃሳብየለኝም</b> | <b>እሰማማለሁ</b> | <b>በጣምእሰማማለሁ</b> |
|----|-------------------------------------------------------|-------------------|---------------|----------------|---------------|------------------|
|    | <b>ተገልጋይተኮርየስራባህል</b>                                 | 1                 | 2             | 3              | 4             | 5                |
| 1. | የዚህአገልግሎትመስጫማዕከልሰራተኞችለደንበኞቻቸውየተለየትኩረትይሰጣሉ፤            |                   |               |                |               |                  |
| 2. | የዚህአገልግሎትመስጫማዕከልሰራተኞችየደንበኞቻቸውንፍላጎትለማርካትሁልጊዜምጥረትያደርጋሉ፤ |                   |               |                |               |                  |
| 3. | የዚህአገልግሎትመስጫማዕከልሠራተኞችየደንበኞችንችግርለመፍታትከፍተኛድጋፍያደርጋሉ፤     |                   |               |                |               |                  |
| 4. | የዚህአገልግሎትመስጫማዕከልሰራተኞችየደንበኞቻቸውንችግርእንደራሳቸውአድርገውይመለከታሉ፤  |                   |               |                |               |                  |
|    | <b>ቡድን-ተኮርየስራባህል</b>                                  |                   |               |                |               |                  |
| 5. | የዚህአገልግሎትመስጫማዕከልሰራተኞችየደንበኞቻቸውንፍላጎትለማሟላትበትብብርይሰራሉ፤     |                   |               |                |               |                  |
| 6. | የዚህአገልግሎትመስጫማዕከልሰራተኞችከደንበኞችጋርመልካም የሆነግንኙነትአላቸው፤       |                   |               |                |               |                  |
| 7. | ይህአገልግሎትመስጫማዕከልየቡድንመንፈስየተላበሰየመሆንራዕይያለውነው፤             |                   |               |                |               |                  |

|        |                                                                                   |                    |               |                 |               |                   |
|--------|-----------------------------------------------------------------------------------|--------------------|---------------|-----------------|---------------|-------------------|
|        | <b>ወጤት-ተኮርየስራባህል</b>                                                              |                    |               |                 |               |                   |
| 8.     | የዚህአገልግሎትመስጫማዕከልሠራተኞችየሚፈለገውንውጤት ለማስመዝገብበቋሚነትናበትጋትይሠራሉ፤                            |                    |               |                 |               |                   |
| 9.     | የአገልግሎትመስጫማዕከሉያለውንግብዓትበአግባቡበመጠቀም የደንበኞቹንፍላጎትለማርካትእየተንቀሳቀሰይገኛል፤                    |                    |               |                 |               |                   |
| 10.    | የዚህአገልግሎትመስጫማዕከልሰራተኞችየተቀመጡግቦችንለማ ሳካትየተለየፕረትሲያደርጉይታያሉ፤                             |                    |               |                 |               |                   |
|        | <b>ተቋማዊሁኔታዝማስቀጠልባህል</b>                                                           |                    |               |                 |               |                   |
| 11.    | የዚህአገልግሎትመስጫማዕከልሰራተኞችየተረጋጋናከፍተኛደረጃ ላይየደረሰተቋምለመፍጠርሲሉህግናቢሮክራሲንየተከተለአስራር ተግባራዊያደርጋሉ፤ |                    |               |                 |               |                   |
| 12.    | የዚህአገልግሎትመስጫማዕከልሠራተኞችለደንበኞቻቸውጥሩአ ገልግሎትበመስጠትማዕከሉያለበትንደረጃያስጠብቃሉ፤                    |                    |               |                 |               |                   |
| 13.    | የዚህአገልግሎትመስጫማዕከልሰራተኞችማዕከሉያለበትንደረጃ ለማስጠበቅአዳዲስሀሳቦችንእናለውጦችንያበረታታሉ፤                   |                    |               |                 |               |                   |
|        | <b>የፈጠራአስተሳሰብናችግርዝማመቀበልሁኔታባህል</b>                                                 | <b>በጭራሽአል ስማማም</b> | <b>አልስማማም</b> | <b>ሃሳብየለ ኝም</b> | <b>እስማማለሁ</b> | <b>በጣምእስማ ማለሁ</b> |
| 1<br>4 | የዚህአገልግሎትመስጫማዕከልሰራተኞችየደንበኞቻቸውንእርካ ታለማሳደግአዳዲስአስራሮችንየሚፈጥሩእናየሚፈጠሩችግሮችን የሚጋፈጡናቸው፤     | 1                  | 2             | 3               | 4             | 5                 |
| 15.    | የዚህአገልግሎትመስጫማዕከልሰራተኞችለውጦችአስፈላጊበሚ ሆኑበትጊዜበፍጥነትየሚለመዱናቸው፤                             |                    |               |                 |               |                   |
| 16.    | የዚህአገልግሎትመስጫማዕከልሰራተኞችለደንበኞቻቸውየተሻለ አገልግሎትለመስጠትየሚያስችሉአዳዲስመንገዶችንይፈልጋሉ፤               |                    |               |                 |               |                   |
| 17.    | የዚህአገልግሎትመስጫማዕከልሰራተኞችስለአዳዲስአስራሮችከ ደንበኞቻቸውጋርለመወያየትፍቃደኛናቸው                          |                    |               |                 |               |                   |
|        | <b>ለዝርዝርጉዳዮችየተለየትኩረትየመስጠትባህል</b>                                                  |                    |               |                 |               |                   |
| 18.    | የዚህአገልግሎትመስጫማዕከልሰራተኞችለስራቸውውጤታማነ ትሲሉተግባራቸውንበጥንቃቄናበሃቀኝነትያከናውናሉ፤                     |                    |               |                 |               |                   |

|     |                                                                                                   |  |  |  |  |  |
|-----|---------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 19. | የዚህ አገልግሎት መስጫ ማዕከል ሰራተኞች ከነሱ ምን እንደሚጠበቅ ጠንቅቀው የሚያውቁና በሌሎች ሰዎች ላይ ያላቸውን ተፅዕኖ የሚገነዘቡናቸው፤           |  |  |  |  |  |
| 20. | የዚህ አገልግሎት መስጫ ማዕከል ሰራተኞች ስራቸውን በትክክልና በትኩረት የሚፈፅሙናቸው፤                                            |  |  |  |  |  |
|     | <b>የተወዳዳሪነት (የተቋምን ጥቅም ማስቀደም) ባህል፤</b>                                                            |  |  |  |  |  |
| 21. | የዚህ አገልግሎት መስጫ ማዕከል ሰራተኞች እና ቡድኖች በተሰማሩ በትየስራ መስክ የተሻለ ሆኖ ለመገኘት ሲሉ በውድድር መንፈስ አገልግሎት ይሰጣሉ፤        |  |  |  |  |  |
| 22. | የዚህ አገልግሎት መስጫ ማዕከል ሰራተኞች በሚፈፅሙት ተግባርና በሚያመነጩት ሃሳብ በስራ ቦታቸው አካባቢ በሚገኙ አካላት ላይ ተፅዕኖ መፍጠር አቅም አላቸው፤ |  |  |  |  |  |
|     | <b>የደንበኞች እርካታ መጠየቂያ</b>                                                                          |  |  |  |  |  |
| 23. | የእኔ ፍላጎት በዚህ አገልግሎት መስጫ ማዕከል በመከበሩ እየተሰጠ ባለው አገልግሎት ደስተኝነት፤                                       |  |  |  |  |  |
| 24. | አብዛኞቹ ሰራተኞች ሙያዊ እውቀት ስላላቸው እና ለጥያቄዎቼ ጠንቃቄ እንደሚሰጡኝ በተቋሙ እተማመናለሁ፤                                   |  |  |  |  |  |
| 25. | የአገልግሎት መስጫ ማዕከሉ ግሮቹን ለመፍታት ከፍተኛ ጥረት እና ድጋፍ ያደርጋል፤                                                |  |  |  |  |  |
| 26. | በአገልግሎት አሰጣጥ ወቅት ሰራተኞች ከእኔ ጋር ጥሩ የሆነ ግንኙነት አላቸው፤ ፍላጎቴንም ያከብራሉ፤                                    |  |  |  |  |  |
| 27. | በዚህ ማዕከል ባገኘሁት አጠቃላይ አገልግሎት ረከቻለሁ፤                                                                |  |  |  |  |  |
| 28. | ይህንን የአገልግሎት መስጫ ማዕከል እንደገና ለመጎብኘት ፍላጎት አለኝ፤                                                      |  |  |  |  |  |

ለተመረጡ የማዕከሉ የስራ ሃላፊዎች የተዘጋጁ የቃለ መጠይቅ ጥያቄዎች

ውድጌታ/እመቤት

ስሜኔታቸው በቀለል ባላለሁ፡፡ ተቋማዊ ባህል በደንበኞች እርካታ ላይ የሚያሳድረው ተጽዕኖ በሚል ርዕስ የመመረቂያ ጽሑፍ እያዘጋጀሁ እገኛለሁ፡፡ ካለዎት ውድጌታን ሰው ለምጣይ ቃቸው ጥያቄዎች ምላሽ ለመስጠት ፍቃደኛ በመሆኑ ምእያመለከንሁ እያመለከንሁ ወደጥያቄዎች አመራለሁ፡፡

1. የደንበኞችን የእርካታ ደረጃ ሊያሳድግ የሚችል ጥራት ያለውና ቀልጣፋ አገልግሎት እየሰጠሁ ነው ብለህ ታምናለህ ?

አዋላምንም ☐ ☐

2. “አዋ” ከሆነ መልስህ/ሽከዚያ ጀርባ ያለው ምክንያት ምን ሊሆን ይችላል ብለህ/ሽ ታስባለህ/ሽ?

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3. “አላምንም” ከሆነ መልስህ/ሽከዚያ ጀርባ ያለው ምክንያት ምን ሊሆን ይችላል ብለህ/ሽ ታስባለህ /ሽ ?

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4. ደንበኛ ተኮር፣ ውጤት ተኮር እና በቡድን ስራ ላይ ተኮረ አገልግሎት አሰጣጥ አገልግሎት አቅርቦት፣ በማዕከል ያለ ደንበኛ የእርካታ ደረጃ ላይ ተጽዕኖ ያሰራል ብለው ያስባሉ?

አዋላምንም ☐ ☐

5. “አዋ” ከሆነ መልስህ/ሽ ተፅዕኖ በደንበኞች ላይ ምን ዓይነት ያሳድራል ብለህ/ሽ?

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6. በአገልግሎት አሰጣጥ ሂደት ውስጥ ምን ምን ግሮች ኢጋጥሞኛል ብለህ/ሽ?

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### Appendix 3

#### Correlations

| Model                |                     | Customer orientation | Team orientation | Outcome orientation | Stability | Innovation and risk taking | Attention to detail | Aggressiveness | Customer satisfaction |
|----------------------|---------------------|----------------------|------------------|---------------------|-----------|----------------------------|---------------------|----------------|-----------------------|
| Customer orientation | Pearson Correlation | 1                    | .800**           | .605**              | .650**    | .721**                     | .743**              | .732**         | .787**                |
|                      | Sig. (2-tailed)     |                      | .000             | .000                | .000      | .000                       | .000                | .000           | .000                  |
|                      | N                   | 373                  | 373              | 373                 | 373       | 373                        | 373                 | 373            | 373                   |

|                         |                     |        |        |        |        |        |        |        |        |
|-------------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Team orientation        | Pearson Correlation | .800** | 1      | .647** | .740** | .816** | .821** | .838** | .854** |
|                         | Sig. (2-tailed)     | .000   |        | .000   | .000   | .000   | .000   | .000   | .000   |
|                         | N                   | 373    | 373    | 373    | 373    | 373    | 373    | 373    | 373    |
| Outcome orientation     | Pearson Correlation | .605** | .647** | 1      | .792** | .779** | .663** | .748** | .708** |
|                         | Sig. (2-tailed)     | .000   | .000   |        | .000   | .000   | .000   | .000   | .000   |
|                         | N                   | 373    | 373    | 373    | 373    | 373    | 373    | 373    | 373    |
| Stability               | Pearson Correlation | .650** | .740** | .792** | 1      | .819** | .757** | .899** | .748** |
|                         | Sig. (2-tailed)     | .000   | .000   | .000   |        | .000   | .000   | .000   | .000   |
|                         | N                   | 373    | 373    | 373    | 373    | 373    | 373    | 373    | 373    |
| Innovation& risk taking | Pearson Correlation | .721** | .816** | .779** | .819** | 1      | .783** | .869** | .811** |
|                         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        | .000   | .000   | .000   |
|                         | N                   | 373    | 373    | 373    | 373    | 373    | 373    | 373    | 373    |
| Attention to detail     | Pearson Correlation | .743** | .821** | .663** | .757** | .783** | 1      | .843** | .823** |
|                         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   |        | .000   | .000   |
|                         | N                   | 373    | 373    | 373    | 373    | 373    | 373    | 373    | 373    |
| Aggressiveness          | Pearson Correlation | .732** | .838** | .748** | .899** | .869** | .843** | 1      | .797** |
|                         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   |        | .000   |
|                         | N                   | 373    | 373    | 373    | 373    | 373    | 373    | 373    | 373    |
| Customer satisfaction   | Pearson Correlation | .787** | .854** | .708** | .748** | .811** | .823** | .797** | 1      |
|                         | Sig. (2-tailed)     | .000   | .000   | .000   | .000   | .000   | .000   | .000   |        |
|                         | N                   | 373    | 373    | 373    | 373    | 373    | 373    | 373    | 373    |

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