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ADDIS ABABA UNIVERSITY
POSTGRADUATE PROGRAM
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

**THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PRODUCTIVITY THE CASE OF BANK OF ABYSSINIA**

By

Beza Yonas

January, 2025

Addis Ababa, Ethiopia

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**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
ADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE
DEGREE IN MANAGEMENT**

Advisor: Dr. Aberra Legesse

January, 2025
Addis Ababa, Ethiopia

DECLARATION

I, **Beza Yonas**, declare that this thesis is my original work, prepared under the supervision of **Aberra Legesse (PhD)**. This thesis was completed through my efforts. In addition, I have presented my original research work. Wherever the contributions of others are included, they are fully and clearly acknowledged. This thesis was submitted in partial fulfillment of the requirements for the Master of Science in Management.

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Signature

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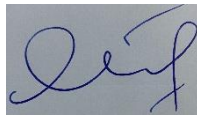
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This is to certify the thesis prepared by Beza Yonas, entitled “The Impact of Organizational Culture on Employee Productivity the Case of Bank of Abyssinia” and submitted to partial fulfillment of the requirement for the degree of Master of Science in Management complies with the regulation of the University and meets the accepted standards concerning originality and quality.

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APPROVAL SHEET

As members of the Examining Board of the final open thesis defense, we certify that we have read and evaluated this thesis prepared by Beza Yonas, entitled “**The Impact of Organizational Culture on Employee Productivity the Case of Bank of Abyssinia**” and recommend that it be accepted as fulfilling the thesis requirement for the degree master of Science in Management.

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ACRONYMS

BoA	Bank of Abyssinia
BBO	Branch banking officer
NBE	National Bank of Ethiopia

ABSTRACT

This study investigates the impact of organizational culture on employee productivity at the Bank of Abyssinia. A descriptive survey and explanatory research design, employing a quantitative approach, were used. The study sampled 149 employees from 10 branches, chosen through purposive and simple stratified random sampling techniques. Data were collected using questionnaire. The quantitative data was analyzed through descriptive and inferential analysis. The descriptive tools namely percentage, frequency, mean and standard deviation were used. To look for patterns and relationship between the dependent variable and independent variables, inferential (correlation and regression) analysis were employed. The qualitative data collected through open-ended questions was analyzed through narrative analysis. The research focused on six specific aspects of organizational culture: leadership style, work environment, reward and recognition, communication practices, training and development, and work-life balance, each assessed for its influence on employee productivity. The study examines the impact of key aspects of organizational factors on employee productivity at the Bank of Abyssinia. The findings reveal that while employees generally perceive leadership as supportive, areas such as decision-making, feedback, and managerial guidance require improvement. The work environment is seen as conducive to productivity, but workplace setup and collaboration mechanisms need enhancement. Recognition is valued, yet misalignment between rewards and performance affects motivation, necessitating more transparent reward systems. Communication practices contribute to job clarity, though managerial communication and feedback effectiveness require refinement. Training and development programs are moderately effective, but improvements in practical application and managerial support are needed. Work-life balance is acknowledged as beneficial, yet inadequate institutional support highlights the need for structured policies. Statistical analysis indicates that reward and recognition, work-life balance, and leadership style are the most significant predictors of productivity. Addressing these key areas will enhance employee productivity, Several recommendations were made, including improving decision-making processes, enhancing training programs, revising reward structures, and fostering a supportive work-life balance. The study also suggested that further research explore the long-term impact of organizational culture interventions and the interactions between various cultural elements on employee performance.

Key Words: *Bank of Abyssinia, Employee Productivity, Organizational Culture*

CHAPTER ONE

INTRODUCTION

This introduction chapter of the paper consists of the background of the study, problem statement, research questions, objective, significance, scope, limitation, operational terms as well as organization of this thesis.

1.1. Background of the Study

Organizational culture significantly influences employee productivity by shaping attitudes, behaviors, and work practices. Globally, studies have shown that a positive culture enhances performance metrics such as efficiency and innovation (Mohammed & Mohsin, 2020). In today's competitive market, organizations with adaptive cultures have a 25% higher likelihood of financial success compared to peers (Griffin, et al., 2020.). These findings emphasize the role of leadership style, communication, and reward systems in driving employee performance.

Recent studies have demonstrated that leadership style, along with reward and recognition systems, significantly influences employee productivity. Koc (2020) found that recognition markedly enhances employee engagement, with fairness and leadership also contributing positively, though to a lesser extent. Similarly, Mekonnen and Bali (2021) emphasize that effective training and development programs equip employees with the necessary knowledge and skills, thereby enhancing their performance and productivity. Moreover, Sumarno, et al (2024) emphasize that a supportive work environment and effective work-life balance initiatives are crucial for enhancing employee well-being and organizational productivity.

In Africa, organizational culture is increasingly recognized as a critical determinant of productivity, particularly in fast-growing economies (Muthama & Warui, 2021; Uzochukwu, et al., 2023). Study in Kenya highlight that leadership style and training opportunities significantly affect employee engagement and output (Muthama & Warui, 2021). Work-life balance and communication practices have also been shown to enhance satisfaction and reduce turnover rates in Nigeria banking sectors (Uzochukwu, et al., 2023).

In Ethiopia, the role of organizational culture is gaining attention as firms seek to improve employee performance amidst a dynamic economic landscape. Research by Jaleta, Kero

and Kumera (2019) revealed that reward and recognition programs directly impact on employee productivity in Ethiopian organizations. Yimam (2022) study suggest that training and development initiatives, coupled with effective communication, are pivotal for fostering innovation and meeting organizational goals.

The banking sector in Ethiopia faces unique challenges, including high competition and changing customer expectations. Abebe and Haile (2020) study suggest that a supportive work environment and effective leadership significantly enhance employee performance in Ethiopian banks. Furthermore, studies underscore that aligning organizational culture with employee needs fosters sustainable growth in Ethiopia's banking sector. Gudeta (2023) found that banks that prioritize employee-centric cultures, including supportive leadership and robust training programs, achieve higher productivity and customer satisfaction.

One of Ethiopia's major financial institutions, Bank of Abyssinia (BoA), is trying to maintain competitive advantage and improve employee performance. Banks have recently launched a new brand image and slogan "THE CHOICE FOR ALL" to become the best bank for customers, employees and shareholders. To realize this vision, the bank has prioritized the adoption of modern technologies such as virtual banking systems to improve employee productivity and enhance customer service satisfaction (BoA, 2024). Notably, the adoption of these technologies has increased employee productivity, which has become crucial to the bank's success.

This research tried to examine the impact of organizational culture on employee productivity at the Bank of Abyssinia, focusing on six dimensions: leadership style, work environment, reward and recognition, communication practices, training and development, and work-life balance.

1.2. Statement of the Problem

Employee productivity refers to the efficiency and quantity of work completed within a given time frame (Kaydos, 2020). It also includes the goods and services produced per unit of time, with increased productivity indicating higher output without compromising quality (Kaydos, 2020). Becker, et al (2018), suggest that investing in advanced technologies can boost employee productivity by increasing task execution rates and overall output. However, Hartnell, et al (2017), emphasize that labor is a crucial factor,

and increasing employee numbers can lead to increased costs, which must be carefully managed.

In today's competitive and globalized business environment, the cultural setting of the organization heavily influences organizational performance. Managers must broaden their understanding of their cultural context to ensure effective performance (Kumar, et al., 2024). Research has extensively examined organizational culture and its relationship to employee productivity (Chatman & Choi, 2022; Ojo, 2018; Agwu, 2014)..

Studies highlight that leadership style significantly impacts employee productivity. Transformational leadership, characterized by motivation, vision, and employee empowerment, enhances employee satisfaction and performance (Akdere & Egan, 2020). Research in Europe revealed that participative leadership styles positively correlate with team productivity by fostering collaboration and innovation (Alblooshi, et al., 2021). This underscores the universal importance of leadership in driving organizational success.

Conducive work environment and equitable reward systems are critical in sustaining productivity. In North America, a study by Al Sabei, et al (2020) found that well-structured workspaces and fair recognition significantly improve employee output. Similarly, Asia-Pacific research indicates that inclusive work environments and acknowledgment of employee contributions motivate staff to achieve organizational goals (Cooke, et al., 2019). Without these, employees often exhibit low commitment and performance, showcasing their global relevance in shaping productivity.

African studies emphasize the growing need for work-life balance in enhancing employee productivity. Research in Nigeria and South Africa suggests that organizations offering flexible work schedules and family-friendly policies report higher employee satisfaction and performance (Ngozi & Chinelo, 2020; Akobo & Stewart, 2020). These findings align with global trends, highlighting that prioritizing work-life balance is essential for maintaining a productive workforce in Africa.

Several authors have studied employee productivity and organizational culture in various contexts in Ethiopia. For example, Gebretsadik (2022) examined the impact of organizational culture on public higher educational institutions in Ethiopia, identifying leadership style and communication as critical factors for institutional effectiveness. However, the study focused on the public education sector, leaving a gap in understanding how these findings apply to the banking industry. Similarly, Mesfin et al.

(2020) explored the relationship between perceived organizational culture and job satisfaction in primary hospitals, emphasizing work environment and reward systems. While relevant, the healthcare context may not directly translate to financial institutions.

In addition, Engida et al. (2022) investigated the mediating role of organizational culture in employees' readiness to change within Ethiopian businesses, highlighting the importance of change leadership. However, the study's focus on change readiness overlooks how organizational culture impacts performance appraisals specifically. Niguse (2019) analyzed the effects of organizational culture on turnover intention, mediated by job satisfaction, in the Oromia Forest and Wildlife Enterprise. Although insightful, this research does not address productivity metrics.

In addition, Shiferaw (2022) investigated the impact of human resource management practices on employee performance at Bule Hora University, identifying training and leadership as critical contributors. While this study provides valuable understandings into education, it overlooks the nuanced dynamics of organizational culture in the banking sector. Similarly, Yimam (2022) examined the role of training on employee performance at Bahir Dar University, emphasizing the importance of continuous development programs. However, the exclusive focus on training leaves gaps in understanding the broader cultural factors affecting productivity.

Moreover, Gede and Huluka (2024) explored the effects of employee engagement on organizational performance in Ethiopian public universities, revealing the importance of communication and recognition in driving engagement. Despite its relevance, the study's scope did not include performance appraisal scores or the banking industry context. These research gaps highlight the need for a comprehensive analysis of organizational culture's dimensions (leadership, work environment, rewards, communication, training, and work-life balance) within the Ethiopian banking sector to better understand their impact on employee productivity.

The Ethiopian private banks sector faces numerous challenges, including a shortage of skilled professionals, high operating costs, intense competition, regulatory complexities, inadequate infrastructure, limited financial inclusion, corruption, and currency volatility (Hana, 2019). To remain competitive and sustainable, the sector must be innovative, adaptable, and resilient, addressing organizational culture disruption (Hana, 2019).

The researcher, with four years of experience at the Bank of Abyssinia, has observed issues in the organization's cultural practices, including inconsistent communication, and insufficient reward and recognition systems. These factors have reduced morale, engagement, and productivity among staff. Due to the above stated problems the researcher would want to study and fill the above mentioned research gaps by analyze the impact of organizational culture on employee productivity by considering the key aspects of organizational culture (leadership style; work environment; reward and recognition; communication practices; training and development; work-life balance) in Bank of Abyssinia.

1.3. Objective of the Study

1.3.1. General Objective of the Study

The general objective of the study is to examine the impact of organizational culture on employee productivity at the Bank of Abyssinia, Addis Ababa.

1.3.2. Specific Objectives

The general objective is break down into specific goals as follow

1. To examine the impact of leadership style on employee productivity at the Bank of Abyssinia.
2. To evaluate the influence of the work environment on employee productivity at the Bank of Abyssinia.
3. To assess the effect of reward and recognition practices on employee productivity at the Bank of Abyssinia.
4. To analyze the role of communication practices in enhancing employee productivity at the Bank of Abyssinia.
5. To investigate the contribution of training and development programs to employee productivity at the Bank of Abyssinia.
6. To explore the relationship between work-life balance and employee productivity at the Bank of Abyssinia.

1.4. Research Questions

This study tried to answer the following research questions

1. How does leadership style impact employee productivity at the Bank of Abyssinia?
2. What is the influence of the work environment on employee productivity at the Bank of Abyssinia?
3. How do reward and recognition practices affect employee productivity at the Bank of Abyssinia?
4. What role do communication practices play in enhancing employee productivity at the Bank of Abyssinia?
5. How do training and development programs contribute to employee productivity at the Bank of Abyssinia?
6. What is the relationship between work-life balance and employee productivity at the Bank of Abyssinia?

1.5. Significant of the Study

The study on the impact of organizational culture on employees' productivity at the Bank of Abyssinia, specifically in Addis Ababa, has the following significant implications:

This study holds significant value for the management of the Bank of Abyssinia as it provides insights into how various dimensions of organizational culture—such as leadership style, communication practices, reward systems, and work-life balance—impact employee productivity. By understanding these relationships, the management can identify strengths and areas for improvement within the organization's culture. The findings will enable the Bank to implement targeted strategies to enhance employee engagement, satisfaction, and performance, ultimately driving organizational success.

For policymakers, the study serves as a critical resource in formulating and implementing policies that promote a positive organizational culture across the banking sector. Policymakers can utilize the findings to develop frameworks and guidelines that encourage effective leadership, equitable reward systems, and a healthy work environment. These policies can not only improve productivity within financial institutions but also contribute to the broader economic development of the country by fostering a thriving and sustainable banking sector.

Lastly, this study lays a foundation for future research on the impact of organizational culture on employee productivity, particularly in the context of Ethiopian financial institutions. Researchers and academics can build on the findings to explore other aspects of organizational culture, such as diversity and inclusion or technological adaptation, and their influence on productivity. Additionally, this study can serve as a reference for comparative analyses across different industries or geographic regions, contributing to the growing body of literature in organizational behavior and management studies.

1.6. Scope of the Study

The study's scope is limited to analyzing the effect of organizational culture on employee's productivity of Bank of Abyssinia. The study conceptual, geographic and methodological scopes were presented here below.

The conceptual scope of this study involves an investigation into the impact of organizational culture on employee productivity in Bank of Abyssinia. Organizational culture is realized through six dimensions namely leadership style, work environment, rewards and recognition, communication practices, training and development, and work-life balance. These aspects act as independent variables while employee productivity acts as the dependent variable.

Geographically, the scope of the study was limited to the branches of Bank of Abyssinia located in Addis Ababa. Taking into account all employees of Bank of Abyssinia in this study would have been complicated and unmanageable in terms of expansion, therefore, the study focused only on employees currently working in Bank of Abyssinia branches in the city of Addis Ababa.

The methodological scope involves a descriptive survey and explanatory research design and also used mixed-methods approach that integrates quantitative and qualitative research. Quantitative data were collected using structured questionnaires with both closed-ended and Likert-scale questions to measure the variables' relationships. Descriptive and inferential statistics, including correlation and regression analysis, were used to analyze the quantitative data. Qualitative data, derived from open-ended questions, were analyzed through narrative techniques to capture participants' subjective experiences and perspectives. The study employed multi-stage sampling techniques, purposively selecting two districts with the largest branches and employees and then

applying stratified and random sampling to ensure representation. The combination of data collection methods and analysis tools allowed for a robust examination of the research questions, providing both statistical evidence and in-depth insights to support the study's objectives.

1.7. Limitation of the Study

The limitation encountered during data collection was some respondents not willing to provide his/her own last quarter performance evaluation result. To mitigate this issue, the researchers employed various techniques. The researcher utilized anonymized surveys to ensure the confidentiality of responses, creating a safe space for participants to provide honest feedback without fear of repercussions. Additionally, the researcher framed questions in a neutral and non-leading manner to minimize bias and encourage authentic responses.

1.8. Operational Terms and Definitions

Organizational Culture refers the system of shared values, beliefs, and practices within the Bank of Abyssinia that shapes employees' attitudes and behaviors.

Employee Productivity refers the measurable output or performance level of employees in achieving organizational objectives effectively and efficiently.

Leadership Style refers the methods and strategies employed by leaders to motivate, guide, and manage employees within the organization.

Work Environment refers the physical and social conditions under which employees perform their job roles, including workplace infrastructure and interpersonal dynamics.

Reward and Recognition refers the mechanisms used by the organization to acknowledge and reward employee contributions, including bonuses, promotions, and verbal recognition.

Communication Practices refers the formal and informal processes through which information is exchanged within the organization, impacting collaboration and decision-making.

Training and Development refers the Organizational efforts to enhance employee skills and knowledge through structured learning opportunities and professional growth programs.

Work-Life Balance refers the equilibrium employees maintain between work responsibilities and personal life, influenced by organizational policies and practices.

Job Performance refers the effectiveness and efficiency with which employees complete their tasks and meet performance goals set by the organization.

Employee Engagement refers the emotional commitment and enthusiasm employees exhibit toward their job roles and the organization, influencing overall productivity.

1.9. Organization of the Study

The paper is organized into five chapters. The first chapter is dedicated to research, approval of issues, research goals, research size, value of research, and research restrictions. Chapter two presents a review of related literature. Chapter three describes the research methodology. The fourth chapter consists of the analysis and interpretation of the data and discusses the results of the study. The last chapter contains the conclusion and recommendations for the study.

CHAPTER TWO

RELATED LITERATURE REVIEW

This chapter provides an overview of key topics related to organizational culture and employee performance. It is mainly divided into three parts, namely: theoretical reviews of literatures, empirical review and conceptual framework of this thesis.

2.1. Theoretical Reviews of Literatures

2.1.1. Definitions and Key Concepts

2.1.1.1. Organizational Culture

Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and interactions of members within an organization (Schein & Schein, 2016). Scholars have described it as the “social glue” that binds an organization together, providing stability and guiding decision-making processes. According to Akpa, et al (2021), organizational culture exists at three levels: artifacts, espoused values, and basic underlying assumptions, which collectively influence how employees perceive and respond to their work environment. Soomro and Shah (2019) emphasize that organizational culture plays a critical role in shaping performance, innovation, and employee satisfaction.

Organizational culture encompasses the shared beliefs and values that influence employee behavior and drive organizational performance (Paais & Pattiruhu, 2020). It serves as a guiding framework that aligns employee efforts with organizational goals, as highlighted by Tan (2019), who emphasize its role in recognizing contributions and clarifying objectives.

2.1.1.2. Employee Productivity

Employee Productivity refers to the efficiency and effectiveness with which employees perform their tasks and contribute to the achievement of organizational goals (Ana & Vilas, 2024). Similarly, Mahapatro (2021) highlight that employee productivity is influenced by various factors such as motivation, skill levels, work environment, management practices, etc. Understanding and increasing productivity requires a holistic consideration of these factors to improve both individual and organizational performance.

Employee productivity is a critical measure of organizational performance, reflecting the efficiency and effectiveness with which employees perform their tasks and responsibilities. It can be defined as the output produced by an employee in relation to the inputs utilized, typically assessed in terms of both the quantity and quality of work completed over a specific timeframe (Koc, 2020). The output encompasses tangible results such as completed tasks, projects delivered, or sales generated while the input refers to the time, resources, skills, and effort invested by the employee in their work.

Employee productivity is not solely about the volume of work; quality plays a vital role, as high-quality output signifies greater productivity even if it occurs at a lower quantity. Efficiency is another crucial component, focusing on the optimal use of resources to achieve maximum output with minimal waste (Mufraïni, et al., 2021). Various contextual factors, including organizational culture, work environment, managerial support, training and development opportunities, and employee motivation, can significantly influence productivity levels (Powell, et al., 2021). Thus, understanding and fostering employee productivity is vital for organizations aiming to enhance performance and achieve their strategic goals.

Employee productivity is a crucial aspect of modern work culture, defined as the conversion of inputs like human resources, money, and time into outputs (Adeinat & Kassim, 2019). Various studies highlight the challenges organizations face in understanding employee attitudes in today's dynamic environment. The concept of employee productivity, which is multidimensional, is linked to factors such as motivation, work-life balance, work environment, internet use, the service profit chain, and compensation (Yunus & Ernawati, 2017). Consequently, organizations are increasingly focused on strategies to enhance employee productivity.

2.1.2. Theoretical Framework

Theoretical frameworks provide valuable insights into understanding and addressing complex organizational dynamics. The following sections presented Schein's Organizational Culture Model, Maslow's Hierarchy of Needs related to work-life balance and motivation, Leadership Theories, Two-Factor Theory related to reward and recognition and Social Exchange Theory related to communication and collaboration.

2.1.2.1. Schein's Organizational Culture Model

Schein's organizational culture model provides a comprehensive framework for understanding organizational culture by dividing it into three levels: artifacts, espoused values, and underlying assumptions (Schein, 2010). Artifacts are visible elements of culture that are easily identifiable, such as office design, dress codes, and observable behaviors, but are difficult to interpret without deeper analysis. On the other hand, stated values include explicitly stated beliefs and norms that guide organizational behavior. These values often reflect leadership priorities and serve as guiding principles for the organization. However, the deepest and most deeply rooted layer of culture lies in the underlying assumptions, which are unconscious beliefs and perceptions that determine how organizational members think, feel, and behave. Shane (2010) emphasizes that understanding these assumptions is essential to solving organizational problems and facilitating cultural alignment.

Research applying Schein's model highlights its effectiveness in diagnosing and transforming organizational culture. Assoratgoon and Kantabutra (2023) utilized this framework to identify cultural misalignments in organizations undergoing change, finding that alignment between artifacts, values, and assumptions significantly impacts organizational performance. Moreover, Schein's model has been applied in various industries to enhance employee engagement and productivity by fostering a culture that aligns with strategic objectives. As organizations navigate complex environments, the model's holistic approach provides a robust tool for understanding cultural dynamics and implementing targeted interventions to drive success.

2.1.2.2. Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs posits that human motivation is driven by a progression of needs, ranging from basic physiological requirements to self-actualization (Maslow, 1954). In the context of work-life balance, the model underscores the importance of meeting lower-level needs, such as financial stability and job security, before addressing higher-level psychological and self-fulfillment needs. Organizations that support employees in achieving work-life balance often enhance motivation by addressing these needs holistically.

Contemporary studies affirm the relevance of Maslow's theory in workplace settings. A study by Messmann, et al (2022) demonstrated that workplaces addressing employees'

basic and psychological needs experience higher levels of intrinsic motivation and job satisfaction. Similarly, work-life balance initiatives rooted in Maslow's framework have been linked to improved employee well-being and organizational commitment (Hale, et al., 2019). By aligning workplace practices with Maslow's hierarchy, organizations can create an environment that not only motivates employees but also promotes sustainable performance.

2.1.2.3. Leadership Theories

Leadership transformation and transaction theory are in contrast to additional approaches to leadership. Leadership and transformed leadership, such as Burns (1978), focus on inspiration and motivation of employees, achieve extraordinary results, deal with higher value, and aim for organizations and individuals. Adjust your goals. This style emphasizes vision, intellectual stimulation, and individual attention, encouraging creativity and innovation. In contrast, transactional leadership relies on a system of rewards and punishments to ensure compliance and effectiveness. It focuses on clearly defined roles, task assignments, and performance monitoring to maintain stability and productivity (Swan, 2023).

Empirical research highlights the benefits of combining these leadership styles to enhance organizational performance. A study by Dwivedi and Chaturvedi (2020) found that transformational leadership is strongly associated with employee satisfaction and organizational effectiveness, while transactional leadership excels in maintaining operational efficiency. In dynamic environments, leaders who blend transformational inspiration with transactional structure are better equipped to navigate challenges, foster resilience, and drive long-term success (Donkor, et al., 2022). These theories provide valuable insights into how leadership strategies can be tailored to meet diverse organizational needs.

2.1.2.4. Two-Factor Theory

Herzberg's two-factor theory distinguishes between hygiene and motivating factors and emphasizes their influence on job satisfaction and motivation (Herzberg, 1966). Hygiene factors, such as compensation, working conditions, and company policies, are necessary to prevent dissatisfaction but do not inherently motivate employees. On the contrary, motivators, including achievements, recognition and opportunities for growth, directly increase satisfaction with work and contribute to the involvement of employees. Herzberg

theory emphasizes the importance of remuneration and recognition programs as motivators that contribute to internal motivation and coordinate the efforts of employees with organizational goals..

Recent studies validate Herzberg's theory in modern workplace contexts. For instance, a study by Rai et al. (2021) demonstrated that recognition significantly improves employee morale and productivity. Similarly, reward systems designed to acknowledge individual and team achievements have been linked to higher retention rates and organizational loyalty (Thant & Chang, 2021). Organizations leveraging Herzberg's insights can craft balanced strategies that address hygiene factors to ensure satisfaction while implementing robust recognition programs to enhance motivation and performance.

2.1.2.5. Social Exchange Theory

Social Exchange Theory, introduced by Homans (1961), posits that relationships are built on reciprocal exchanges of resources and benefits, fostering trust and commitment over time. In organizational contexts, this theory highlights the role of effective communication and collaboration in strengthening employee relationships. Transparent communication practices and mutual support among team members create a sense of fairness and reciprocity, which are foundational for positive workplace dynamics. Employees who perceive a fair exchange of effort and recognition are more likely to collaborate effectively and contribute to organizational success.

Research supports the application of Social Exchange Theory in promoting organizational collaboration. For example, Meira and Hancer (2021) found that organizations emphasizing reciprocity through open communication and team-based incentives experience higher levels of employee trust and cooperation. Similarly, collaborative work environments fostered by this theory have been linked to increased innovation and problem-solving capabilities (Zhao & Detlor, 2023). By applying the principles of Social Exchange Theory, organizations can create a culture of mutual respect and collaboration, driving collective success.

2.1.3. Key Aspects of Organizational Culture

This section presents key aspects of organizational culture particularly leadership style, work environment, reward and recognition, communication practices, training and development as well as work-life balance.

2.1.3.1. Leadership Style

Leadership style significantly influences organizational culture and performance outcomes. Transformational leadership, characterized by inspiration and vision, has been associated with fostering a positive organizational culture that enhances employee engagement and innovation (Lasrado & Kassem, 2021). Monje-Amor, et al (2020) study indicated that leaders who prioritize collaboration and empowerment create environments conducive to higher job satisfaction and productivity. Conversely, transactional leadership, which focuses on structure and rewards, has been linked to improved task performance and efficiency in stable settings (Alrowwad, et al., 2020). These findings underscore that leadership styles align differently with organizational objectives, impacting both individual and collective performance.

Recent research highlights the dynamic role of leadership in shaping organizational culture and achieving performance goals. Nguyen and Luu (2019) found that transformational leadership fosters innovation-driven cultures, which are critical for organizational adaptability in volatile markets. Similarly, Alwali and Wafaa (2022) demonstrated that leadership styles emphasizing trust and emotional intelligence positively affect employee commitment and organizational resilience. These studies affirm that leadership style is a critical driver of cultural and performance outcomes, requiring alignment with organizational priorities and workforce needs.

2.1.3.2. Work Environment

The work environment is a critical dimension of organizational culture that directly affects performance outcomes. A positive work environment, characterized by safety, inclusivity, and supportive relationships, fosters employee well-being and productivity (Kossek & Lautsch, 2019). Physical factors such as ergonomics, lighting, and workspace design, alongside psychological factors like mutual respect and autonomy, play a significant role in shaping workplace experiences (Gonzalez & Garazo, 2021). Organizations that prioritize a supportive work environment typically experience lower turnover rates, higher morale, and improved operational efficiency.

Empirical studies reinforce the connection between work environment and performance. For instance, a study by Hafeez, et al (2019) found that a favorable work environment enhances employee satisfaction, motivation, and performance across industries. Furthermore, Usman (2021) demonstrated that work environments promoting autonomy

and team collaboration contribute significantly to organizational innovation and success. These findings emphasize that cultivating a healthy work environment is a strategic imperative for organizations aiming to maximize performance outcomes.

2.1.3.3. Reward and Recognition

Reward and recognition are pivotal in shaping organizational culture and driving performance outcomes. Herzberg's Two-Factor Theory highlights that recognition serves as a motivator that fosters intrinsic satisfaction and aligns employee efforts with organizational goals (Herzberg, 1966). Monetary rewards, performance bonuses, and non-monetary recognition such as appreciation and career advancement opportunities are instrumental in enhancing employee morale and engagement (Noorazem, et al., 2021). Organizations that prioritize effective reward systems often report improved employee retention and productivity.

Recent studies corroborate the significant impact of reward and recognition on organizational performance. For example, a study by Sharma and Sharma (2020) demonstrated that recognition programs tailored to individual contributions lead to higher levels of employee loyalty and innovation. Similarly, Ahmed et al. (2022) found that transparent and equitable reward systems positively influence team dynamics and overall organizational efficiency. These findings affirm the importance of strategically designed reward mechanisms in fostering a high-performing organizational culture.

2.1.3.4. Communication

Effective communication practices are essential for fostering a positive organizational culture and driving performance outcomes. Transparent communication builds trust, reduces misunderstandings, and ensures alignment with organizational goals (Maidiyanto, et al., 2021). Open communication channels and regular feedback mechanisms enhance collaboration, employee engagement, and decision-making efficiency (Hee, et al., 2019). Organizations that prioritize clear and inclusive communication typically experience higher levels of innovation and adaptability.

Empirical evidence underscores the importance of communication in achieving performance outcomes. For instance, a study by Welch (2020) found that organizations with robust internal communication practices report higher employee satisfaction and organizational agility. Additionally, Pongton and Suntrayuth (2019) demonstrated that

participative communication strategies enhance team cohesion and operational effectiveness, particularly in diverse and global teams. These findings highlight the role of communication in fostering an adaptive and performance-oriented organizational culture.

2.1.3.5. Training and Development

Training and development are integral components of organizational culture that significantly influence performance outcomes. By investing in continuous learning and skill development, organizations not only enhance employee capabilities but also foster a culture of innovation and adaptability (Laing, 2021). Training programs aligned with strategic goals ensure employees are well-equipped to meet evolving job demands, leading to improved productivity and job satisfaction (Vincent, 2020).

Recent studies affirm the critical role of training in driving organizational success. For example, a study by Rahman et al. (2022) found that training programs emphasizing technical and soft skills significantly enhance individual and team performance. Similarly Karim et al (2019) highlighted that organization prioritizing employee development report higher retention rates and competitive advantage. These findings demonstrate the pivotal role of training and development in cultivating a high-performing workforce.

2.1.3.6. Work-Life Balance

Work-life balance is a key dimension of organizational culture that directly affects employee well-being and performance outcomes. Providing flexible work schedules, remote work opportunities, and wellness programs helps employees manage personal and professional responsibilities, reducing stress and burnout (Tamunomiebi & Oyibo, 2020). Organizations that foster work-life balance experience enhanced employee satisfaction, loyalty, and productivity (Adnan Bataineh, 2019).

Recent research highlights the strategic importance of work-life balance initiatives in achieving performance outcomes. For instance, a study by Roopavathi and Kishore (2021) found that employees with better work-life balance exhibit higher job performance and organizational commitment. Additionally, Meenakshi et al. (2020) demonstrated that work-life balance practices are strongly correlated with reduced turnover intentions and enhanced creativity in the workplace. These findings underscore the value of integrating

work-life balance into organizational culture to achieve sustainable performance outcomes.

2.2. Reviews Empirical Studies

Earlier studies have shown that there is a link between organizational culture and employee performance. The following section presents a review of studies on organizational culture and employee Productivity in the global and Ethiopian contexts.

2.2.1. Employee Productivity Global Context

2.2.1.1. Leadership and Employee Productivity

Suhartanti and Prasetyanto (2022) examine the role of servant leadership in enhancing employee productivity, considering mediating and moderating factors. The study, published in the *International Journal of Productivity and Performance Management*, employs a quantitative approach to assess the impact of servant leadership on employee motivation, job satisfaction, and overall work performance. The findings indicate that servant leadership significantly contributes to employee productivity by fostering a supportive work environment and empowering employees. Furthermore, organizational culture is identified as a moderating factor, influencing the effectiveness of servant leadership. The study suggests that organizations prioritizing servant leadership practices are more likely to experience higher employee engagement and productivity levels.

Ward (2019) explores leadership strategies that enhance employee productivity within the banking industry. The study adopts a qualitative research approach, utilizing case studies and interviews with banking executives to identify effective leadership practices. The findings reveal that transformational leadership, characterized by vision, inspiration, and personalized support, is instrumental in increasing productivity among banking employees. Additionally, Ward highlights the importance of goal-setting, performance-based incentives, and continuous professional development in improving employee efficiency. The study concludes that leadership strategies tailored to industry-specific challenges can significantly enhance workforce productivity and organizational success.

Nauman and Qamar (2018) investigate the relationship between ethical leadership and employee productivity in their study published in the *Journal of Management and Human Resource (JMHR)*. Using a survey-based quantitative methodology, the researchers assess how ethical leadership principles, such as fairness, integrity, and accountability, influence

employee performance. The results suggest that ethical leadership fosters trust, commitment, and job satisfaction, which, in turn, lead to increased productivity. The study also emphasizes the role of ethical workplace culture in sustaining long-term organizational performance. Nauman and Qamar conclude that organizations implementing ethical leadership frameworks can create a positive work environment that enhances employee engagement and productivity.

Singh (2015) analyzes the impact of different leadership styles on employee productivity within the Indian banking sector. The study, published in the *Journal of Knowledge Globalization*, employs a mixed-method approach, incorporating both survey data and case studies. The findings reveal that transformational and participative leadership styles are most effective in improving employee motivation and performance. Conversely, autocratic leadership negatively affects employee morale, leading to lower productivity levels. Singh emphasizes the need for leadership development programs that promote adaptive leadership styles to enhance productivity and job satisfaction in banking institutions. The study contributes to the growing body of literature on leadership effectiveness in financial organizations.

Yandi (2022) presents a literature review on the interconnected effects of leadership, organizational culture, and work environment on employee productivity. Published in the *International Journal of Advanced Multidisciplinary*, the study synthesizes findings from previous research to highlight key leadership attributes that drive productivity. The review suggests that transformational and servant leadership are most effective in fostering high-performance work environments. Additionally, Yandi identifies organizational culture and work environment as crucial mediators in the leadership-productivity relationship. The study underscores the importance of leadership adaptability in creating a conducive workplace that promotes efficiency and innovation.

The reviewed articles collectively emphasize the significant role of leadership in enhancing employee productivity across various organizational settings. While transformational and servant leadership styles emerge as the most effective approaches, ethical leadership also plays a crucial role in fostering trust and engagement. Additionally, industry-specific leadership strategies and organizational culture are critical factors influencing leadership effectiveness. These findings provide valuable insights for

organizations aiming to improve employee performance through leadership development initiatives.

2.2.1.2. Work Environment and Employee Productivity

Basit, et al. (2018) examine the combined effects of internal motivation and the work environment on employee productivity in their study published in *KnE Social Sciences*. Using a quantitative research approach, the study analyzes survey data from employees across various industries. The findings indicate that both intrinsic motivation and a conducive work environment significantly contribute to higher productivity levels. Specifically, factors such as workplace safety, organizational culture, and ergonomic workspaces play a crucial role in enhancing employee performance. The study underscores the importance of fostering a positive work environment to maximize employee engagement and efficiency.

Massoudi and Hamdi (2017) explore the direct impact of the work environment on employee productivity in their study published in the *IOSR Journal of Business and Management*. Adopting a descriptive research design, the authors assess key environmental factors such as workplace conditions, supervisory support, and employee well-being. The results suggest that an unfavorable work environment, characterized by excessive noise, inadequate resources, and lack of managerial support, leads to decreased employee performance and job dissatisfaction. Conversely, organizations that invest in improving workplace conditions experience increased productivity and employee retention. The study highlights the necessity for organizations to prioritize workplace improvements to enhance overall efficiency.

Prasetyo, et al (2021) investigate the interplay between workplace discipline and the work environment in determining employee productivity. Published in the *International Journal of Entrepreneurship*, the study employs a quantitative methodology, collecting data from Indonesian firms. The findings reveal that a structured work environment, coupled with clear workplace discipline policies, positively influences employee output. Factors such as well-defined job roles, supportive leadership, and employee recognition were found to enhance workplace productivity. The study concludes that organizations should integrate discipline-based policies with a conducive work environment to optimize employee performance.

Nishmitha (2024) examines the effect of the working environment on employee productivity within the Areca Leaf Bio Plates industry, as published in *AKSHARASURYA*. This study focuses on specific environmental factors, such as physical workspace conditions, safety measures, and employee satisfaction, in a niche manufacturing sector. The findings indicate that a well-maintained workplace, proper ventilation, and access to necessary resources significantly contribute to higher productivity levels. The study also highlights the psychological impact of a positive work environment, emphasizing that employees who feel safe and valued tend to exhibit higher job efficiency and lower absenteeism. The research suggests that companies should continuously assess and improve workplace conditions to sustain productivity gains.

The reviewed studies collectively highlight the significant influence of the work environment on employee productivity. While some studies emphasize physical workplace conditions, others explore factors such as discipline, motivation, and psychological well-being. The findings consistently suggest that organizations investing in a supportive and structured work environment experience improved employee performance and job satisfaction. These insights underscore the importance of workplace enhancements as a strategic approach to boosting productivity and organizational success.

2.2.1.3. Work Life Balance and Employee Productivity

Marecki (2023) explores the relationship between work-life balance, employee productivity, and well-being in the *Journal of Management and Financial Sciences*. The study employs a mixed-method approach, combining survey data and qualitative insights from employees across various industries. Findings indicate that employees with a well-maintained work-life balance exhibit higher job satisfaction, reduced stress, and increased productivity. Moreover, the research highlights the role of flexible work arrangements, such as remote work and flexible scheduling, in enhancing work-life balance. The study concludes that organizations implementing supportive work-life balance policies can significantly improve both employee well-being and overall productivity.

Ansari, et al (2015) conduct an empirical investigation into the impact of work-life balance on employee productivity in Pakistan's banking sector. Published in *Information and Knowledge Management*, the study utilizes a quantitative research approach, collecting data from banking professionals. Results indicate that long working hours, work-related stress, and lack of personal time negatively affect employee productivity.

The study emphasizes the importance of organizational policies that promote work-life balance, such as paid leave, wellness programs, and flexible working hours. The authors suggest that banks adopting employee-friendly work-life balance strategies experience lower turnover rates and higher performance levels.

Abioro, et al, (2018) examine work-life balance practices within Nigeria's university system and their effect on employee productivity. Published in the *Crawford Journal of Business & Social Sciences*, the study employs a survey-based quantitative methodology to assess how academic and non-academic staffs manage work-life conflicts. The findings reveal that employees who struggle to balance professional and personal responsibilities often experience burnout and reduced efficiency. However, institutions that implement work-life balance initiatives, such as reduced workloads, mental health support, and family-friendly policies, report higher employee motivation and productivity. The study recommends that universities prioritize work-life balance policies to enhance staff well-being and institutional performance.

The reviewed studies collectively highlight the significant influence of work-life balance on employee productivity across different sectors. The findings suggest that employees with a healthy balance between work and personal life demonstrate higher efficiency, job satisfaction, and lower stress levels. Key strategies for improving work-life balance include flexible work arrangements, wellness programs, and supportive organizational policies. Organizations that prioritize these initiatives can enhance employee well-being and overall productivity, leading to long-term organizational success.

2.2.1.4. Employee Productivity, Reward and Recognition

Kwarteng, et al, (2024) explore the impact of employee recognition and engagement on productivity, with a specific focus on the role of transformational leadership within Ghana Health Service. Published in *Current Psychology*, the study employs a quantitative research approach to examine how leadership influences recognition and engagement practices. Findings suggest that transformational leadership fosters a culture of appreciation, motivation, and commitment, leading to increased productivity among healthcare workers. The study highlights the importance of recognition programs that align with leadership strategies to maximize employee engagement and efficiency in service delivery.

Salman and Olawale (2021) investigate the relationship between reward systems and employee productivity in *Journal of Management and Social Sciences*. Conducted as a case study on Guaranty Trust Bank in Ilorin, Nigeria, the study adopts a mixed-method approach to assess how financial and non-financial rewards impact employee performance. The findings indicate that monetary incentives such as bonuses and salary increments significantly enhance motivation and productivity. Additionally, non-monetary rewards, including verbal recognition and career development opportunities, contribute to job satisfaction and long-term commitment. The authors recommend that organizations implement balanced reward systems to maximize employee efficiency and retention.

Faiqoh, et al., (2022) analyze the effects of reward and punishment policies on employee productivity in BPJS Health Kotabumi branch office. The study utilizes a survey-based quantitative methodology to assess how positive reinforcement (rewards) and corrective actions (punishments) influence work performance. The results reveal that well-structured reward systems enhance employee motivation, whereas punitive measures, when fairly implemented, help maintain discipline and efficiency. However, excessive reliance on punishment may create job dissatisfaction. The study concludes that organizations should emphasize reward-based motivation while using corrective actions as a secondary approach to maintaining high productivity levels.

Alam, Hassan, Bowyer, and Reaz (2020) examine the effects of wages and welfare facilities on employee productivity in *Australasian Accounting, Business and Finance Journal*. The study introduces work motivation as a mediating factor, arguing that fair compensation and employee benefits enhance productivity through increased motivation. The research employs a structural equation modeling approach, finding that both direct financial compensation and welfare-related benefits, such as healthcare and work-life balance initiatives, significantly impact productivity levels. The study emphasizes that organizations investing in both financial rewards and employee well-being initiatives experience higher performance and lower turnover rates.

The reviewed studies collectively emphasize the critical role of reward and recognition in enhancing employee productivity. While financial incentives remain a primary driver of motivation, non-monetary recognition and welfare benefits also contribute significantly to employee performance and job satisfaction. Additionally, leadership styles and

organizational policies influence the effectiveness of recognition programs. The findings suggest that organizations should implement comprehensive reward systems that integrate financial incentives, employee recognition, and workplace benefits to maximize employee engagement and productivity.

2.2.1.5. Employee Productivity, Training and Development

Mohammed, Mohammed, and Gana (2022) explore the role of training and development in enhancing employee productivity in modern workplaces. Published in the *African Journal of Management and Business Research*, the study employs a mixed-method approach to analyze how evolving training strategies impact workforce efficiency. Findings reveal that continuous learning, technological skill enhancement, and personalized training programs significantly improve employee performance. The study underscores the necessity for organizations to adopt dynamic and technology-driven training models to keep employees competitive and productive in a rapidly changing business environment.

Laing (2022) examines the impact of training and development on worker productivity at Ghana Ports and Harbours Authority. Published in the *International Research Journal of Business and Strategic Management*, the study employs a case study approach to assess how structured training programs influence performance in public sector organizations. The results indicate that well-designed training initiatives enhance employee competence, reduce errors, and improve service delivery. However, the study also highlights challenges such as budget constraints and inadequate training resources, suggesting that increased investment in employee development is essential for maximizing productivity in the public sector.

Mardikaningsih and Putra (2021) investigate the relationship between job training, job satisfaction, and employee productivity in *Studi Ilmu Sosial Indonesia Manajemen*. Using a quantitative approach, the study finds that employees who receive regular job training tend to report higher levels of job satisfaction, which in turn leads to increased productivity. The study suggests that organizations should integrate job satisfaction measures into their training programs to ensure that employees remain motivated and committed to their work. Moreover, it highlights the role of managerial support in fostering a learning-oriented work culture.

Ginting (2021) explores the effect of employee training on productivity at PT. Aryan Indonesia. Published in the *Journal of Research in Business, Economics, and Education*, the study employs a quantitative research design to measure the impact of different training methods on employee efficiency. Findings indicate that both on-the-job and off-the-job training contribute to skill development, job performance, and overall productivity. The study recommends that organizations implement continuous training programs tailored to specific job roles to maximize employee potential and workplace efficiency.

The reviewed studies collectively emphasize the significant role of training and development in enhancing employee productivity. Findings indicate that effective training programs improve job performance, increase job satisfaction, and reduce workplace inefficiencies. While private sector organizations benefit from dynamic and technology-driven training models, public sector institutions often face budgetary challenges that limit their training effectiveness. The studies suggest that organizations should prioritize structured and continuous employee development initiatives to ensure long-term productivity and competitiveness in the modern workplace.

2.2.1.6. Communication Practices and Employee Productivity

Ify (2024) explores the role of communication strategies in enhancing employee productivity in the *Global Journal of Social Sciences*. The study highlights the importance of clear, consistent, and transparent communication in improving workflow efficiency and employee engagement. Using a qualitative research approach, the findings indicate that organizations that adopt effective communication strategies—such as open-door policies, regular team meetings, and digital communication tools—experience higher productivity levels. The study concludes that fostering a communication-friendly environment enables employees to align with organizational goals, leading to improved performance.

Dutta et al. (2021) analyze the relationship between human communication and productivity in an organizational setting in *PloS One*. The study employs a data-driven approach, using computational models and network analysis to examine how communication patterns influence workplace efficiency. The findings suggest that frequent, well-structured communication among employees leads to increased collaboration, reduced misunderstandings, and improved task completion rates. However,

excessive communication without clear objectives can lead to inefficiencies and information overload. The study recommends that organizations establish structured communication channels to balance information flow and productivity.

Suknunan and Bhana (2022) investigate the influence of employee-manager relationships on performance and productivity in *Problems and Perspectives in Management*. The study emphasizes that effective communication between employees and managers fosters trust, motivation, and job satisfaction, ultimately leading to higher productivity. Through a mixed-method approach, the authors identify that managers who actively listen, provide constructive feedback, and encourage open dialogue contribute significantly to a more productive workforce. The study suggests that organizations should invest in leadership training to improve managerial communication skills, thereby enhancing employee performance.

Sadia, Salleh, Kadir, and Sanif (2016) examine the relationship between organizational communication and employee productivity, introducing new dimensions of effective communication flow in the *Journal of Business and Social Review in Emerging Economies*. The study categorizes communication into downward, upward, and horizontal flows, emphasizing that a well-structured communication system enhances employee engagement and efficiency. The findings suggest that organizations that encourage two-way communication, where employees feel heard and valued, experience higher job satisfaction and productivity. The study recommends that companies implement transparent communication policies to foster an inclusive and high-performing work environment.

The reviewed studies collectively highlight the crucial role of effective communication in enhancing employee productivity. Findings indicate that structured communication strategies, open employee-manager relationships, and efficient information flow positively impact workplace efficiency. While frequent communication is beneficial, excessive or unstructured interactions may lead to inefficiencies. Organizations are encouraged to develop clear, transparent, and well-managed communication frameworks to optimize employee engagement and performance.

2.2.2. Organizational Culture and Employee Productivity in Ethiopia

This section presents the organizational culture and employee productivity in Ethiopia.

2.2.2.1. Organizational Culture in Ethiopia

Organizational culture plays a significant role in shaping employee productivity in Ethiopia, with a growing body of research highlighting its impact on both individual and organizational performance. A positive organizational culture characterized by values such as trust, collaboration, and transparency can increase employee morale and motivation, which in turn enhances productivity. Gebretsadik (2022) found that public higher educational institutions in Ethiopia with a supportive organizational culture experienced higher levels of employee performance and effectiveness. This aligns with the notion that employees in institutions that promote a culture of respect and engagement are more likely to perform at their best.

Furthermore, recent studies in Ethiopia emphasize the relationship between organizational culture and employee job satisfaction, which is directly linked to productivity. Mesfin, Woldie, Adamu, and Bekele (2020) explored how a positive organizational culture in primary hospitals in the Jimma zone improved job satisfaction, leading to higher employee performance. A culture that encourages employee involvement, feedback, and recognition leads to job satisfaction, which ultimately enhances work productivity. This is particularly relevant in sectors such as healthcare, where employee satisfaction is crucial for high-quality service delivery.

In addition to job satisfaction, organizational culture also influences employee engagement, a key determinant of productivity. Gede and Huluka (2024) studied employee engagement in public universities in Ethiopia and found that a strong organizational culture significantly increased employee engagement, which directly improved overall organizational performance. This research underscores the importance of developing a culture that fosters employee involvement in decision-making and provides opportunities for personal and professional growth. Engaged employees are more committed to their roles, leading to higher productivity and improved outcomes for the organization.

2.2.2.2. Ethiopian Context on Employee Productivity

Ethiopia's rapid economic growth presents a complex landscape for employee productivity, shaped by various socio-economic factors. The study by Alemayehu and Demissie (2020) explores these dynamics within the Ethiopian labor market, highlighting that demographic trends, such as a young and expanding workforce, can both drive productivity and pose challenges. Additionally, socio-economic factors such as income levels, health access, and rural-urban migration influence employee engagement and retention. The research emphasizes that understanding these socio-economic determinants is crucial for developing targeted strategies to enhance productivity in state-owned enterprises, which are significant contributors to the Ethiopian economy.

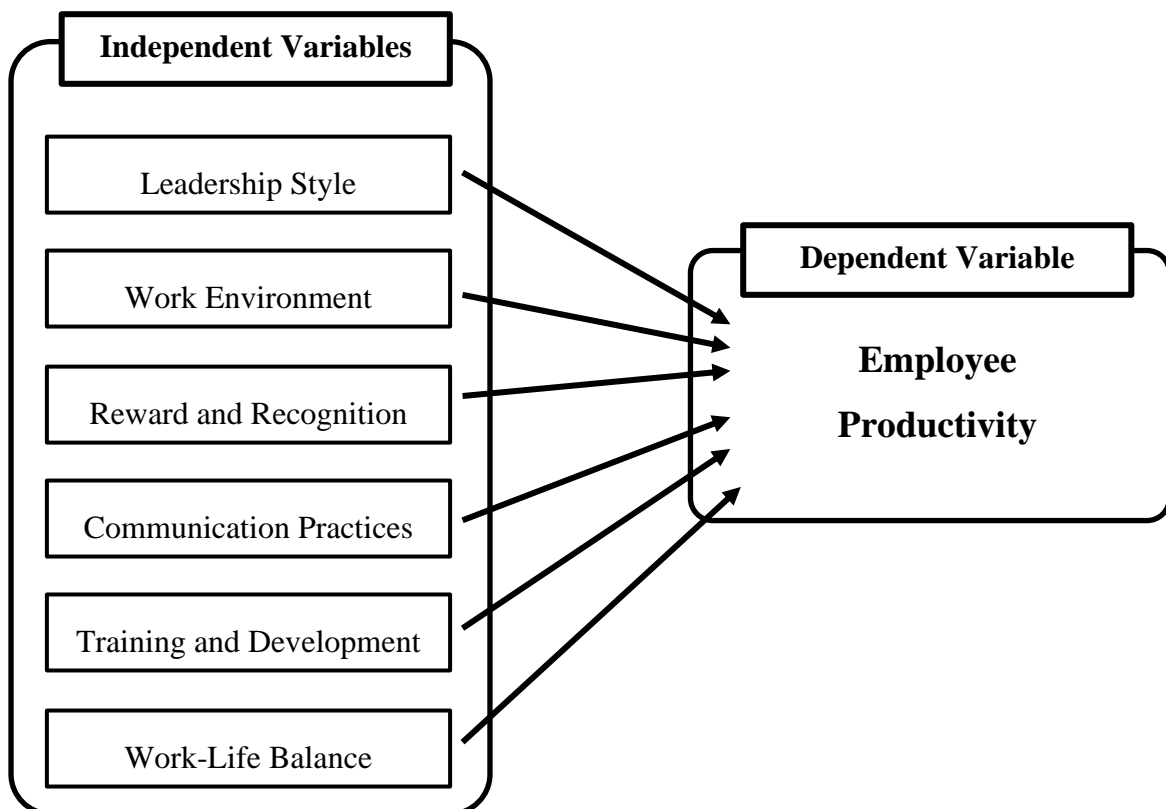
The Ethiopian government has proactively pursued policies aimed at boosting productivity, particularly in the manufacturing sector, which is central to its industrialization agenda. Tegegne (2018) discusses the impact of industrial policy and labor regulations on productivity outcomes, noting that the government's strategic focus on manufacturing is designed to create jobs and stimulate economic growth. Policies promoting foreign direct investment, infrastructure development, and technology transfer have been implemented to enhance competitiveness. However, the effectiveness of these policies depends on their alignment with labor regulations that ensure fair working conditions while encouraging productivity. The study highlights that while industrial policies have the potential to enhance productivity; their success is contingent upon effective implementation and the ability to adapt to changing economic conditions

The adoption of technology and comprehensive employee training programs emerge as critical factors in enhancing productivity. Research by Mekonnen and Bali (2021) underscores the importance of technological integration in Ethiopian enterprises, revealing that organizations leveraging digital tools and automation experience significant productivity gains. However, the effective implementation of technology is contingent upon a well-trained workforce capable of utilizing these tools effectively. The study suggests that training programs must be tailored to the specific needs of industries and should emphasize both technical skills and soft skills, such as problem-solving and adaptability. By investing in training and development, Ethiopian enterprises can foster a culture of continuous improvement, enabling them to better navigate the challenges of a competitive global market.

2.3. Conceptual Framework of the Study

According to Creswell (2009), a conceptual framework is a research tool designed to help researchers develop and communicate their awareness and understanding of the situation under study. The conceptual model explains the relationship between the key aspects organizational culture and employee productivity. In this model the key aspects organizational culture (six key aspects of organizational culture: leadership style; work environment; reward and recognition; communication practices; training and development; work-life balance) considered as independent variables and employee productivity as dependent variable. Figure 2.1 below illustrates the conceptual framework of this study.

Figure 2.1: Conceptual Framework of the study



Source: Adopted from Srikantharajah and Senathiraj (2013)

Leadership Style and Employee Productivity

Leadership style plays a crucial role in shaping employee productivity by influencing motivation, engagement, and job satisfaction. Transformational leadership, for example, inspires employees through vision and innovation, leading to higher productivity. On the

other hand, transactional leadership, which focuses on rewards and performance-based incentives, ensures that employees meet specific goals efficiently. Autocratic leadership may suppress creativity, whereas democratic leadership fosters a sense of ownership and collaboration, enhancing productivity. Effective leadership builds trust, provides clear direction, and empowers employees, ultimately driving better productivity.

H0: Positive association does not exist between leadership style and employee productivity.

H1: Positive association does exist between leadership style and employee productivity.

Work Environment and Employee Productivity

A positive work environment significantly contributes to employee efficiency and productivity. Factors such as workplace safety, organizational culture, availability of resources, and coworker relationships impact job satisfaction and motivation. A well-structured and comfortable work environment reduces stress, minimizes distractions, and enhances focus, leading to increased productivity. Conversely, a toxic or highly stressful environment can result in absenteeism, disengagement, and lower output. Organizations that prioritize a supportive and inclusive work culture create conditions where employees can thrive and perform at their best.

H0: Positive association does not exist between work environment and employee productivity.

H2: Positive association does exist between work environment and employee productivity.

Reward and Recognition and Employee Productivity

Employees are more likely to be productive when their efforts are acknowledged and rewarded. Monetary incentives, promotions, bonuses, and non-monetary recognition such as verbal appreciation or employee-of-the-month programs boost morale and motivation. When employees feel valued, they develop a stronger commitment to organizational goals and put in greater effort to achieve high performance. A lack of recognition, however, can lead to dissatisfaction and disengagement, reducing overall productivity. Organizations that implement effective reward and recognition systems create a culture of motivation and excellence.

H0: Positive association does not exist between reward and recognition and employee productivity.

H3: Positive association does exist between reward and recognition and employee productivity.

Communication Practices and Employee Productivity

Effective communication fosters collaboration, reduces misunderstandings, and enhances workflow efficiency, all of which contribute to employee productivity. Open and transparent communication channels enable employees to share ideas, seek clarification, and receive feedback, leading to better decision-making and problem-solving. Poor communication, on the other hand, creates confusion, increases errors, and hampers teamwork. Organizations that prioritize clear, two-way communication through meetings, emails, and digital platforms empower employees with the information they need to perform their tasks effectively and efficiently.

H0: Positive association does not exist between communication practice and employee productivity.

H4: Positive association does exist between communication practice and employee productivity.

Training and Development and Employee Productivity

Investing in employee training and development enhances skills, knowledge, and adaptability, directly improving productivity. Continuous learning opportunities, such as workshops, seminars, and mentorship programs, equip employees with the necessary competencies to perform their roles efficiently. Training also increases confidence, job satisfaction, and engagement, reducing employee turnover and errors. Organizations that prioritize professional development create a workforce that is capable, innovative, and prepared to meet evolving industry demands, leading to sustained high performance.

H0: Positive association does not exist between training and development and employee productivity.

H5: Positive association does exist between training and development and employee productivity.

Work-Life Balance and Employee Productivity

A healthy work-life balance reduces stress, prevents burnout, and enhances job satisfaction, ultimately leading to higher productivity. Employees who can effectively manage their personal and professional responsibilities are more engaged, motivated, and focused at work. Policies such as flexible work hours, remote work options, and wellness programs contribute to a balanced work-life dynamic, increasing employee retention and reducing absenteeism. Conversely, excessive workload and long working hours negatively impact mental and physical well-being, reducing efficiency and overall job performance. Organizations that support work-life balance create a sustainable and productive workforce.

H0: Positive association does not exist between work-life balance and employee productivity.

H6: Positive association does exist between work-life balance and employee productivity.

Each of the six key aspects of organizational culture—leadership style, work environment, reward and recognition, communication practices, training and development, and work-life balance—plays a crucial role in shaping employee productivity. When these factors are effectively managed, employees feel valued, motivated, and well-equipped to perform at their highest potential, ultimately leading to improved employee productivity.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter mainly deals about description of the study area, research design, and approach, type and sources of data, target population of the study, sample design, data collection instruments, method of data analysis, model specification and measurement of variables, reliability and validity of instruments as well as ethical considerations.

3.1. Description of the Study Area

Abyssinia Bank, created in 1906, is the oldest private bank in Ethiopia (NBE, 2016). Originally established under the Ethiopian Commercial Code of 1960 and the Banking Licensing and Supervision Proclamation No. 84/1994, the bank has a rich history. In 1915, the bank began issuing banknotes, funded by the British-owned National Bank of Egypt. However, since 1974, banks have become state -owned by the DERG government and merged with the Bank of Ethiopia. In 1996, the bank was restored as a private action company and celebrated its 90th anniversary (NBE, 2016).

According to the BoA report (2024), it has experienced significant growth, with its paid-up capital increasing from ETB 50 million to ETB 20,419,148,035. The bank's total assets have also grown to ETB 218.53 billion. The bank operates through its 928 branches, serving over 13.1 million customers and more than 11,500 employees.. The bank's financial services are supported by a well-structured system, which is connected through the T-24 core banking system. The bank also has 1429 ATM machines, 33 virtual banking centers, and over 2160 POS machines placed across various locations. This allows customers to access their accounts from anywhere at any time. The bank's commitment to providing high-quality financial services to its customers has driven its growth and success.

3.2. Research Design and Approach

This section presented the research design and approach used in this study.

3.2.1. Research Design

To obtain data relevant for investigation of the impact of organizational culture on employee productivity, the researcher employed both descriptive and explanatory research design. The descriptive survey research design enables to discuss and answering

the why, what, and how questions and describe the state of affairs as it exists at present (Pandey & Pandey, 2021). This study employed explanatory research design to show the causal relations between the dependent variable (employee productivity) and the independent variables (leadership style; work environment; reward and recognition; communication practices; training and development; work-life balance) and measured the effects of each dimensions on employee productivity using correlation and regression analysis.

3.2.2. Research Approach

This research adopted both quantitative and qualitative research in order to acquire an in-depth understanding of facts and reasons of the occurrence. Therefore, the research used mixed method. Using a mixed-method approach provides a comprehensive understanding of the research problem by integrating the strengths of both quantitative and qualitative methodologies. Quantitative methods offer the ability to measure variables, test hypotheses, and generalize findings across populations, while qualitative methods provide in-depth insights into participant experiences, emotions, and contexts (Nayak & Singh, 2021). This integration allows researchers to address complex research questions more effectively, capturing both numerical trends and the underlying reasons behind them (Pandey & Pandey, 2021).

3.3. Study Population and Sampling Design

3.3.1. Population of the Study

According to Kitchenham (2002) a population refers to the group or individuals that a survey targets. In other words, populations consist of those individuals who are capable of answering the survey questions, and the results of the survey are relevant to them. The target audiences of this study were branch managers, business managers, operational managers, junior officers, audit and Branch banking officers (BBO). Therefore, the researcher assessed the opinion of these staffs and district heads of BOA towards the impact of their organization culture on the productivity of the employee.

According to Bank of Abyssinia (2024) information, currently the bank has 928 branches operates across the country. The Bank of Abyssinia consists of employees working in the bank's 293 branches located in Addis Ababa. These branches are organized into five districts: Central, East, West, North, and South.

Table 3.1: Population of the study

Districts	Number of Branches		Number of Employee	
	<i>N</i>	%	<i>N</i>	%
Central	39	13.31	663	13.31
East	81	27.65	1377	27.65
West	72	24.57	1224	24.57
North	53	18.09	901	18.09
South	48	16.38	816	16.38
Total	293	100.00	4981	100.00

Source: Bank of Abyssinia (2024)

As indicated in Table 3.1, the total number of employees in these branches was 4,981. The distribution of branches and employees varies across the districts, with the East District accounting for the largest share, comprising 27.65% of the branches (81 branches) and employees (1,377 employees). In contrast, the Central District, while centrally located, represents the smallest share with 13.31% of the branches (39 branches) and employees (663 employees).

The remaining districts are fairly balanced, with the West District comprising 24.57% of the branches (72 branches) and employees (1,224 employees), the North District accounting for 18.09% (53 branches and 901 employees), and the South District representing 16.38% (48 branches and 816 employees). Therefore, the total population of this study is 4,981.

3.3.2. Sampling Technique

According to Mukherjee (2019) a sample size is a smaller set of the larger population. This study employed multi stage sampling technique to select district, branches and employees and presented as follow below.

District: Among the districts the researcher selected East district and West district by using purposive sampling techniques based on the number of branches. As indicated in Table 3.1, these districts have larger branches (81 east district and 72 west district) and employees (1,377 east district and 1,224 west district). Selecting districts with a larger number of branches and employees, such as the East and West districts, offers significant advantages for the study. These districts provide a broader and more diverse pool of data, which enhances the representativeness of the findings. A larger number of branches mean

that the study can capture variations in organizational culture, employee dynamics, and productivity across different operational setups. This diversity allows the researcher to draw more comprehensive conclusions about the relationship between organizational culture and employee productivity, ensuring that the findings are robust and applicable to various contexts within the bank.

Branches: As indicated in Table 3.1, there are 153 branches in East and West Addis Ababa districts. The researcher selected ten branches (five from each district) by using purposive sampling technique as indicated in Table 3.2. It is because of the homogeneity of branches. According the survey, there are 237 employees in these selected branches as indicated in Table 3.2.

Employee: The sample size of the employees was determined using sample size determining formula (Yamane, 1967) and computed as follows:

$$n = \frac{N}{1 + N \times e^2} = \frac{237}{1 + 237 \times (0.05)^2} = 148.822 \approx 149$$

Where: N is target group = 237, e is precision = 0.05 and n is sample size.

Table 3.2: Sample size of the study

No	Branches Name	District	Population	Sample Proportion	Sample Size (%)
1	BETHEL ADEBABAY	West	25	$25 \times (149/237) \approx 15.72$	16 (64%)
2	BETHEL	West	21	$21 \times (149/237) \approx 13.2$	13 (61.9%)
3	BETHEL NUMBER2	West	24	$24 \times (149/237) \approx 15.09$	15 (62.5%)
4	BETHEL SEFERE EYOR	West	23	$23 \times (149/237) \approx 14.46$	14 (60.9%)
5	BETHEL YEROM SEFER	West	23	$23 \times (149/237) \approx 14.46$	14 (60.9%)
6	BOLE CARGO	East	20	$20 \times (149/237) \approx 12.57$	13 (65%)
7	BOLE CORPORATE	East	27	$27 \times (149/237) \approx 16.97$	17 (63%)
8	BOLE DILDIY	East	25	$25 \times (149/237) \approx 15.72$	16 (64%)
9	BOLE MEDHANIALEM	East	24	$24 \times (149/237) \approx 15.09$	15 (62.5%)
10	BOLE MICHAEL	East	25	$25 \times (149/237) \approx 15.72$	16 (64%)
Total			237		149 (62.9%)

Source: Survey data, 2024

Finally, 149 employees were selected from each sampled branches by using stratified sampling and simple random sampling technique because they constitute a homogeneous group.

3.4. Types and Source of Data

This study used qualitative and quantitative data to achieve its objectives. The use of both qualitative and quantitative data in this research enhances the depth and breadth of understanding, enabling the study to achieve its objectives more effectively. Quantitative data provides measurable and statistically analyzable information that helps in identifying patterns, relationships, and generalizable outcomes. Conversely, qualitative data delves into the context, motivations, and lived experiences of participants, offering rich, detailed insights that quantitative data alone cannot capture. By combining these data types, researcher can triangulate findings.

In addition, this study used both primary and secondary source of data. The primary data was collected through questionnaires from the selected branch managers, business managers, operational managers, junior officers, audit and Branch banking officer (BBO). On the other hand, secondary data was collected from Bank of Abyssinia annual reports; Journal, articles and magazine. A clear benefit of using secondary data is that much of the background work needed has already been carried out or analyzed (Kumari, et al., 2023).

3.5. Data Collection Instruments

To achieve the objective of this study, the researcher used questionnaires to collect data in a study area. The questionnaire was partially adopted from Engida et al. (2022) questionnaire conducted on the effect of change leadership on employees' readiness to change: the mediating role of organizational culture. The standard questions were selected and items that did not directly related to any of the objectives of this research were changed, and questions were added.

The questionnaire comprised close-ended and open-ended questions used to collect data from branch managers, business managers, operational managers, junior officers, audit and Branch banking officer (BBO). The close-ended questions used respondents to select from predefined alternatives whereas open-ended questions used respondents to express their view. The questionnaire has two main sections. The first section consisted of seven closed-ended questions and one open-ended question aimed at collecting background information about the participants. The second section has seven sub sections each contained six closed-ended questions using a 5-point Likert scale format and two open-

ended questions focusing on different aspects of organizational culture and employee productivity. The content of questionnaire was prepared in English language.

3.6. Method of Data Analysis and Presentation

The quantitative data that was collected through questionnaire was encoded into a computer and then by using data processing computer programs particularly MS-Excel and Statistical Package for Social Sciences (SPSS) version 20 quantitatively the data was analyzed by using descriptive and inferential statistics. The descriptive tools namely percentage, frequency, mean and standard deviation were used. To look for patterns and relationship between the dependent variable and independent variables, inferential (correlation and regression analysis) analysis were employed and presented by using charts and tables.

On the other hand, the qualitative data collected through open-ended questions was analyzed through narrative analysis, focusing on participants' responses to capture their experiences, perspectives, and meanings. Key themes and insights were identified, organized, and presented as coherent narratives to complement the quantitative findings, providing deeper context and understanding of the study's objectives.

3.7. Model Specification and Measurement of Variables

3.7.1. Model Specification

The following model was used to conduct multiple regression analysis, which is necessary to test the impact of organizational culture dimensions on employee productivity. The research model is represented as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \varepsilon$$

Where: Y = Dependent variable (employee's productivity);

β_0 = constant

β_1 to β_6 = coefficient of the independent variables;

X_1 to X_6 X_1 to X_6 = independent variables and

ε = error term

3.7.2. Measurement of Variables

The closed ended questions in questionnaire were expressed using a 5-point Likert scale, which ranges from Strongly Agree (SA) to Strongly Disagree (SDA). Each point on the scale is assigned a corresponding value as follows: SA = 5, A = 4, N = 3, DA = 2, and SDA = 1. The researcher utilizes ordinal variable measurement, as this method is suitable for Likert scale questionnaires. This approach allows for a nuanced assessment of respondents' attitudes and perceptions regarding organizational culture and its potential impact on employee productivity.

3.8. Reliability and Validity of the Instruments

According to Sekaran (2003), reliability pertains to the degree to which an instrument consistently produces the same results across various trials. Validity, on the other hand, indicates how well the instrument measures what it is intended to measure. Consequently, the researcher assessed the instrument's reliability and validity, as detailed in the following sections.

3.8.1. Reliability of the Instrument

As noted by Kothari (2004), it is essential to verify the reliability of the research instrument by assessing whether it produces consistent results over multiple trials. This process also ensures that respondents comprehend the questionnaire's intent and aligns with the objective of determining if the instrument's items can effectively gather pertinent information.

Table 3.3: Reliability statistics result

Items	Cronbach's Alpha	N of Items
Communication	0.843	6
Training and Development	0.839	6
Work-Life Balance	0.807	6
Reward and Recognition	0.852	6
Work Environment	0.838	6
Leadership Style	0.865	6

Source: Survey data, 2024

To measure the instrument's consistency, the student researcher employed Cronbach's alpha coefficient. For this purpose, a pilot test was carried out at the Bole Atlas branch of the bank, which was not included in this study. Draft questionnaires were given to 20

employee selected from through simple random sampling. Once the completed questionnaires were collected, the reliability of the items was evaluated using the Cronbach's alpha method.

As shown in Table 3.3, all Cronbach's alpha values for the instrument are above 0.7. According to Gay, et al (2009) Cronbach's alpha result greater than 0.7 is considered acceptable. Therefore, it can be concluded that all items in this study are consistent and reliable.

3.8.2. Validity of the Instrument

Validity refers to how accurately an instrument measures what it claims to measure (Blumberg, Cooper, & Schindler, 2005). It indicates the truthfulness of the results. To ensure the instrument's validity, the researcher sent the questionnaire and interview guiding questions to my advisor. Based on the comments from the advisor, revisions were made to the instruments.

3.9. Ethical Consideration

The researcher addresses ethical considerations of confidentiality and privacy throughout the research process. A written guarantee is provided to respondents, assuring them that their names will not be revealed in the questionnaire or the research report. Additionally, participants receive a written description of the study, and informed consent is obtained prior to the survey. Participation in the study is strictly voluntary, and respondents are assured that their answers will be kept confidential and used solely for the purposes of this research. Finally, a copy of the final report can be made available to the organization upon request.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter mainly deals on the presentation, analysis, and interpretation of the data obtained using a variety of tools. The chapter was primarily divided into five sections. The first and second sections discuss the respondents' response rates and background of respondents, while the remaining sections analyze the study's findings in relation to its primary research questions.

4.1. Response Rate

This section presented the rate of response of the questionnaires. As indicated in Table 4.1, 149 questionnaires were distributed to the selected employees. The survey achieved a response rate of 95.30%, with 142 out of 149 distributed questionnaires being completed and returned.

Table 4.1: Rate of response

Status	Frequency	%
Distributed	149	100.00
Collected	142	95.30

Source: Survey, 2024

This exceptional response rate reflects a high level of respondent engagement and interest in the research topic. According to Morton et al. (2012), a response rate exceeding 90% is deemed acceptable in research, and this study's rate comfortably meets that criterion. With over 95% participation, the response rate is considered outstanding, indicating that most of the targeted participants were willing to contribute their insights on the subject. As a result, the response rate is both adequate and safe for analyzing and interpreting the data.

4.2. Demographic Profile of Respondents

Demographic variables (Age, Gender, Educational level and Experience and so on) were not considered as factor variable for the study however it helps to show the composition of the respondents that are included in this study. This section presents the demographic characteristics respondent.

Table 4.2: Characteristics of respondents

No	Variables	Category	N	%
1	Sex	Male	44	30.99
		Female	98	69.01
2	Age	20-30	41	28.87
		31-40	58	40.85
		41- 50	36	25.35
		above 51	7	4.93
3	Educational level	High School	0	0.00
		TVET	0	0.00
		Bachelor's Degree	93	65.49
		Master's Degree	49	34.51
4	Work Experience (in year)	Below 1 year	28	19.72
		1-3	18	12.68
		4-6	21	14.79
		7-9	51	35.92
		Above 10 Year	24	16.90
5	Working in Bank of Abyssinia	Below 1 year	29	20.42
		1-3	65	45.77
		4-6	20	14.08
		7-9	13	9.15
		Above 10 Year	15	10.56
6	Job Position	Branch Manager	6	4.23
		Business manager	7	4.93
		Operational managers	8	5.63
		Junior Officer	16	11.27
		Audit Officer	8	5.63
		Branch Banking Officer	97	68.31
7	Working in your current position	Below 1 year	66	46.48
		1-3	44	30.99
		4-6	7	4.93
		7-9	4	2.82
		Above 10 Year	21	14.79

Source: Survey, 2024

The gender composition of the respondents showed that 98 (69.01%) were female, while 44 (30.99%) were male. This indicates a predominance of female employees in the sample, reflecting a significant representation of women in the Bank of Abyssinia's workforce. This composition was crucial in ensuring that the study captured diverse perspectives, particularly how organizational culture impacts productivity across genders.

The respondents' ages ranged across four categories: 41 (28.87%) were aged 20–30 years, 58 (40.85%) were aged 31–40 years, 36 (25.35%) were between 41–50 years, and 7 (4.93%) were above 51 years. The largest group was employees aged 31–40, representing

mid-career professionals, while a smaller proportion represented older, more experienced individuals. This age distribution provided a balanced view of how organizational culture affects employees at different career stages, enhancing the study's comprehensiveness.

The majority of respondents, 96 (64.43%), held a Bachelor's degree, while 53 (35.57%) had a Master's degree. No respondents had only a high school education or TVET qualification. This high level of educational attainment suggested a skilled and qualified workforce, which may have influenced how employees perceived organizational culture and its impact on productivity. This composition ensured that insights came from individuals with the academic background to critically evaluate organizational practices.

Respondents' work experience varied widely: 29 (19.46%) had less than one year of experience, 21 (14.09%) had 1–3 years, 23 (15.44%) had 4–6 years, and 38 (25.50%) each had either 7–9 years or more than 10 years of experience. This diverse range of experience ensured that the study considered insights from both new hires and seasoned employees. Such variety enriched the understanding of how organizational culture impacts productivity across different levels of experience.

In terms of tenure, 29 (19.46%) respondents had been with the bank for less than a year, 66 (44.30%) for 1–3 years, 20 (13.42%) for 4–6 years, 15 (10.07%) for 7–9 years, and 19 (12.75%) for more than 10 years. The majority, being relatively new employees, provided insights into how organizational culture affects productivity during the initial years, while long-tenured employees contributed perspectives on sustained cultural influences over time.

Most respondents, 97 (65.10%), were Branch Banking Officers, followed by Junior Officers (21, 14.09%), Audit Officers (10, 6.71%), Operational Managers (8, 5.37%), Business Managers (7, 4.70%), and Branch Managers (6, 4.03%). This distribution showed a focus on operational-level employees, which helped the study explore the direct impacts of organizational culture on roles closely tied to day-to-day productivity.

Regarding tenure in their current positions, 66 (44.30%) had been in their roles for less than a year, 51 (34.23%) for 1–3 years, 7 (4.70%) for 4–6 years, 4 (2.68%) for 7–9 years, and 21 (14.09%) for over 10 years. The high proportion of employees with shorter tenure indicated that the study primarily captured perspectives from individuals adapting to their roles, providing valuable insights into how organizational culture influences productivity during transition periods.

This composition of respondents, across various demographics, ensured the study included diverse perspectives, enabling a thorough understanding of the relationship between organizational culture and employee productivity at the Bank of Abyssinia.

4.3. Descriptive Analysis and Discussion of Findings

This section deals about the influence of various factors related to organizational culture on employee productivity about Abyssinia Bank. The following sub sections presented the descriptive statistics of the data collected from respondents' related to organizational culture and employee productivity with respective discussions.

Table 4.3: Quantitative interpretation of 5-point Likert scale measurements

Likert-Scale Description	Likert-Scale	Likert Scale interval
Strongly disagree	1	1.00 - 1.80
Disagree	2	1.81 - 2.60
Neutral/Uncertain	3	2.61 - 3.40
Agree	4	3.41 - 4.20
Strongly agree	5	4.21 - 5.00

Source: Pimentel (2010)

The researcher conducted a descriptive analysis, encompassing means, standard deviation, and frequencies. The interpretation of the means, as outlined in Table 4.3, is delineated thus: Strong disagreement corresponds to a point range of 1.00 - 1.80, disagreement spans from 1.81 to 2.60, neutrality falls between 2.61 and 3.40, agreement ranges from 3.41 to 4.20, and strong agreement encompasses the point range of 4.21 - 5.00 (Pimentel, 2010).

4.3.1. Leadership Style

Leadership style significantly impacts employee motivation, engagement, and performance (Agarwal, 2020). Lasrado and Kassem (2021), emphasize that transformational and participative leadership styles foster a positive work environment and enhance employee output, making it imperative to analyze its role within the Bank of Abyssinia's organizational framework. This section explores the findings and discussion on employees' responses to the leadership style at the Bank of Abyssinia, a critical dimension of organizational culture influencing productivity.

Table 4.4: Response on the leadership style

Item No	Question Related to Leadership Style	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	SD
1	Leadership at my workplace positively influences my productivity.	18	16	15	21	72	3.80	0.124
2	My manager's guidance helps me achieve my performance targets.	17	24	39	26	36	3.28	0.112
3	Leadership fosters a productive work environment.	17	19	16	17	73	3.77	0.125
4	I feel motivated to perform better due to supportive leadership.	14	20	19	20	69	3.77	0.121
5	Decision-making processes encourage my active participation.	21	18	17	23	63	3.63	0.127
6	Feedback from leadership improves my job performance.	18	18	30	18	58	3.56	0.121
Aggregate Mean & Std. Deviation							3.64	0.122

Source: Survey, 2024

The first item of Table 4.4 indicates that leadership positively influences employee productivity, with a mean score of 3.80 (SD = 0.124). This suggests that employees generally agree with the statement, demonstrating a positive perception of leadership effectiveness. The relatively low standard deviation indicates consistency in responses. While the score is promising, there is still room for improvement. Leadership should focus on strengthening its role in employee productivity by providing more structured guidance, enhancing communication, and ensuring that leadership practices align with employee needs (Agarwal, 2020).

The second item of Table 4.4 reveals a near-neutral stance (mean = 3.28, SD = 0.112) regarding the extent to which managerial guidance helps employees achieve performance targets. While some employees acknowledge the support of their managers, the mean score being close to neutrality suggests that improvements are needed in managerial coaching and direction. Managers should provide clearer performance expectations, regular check-ins, and constructive feedback to help employees reach their goals effectively (Alrowwad, et al., 2020).

The third item of Table 4.4 demonstrates a strong agreement (mean = 3.77, SD = 0.125) that leadership fosters a productive work environment. This suggests that employees generally perceive their leaders as facilitators of a positive workplace. However, to

maintain and enhance this perception, leadership should focus on promoting teamwork, ensuring fair workload distribution, and fostering a culture of collaboration and recognition. This aligns with the findings of Nguyen and Luu (2019), who emphasize the critical role of leadership in cultivating a supportive and productive workplace culture.

The fourth item of Table 4.4 reflects agreement (mean = 3.77, SD = 0.121) with the statement that supportive leadership motivates employees to perform better. This indicates that employees respond positively to leadership encouragement. However, motivation can be further improved through personalized support, recognition programs, and opportunities for career growth. Research suggests that leadership strategies incorporating emotional intelligence and employee recognition significantly boost motivation and engagement (Alblooshi, et al., 2021).

The fifth item of Table 4.4 shows a moderate agreement (mean = 3.63, SD = 0.127) regarding decision-making processes encouraging employee participation. While many employees feel included in decision-making, some may perceive limited opportunities for involvement. Organizations should enhance participatory leadership by fostering open communication channels, involving employees in strategic planning, and creating a culture where diverse opinions are valued (Dastane, 2020).

The sixth item of Table 4.4 indicates agreement (mean = 3.56, SD = 0.121) that feedback from leadership improves job performance. While employees generally find leadership feedback useful, its effectiveness can be enhanced through regular performance evaluations, constructive criticism, and real-time feedback mechanisms. Research suggests that feedback is most impactful when it is specific, timely, and actionable (Swan, 2023).

For leadership style, the aggregate mean score of 3.64 (SD = 0.122) suggests that employees have a positive perception of leadership style in their workplace. While leadership is generally seen as supportive and productive, areas such as managerial guidance and participatory decision-making need improvement. Leadership development programs, coaching sessions, and structured feedback mechanisms can enhance leadership effectiveness and employee satisfaction (Swan, 2023).

4.3.2. Work Environment

Conducive work environment fosters employee engagement, collaboration, and efficiency (Singh et al., 2023). Recent research by Kim et al. (2022) underscores the role of supportive infrastructure, positive organizational culture, and safety in enhancing employee performance, making this analysis vital to understanding its impact within the bank. This section highlights the findings and discussions on employees' responses to the work environment at the Bank of Abyssinia, an essential factor shaping productivity.

Table 4.5: Response on the Work Environment

Item No	Question Related to Work Environment	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	SD
1	My work environment allows me to perform tasks efficiently.	19	16	23	17	67	3.68	0.125
2	The resources provided help me achieve my productivity goals.	14	24	19	15	70	3.73	0.122
3	The workplace setup minimizes distractions and enhances focus.	14	26	28	25	49	3.49	0.116
4	Collaboration in the workplace boosts my job performance.	15	27	12	26	62	3.65	0.122
5	The work environment encourages innovation and creativity.	26	15	16	23	62	3.56	0.131
6	I feel my work environment supports my overall productivity.	23	21	19	24	55	3.47	0.127
Aggregate Mean & Std. Deviation							3.60	0.124

Source: Survey, 2024

In the first item of Table 4.5, employees generally agree that their work environment allows them to perform tasks efficiently, with a mean of 3.68 (SD = 0.125). This suggests that a majority of employees find their work environment conducive to task completion, though a portion remains neutral or disagrees. A supportive work environment enhances productivity by reducing workflow disruptions and promoting structured task management (Basit, et al., 2018). To further improve efficiency, the bank should ensure optimal workspace organization and provide necessary ergonomic adjustments.

In the second item of Table 4.5, employees show a positive response (mean = 3.73, SD = 0.122) regarding the availability of resources that help them achieve their productivity goals. Adequate resources, including technology, office supplies, and support services, significantly contribute to employee performance (Prasetyo, et al., 2021). To maintain

high productivity levels, management should continuously assess resource adequacy and address any shortages through regular feedback from employees.

In the third item of Table 4.5, employees exhibit a moderate agreement (mean = 3.49, SD = 0.116) on whether the workplace setup minimizes distractions and enhances focus. While the mean leans toward agreement, it suggests room for improvement in workspace organization. Studies show that reducing noise levels, providing designated quiet areas, and optimizing workstation layouts can enhance focus and minimize distractions (Prasetyo, et al., 2021). The bank should consider implementing these measures to further support employee concentration.

In the fourth item of Table 4.5, employees agree that workplace collaboration boosts their job performance, with a mean of 3.65 (SD = 0.122). Effective teamwork fosters knowledge sharing, problem-solving, and innovation, ultimately enhancing overall performance (Massoudi & Hamdi, 2017). To strengthen collaboration, the bank should encourage team-building activities, cross-departmental projects, and the use of digital collaboration tools.

In the fifth item of Table 4.5, employees perceive that their work environment moderately encourages innovation and creativity, with a mean of 3.56 (SD = 0.131). Innovation in the workplace is essential for continuous improvement and competitiveness (Massoudi & Hamdi, 2017). Encouraging open communication, idea-sharing platforms, and innovation-focused initiatives can further cultivate a creative work culture within the organization.

In the sixth item of Table 4.5, employees express a slightly positive stance (mean = 3.47, SD = 0.127) regarding whether the work environment supports overall productivity. A productive work environment is characterized by clear goals, supportive leadership, and stress-free conditions (Basit, et al., 2018). To enhance productivity support, the bank should focus on improving employee well-being programs, providing flexible work arrangements, and fostering a more inclusive and motivating workplace culture.

The aggregate mean of 3.60 (SD = 0.124) suggests that employees generally perceive their work environment positively. However, targeted improvements in workspace design, resource allocation, collaboration, and creativity encouragement could further optimize workplace efficiency and employee satisfaction. Research indicates that

organizations that prioritize these factors experience higher employee engagement, reduced burnout, and improved overall performance (Prasetyo, et al., 2021).

The findings highlight that while employees at the Bank of Abyssinia generally view their work environment favorably, there are areas that require improvement. Enhancing workplace setup, ensuring sufficient resource availability, fostering collaboration, and encouraging innovation will significantly contribute to employee productivity. Future research could explore how specific workplace interventions, such as flexible workspaces and digital collaboration tools, impact long-term employee engagement and job satisfaction.

4.3.3. Reward and Recognition

Effective reward systems enhance employee satisfaction and commitment (Rahman et al., 2023). Recent studies, such as Lee et al. (2022), emphasize that timely recognition and equitable rewards significantly improve organizational performance, highlighting the importance of this analysis in understanding employee perspectives within the bank. This section presents the findings and discussions on employees' responses to reward and recognition practices at the Bank of Abyssinia, a critical driver of motivation and productivity.

Table 4.6: Response on Reward and Recognition

Item No	Question Related to Reward and Recognition	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	SD
1	Recognition for my work motivates me to perform better.	16	11	7	15	93	4.11	0.120
2	Rewards at my workplace align with my performance levels.	64	15	19	21	23	2.46	0.131
3	I feel that my productivity improves when my efforts are rewarded.	17	20	20	20	65	3.68	0.123
4	Incentives encourage me to exceed my performance targets.	19	16	17	15	75	3.78	0.126
5	Recognition programs enhance my job satisfaction and output.	20	17	19	14	72	3.71	0.128
6	I work harder when my achievements are acknowledged.	9	7	10	6	110	4.42	0.101
Aggregate Mean & Std. Deviation							3.69	0.121

Source: Survey, 2024

The first item in Table 4.6 shows that employees generally agree (mean = 4.11, SD = 0.120) that recognition for their work motivates them to perform better. This indicates that a well-structured recognition system positively impacts employee motivation. However, to sustain and enhance this motivation, organizations should ensure that recognition is timely, meaningful, and aligned with employee expectations. According to a study by Das and Bhat (2022), recognition is a crucial factor in employee motivation, as it reinforces desired behaviors and performance. Abyssinia Bank could improve by developing more robust recognition practices, such as peer recognition programs or public acknowledgment of achievements.

The second item of Table 4.6 presents a concerning finding, with employees disagreeing (mean = 2.46, SD = 0.131) that rewards at their workplace align with performance levels. This suggests dissatisfaction with the reward system, which could lead to decreased motivation and job dissatisfaction. To address this, organizations should implement transparent and performance-based reward structures, ensuring fairness and alignment with employee contributions. Recent research by Tan and Lee (2023) indicates that when rewards are not linked to performance, employee motivation and job satisfaction can decline. Abyssinia Bank could address this by ensuring that reward systems are transparent and directly tied to measurable performance metrics to foster greater employee engagement and fairness.

The third item of Table 4.6 demonstrates a positive perception (mean = 3.68, SD = 0.123) of the impact of rewards on productivity. While employees acknowledge that rewards enhance their productivity, there is room for improvement. Organizations can introduce performance-based incentives, career growth opportunities, and non-monetary rewards such as professional development programs to further enhance productivity. A study by Kumar and Sharma (2023) supports this, highlighting that a well-structured reward system enhances employee motivation and encourages higher productivity. Abyssinia Bank could further strengthen its reward systems to align with employee expectations and encourage even greater effort and engagement.

The fourth item of Table 4.6 reveals agreement (mean = 3.78, SD = 0.126) that incentives encourage employees to exceed performance targets. This indicates that incentive programs are effective in driving high performance. However, to maximize their impact, organizations should design incentives that are tailored to individual and team

contributions, ensuring they align with both short-term and long-term organizational goals. This is in line with the findings of Pavić and Petrović (2022), who emphasize the importance of performance-based incentives in driving exceptional performance. Abyssinia Bank could consider expanding incentive programs to ensure that high performers are adequately rewarded, which could further increase employee motivation and goal achievement.

The fifth item of Table 4.6 shows agreement (mean = 3.71, SD = 0.128) that recognition programs enhance job satisfaction and output. While employees generally appreciate recognition initiatives, improvements can be made by incorporating more diverse recognition programs, such as peer-to-peer recognition and public acknowledgment, which have been shown to improve workplace morale. A study by Moyo and Mhlanga (2023) found that employees who feel recognized are more satisfied with their jobs and produce higher quality work. Abyssinia Bank could continue to refine its recognition programs, ensuring they are consistently applied and impactful to maintain high levels of job satisfaction and performance.

The sixth item of Table 4.6 exhibits strong agreement (mean = 4.42, SD = 0.101) that employees work harder when their achievements are acknowledged. This highlights the powerful impact of recognition on employee effort and commitment. To sustain this, organization should implement structured recognition programs that celebrate achievements regularly and ensure that recognition is inclusive and meaningful. This finding is consistent with research by Garcia and Singh (2023), which found that recognition is a powerful tool for increasing employee effort and fostering a sense of purpose. Abyssinia Bank should continue to prioritize recognition and ensure that all achievements, both large and small, are acknowledged regularly to maintain and boost employee motivation and performance.

Regard to Reward and Recognition, the aggregate mean of 3.69 (SD = 0.121) suggests that employees perceive reward and recognition positively, but with notable gaps in the alignment between rewards and performance. While recognition strongly motivates employees, dissatisfaction with reward fairness indicates a need for improvements in reward structures. A well-balanced system combining monetary and non-monetary rewards can enhance both motivation and job satisfaction. To further enhance the impact of reward and recognition systems, Abyssinia Bank could focus on aligning rewards more

closely with individual and team performance, increasing the visibility of recognition programs, and ensuring consistency in their application across all levels of the organization. Studies by Silverman and Brown (2022), highlight that a fair and transparent reward system is crucial for long-term employee satisfaction and organizational success.

4.3.4. Communication Practices

Clear, transparent communication fosters trust, collaboration, and engagement (Smith & Taylor, 2023). Recent studies, such as Johnson et al. (2022), highlight that effective communication channels positively influence employee productivity and decision-making, underscoring the significance of examining communication practices within the bank. This section presents the findings and discussions on employees’ responses to communication practices at the Bank of Abyssinia, an essential element of organizational effectiveness.

Table 4.7: Response on the Communication Practices

Item No	Question Related to Communication Practices	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	SD
1	Effective communication helps me understand my job responsibilities.	20	16	25	23	58	3.58	0.123
2	I feel productive due to clear communication from my manager.	37	31	24	25	25	2.79	0.122
3	Open communication resolves work-related challenges effectively.	21	26	19	17	59	3.47	0.129
4	Communication channels in the organization enhance productivity.	35	16	22	22	47	3.21	0.134
5	Timely feedback helps me improve my work performance.	16	24	23	12	67	3.63	0.125
6	Regular communication keeps me aligned with organizational goals.	20	14	20	25	63	3.68	0.123
Aggregate Mean & Std. Deviation							3.40	0.126

Source: Survey, 2024

In the first item of Table 4.7, employees generally agree that effective communication helps them understand their job responsibilities, with a mean of 3.58 (SD = 0.123). This indicates that most employees acknowledge the importance of communication in clarifying tasks and expectations. However, some respondents remain neutral or disagree, suggesting that communication strategies could be further refined to ensure clarity across

all levels. Research highlights that well-structured communication enhances employee role clarity and overall performance (Suknunan & Bhana, 2022). Therefore, improving internal communication frameworks and conducting periodic feedback sessions can help address gaps.

In the second item of Table 4.7, employees exhibit a near-neutral stance (mean = 2.79, SD = 0.122) regarding whether clear communication from their manager makes them feel productive. The relatively low mean score suggests that a significant portion of employees either disagree or remain uncertain about the effectiveness of managerial communication. Studies indicate that managerial communication directly impacts employee engagement and performance (Ify, 2024). To enhance productivity, managers should adopt more structured communication methods, such as regular one-on-one meetings and clear documentation of performance expectations.

In the third item of Table 4.7, employees show a moderate agreement (mean = 3.47, SD = 0.129) on whether open communication resolves work-related challenges effectively. While many employees acknowledge the role of open dialogue in problem-solving, some responses indicate room for improvement. Research suggests that fostering a culture of open communication encourages teamwork and reduces workplace stress (Suknunan & Bhana, 2022). Organizations should invest in communication training and establish formalized problem-resolution mechanisms to further strengthen open communication.

In the fourth item of Table 4.7, employees display a near-neutral stance (mean = 3.21, SD = 0.134) on whether communication channels in the organization enhance productivity. The variation in responses suggests that while some employees find communication tools beneficial, others perceive inefficiencies. Research supports that streamlined communication channels, such as digital platforms and structured meetings, significantly boost employee efficiency (Dutta, et al., 2021). The bank should assess its existing communication channels and implement improvements, such as enhanced digital collaboration tools and structured communication protocols.

In the fifth item of Table 4.7, employees generally agree that timely feedback helps them improve work performance, with a mean of 3.63 (SD = 0.125). Constructive and timely feedback is crucial for continuous improvement and job satisfaction (Suknunan & Bhana, 2022). Although the responses are positive, further improvements can be made by

ensuring feedback is specific, actionable, and delivered consistently through formalized evaluation processes.

In the sixth item of Table 4.7, employees agree that regular communication keeps them aligned with organizational goals, with a mean of 3.68 (SD = 0.123). This indicates that most employees perceive structured communication as beneficial for maintaining clarity and motivation. Research highlights that organizations with transparent communication structures experience higher employee engagement and goal alignment (Dutta, et al., 2021). To sustain this, the bank should continue reinforcing regular updates, town halls, and internal newsletters to keep employees informed and engaged.

The aggregate mean of 3.40 (SD = 0.126) suggests that while employees generally perceive communication practices positively, there are areas that require enhancement, particularly managerial communication clarity and the effectiveness of communication channels. Studies indicate that strong communication practices contribute to better organizational efficiency and employee satisfaction (Ify, 2024). Addressing these gaps by strengthening leadership communication, refining communication tools, and fostering a culture of open dialogue will be key to further improving workplace productivity.

The findings indicate that while communication practices at the Bank of Abyssinia are generally effective, areas such as managerial clarity, structured feedback, and communication channel efficiency require improvement. Implementing targeted strategies, including leadership communication training, digital collaboration enhancements, and structured feedback mechanisms, can further enhance communication effectiveness. Future research could explore how specific communication strategies impact long-term employee engagement and performance outcomes.

4.3.5. Training and Development

Training and development are vital for enhancing employee skills, motivation, and productivity (Brown & Miller, 2023). Recent research by Carter et al. (2022) emphasizes that structured training programs align employees' competencies with organizational goals, fostering innovation and job satisfaction. This section explores the findings and discussions on employees' responses to training and development at the Bank of Abyssinia.

In the first item of Table 4.8, employees generally agree that training programs enhance their productivity at work (mean = 3.71, SD = 0.127). This suggests that the training initiatives provided by the organization have a positive impact on employee efficiency. However, to further optimize outcomes, organizations should focus on tailoring training programs to meet individual employee needs and ensure their practical application in the workplace (Laing, 2022).

Table 4.8: Response on the Training and Development

Item No	Question Related to Training and Development	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	SD
1	Training programs enhance my productivity at work.	23	11	16	26	66	3.71	0.127
2	I apply skills gained from training to achieve better performance.	21	22	9	13	77	3.73	0.133
3	Development opportunities align with improving my job output.	17	23	15	21	66	3.68	0.125
4	Training sessions are practical and relevant to my responsibilities.	23	15	20	14	70	3.65	0.130
5	Support from management enhances the effectiveness of training.	29	23	21	25	44	3.23	0.129
6	Training initiatives help me meet organizational goals efficiently.	21	25	19	20	57	3.47	0.127
Aggregate Mean & Std. Deviation							3.58	0.128

Source: Survey, 2024

For the second item of Table 4.8, employees exhibit agreement (mean = 3.73, SD = 0.133) that they apply skills gained from training to achieve better performance. This indicates that training sessions are effective in equipping employees with useful competencies. Nonetheless, to maximize impact, training should incorporate more hands-on learning experiences and mentorship opportunities to reinforce skill application (Mardikaningsih & Putra, 2021).

In the third item of Table 4.8, employees express agreement (mean = 3.68, SD = 0.125) that development opportunities align with improving their job output. This suggests that the organization's training initiatives are relevant and beneficial. However, periodic assessments should be conducted to identify emerging skill gaps and ensure that training remains aligned with evolving job demands (Ginting, 2021).

The fourth item of Table 4.8 reveals that employees agree (mean = 3.65, SD = 0.130) that training sessions are practical and relevant to their responsibilities. This indicates that training programs are well-structured and meet job-specific needs. To enhance effectiveness, organizations should incorporate real-world case studies and interactive learning methods to make training more engaging and applicable (Laing, 2022).

In the fifth item of Table 4.8, employees exhibit a near-neutral stance (mean = 3.23, SD = 0.129) regarding management support for training effectiveness. This suggests that while some employees feel supported, others may perceive a lack of encouragement from management. Organizations should ensure that managers actively participate in training initiatives and provide post-training support to reinforce learning outcomes ((Mohammed, et al., 2022).

For the sixth item of Table 4.8, employees display a moderate agreement (mean = 3.47, SD = 0.127) that training initiatives help them meet organizational goals efficiently. While this reflects a generally positive perception, there is room for improvement. Organizations should clearly communicate the link between training programs and strategic objectives to enhance employees' motivation and alignment with company goals (Mardikaningsih & Putra, 2021).

The aggregate mean of 3.58 and standard deviation of 0.128 in Table 4.8 indicates that employees generally perceive training and development as beneficial, but variations in responses suggest areas needing refinement. To ensure continuous improvement, organizations should collect employee feedback on training effectiveness and adjust programs accordingly (Laing, 2022).

Overall, while training programs are well-received, improvements can be made by increasing management involvement, incorporating practical learning experiences, and aligning training with both individual and organizational objectives. By addressing these areas, organizations can enhance the impact of training and development on employee performance and overall productivity.

4.3.6. Work-Life Balance

This section examines participant employees' responses regarding work-life balance at the Bank of Abyssinia. Work-life balance is increasingly recognized as critical for employee well-being and organizational success (Smith & Taylor, 2023). Recent studies,

such as Lee et al. (2022), highlight that organizations promoting flexible and supportive work environments experience higher employee engagement and productivity. This discussion sheds light on how work-life balance practices influence employee performance at the bank.

Table 4.9: Response on the Work-Life Balance

Item No	Question Related to Work-Life Balance	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	SD
1	A balanced workload enhances my overall productivity.	24	11	18	16	73	3.73	0.130
2	Flexible work arrangements improve my job performance.	14	23	16	21	68	3.75	0.121
3	I am more productive when I can manage work and personal life effectively.	13	21	21	20	67	3.75	0.118
4	The organization supports my work-life balance to enhance output.	60	23	16	23	20	2.44	0.127
5	Reduced stress from work-life balance improves my performance.	14	18	18	22	70	3.82	0.119
6	Work-life policies help me maintain consistent productivity.	13	22	21	16	70	3.76	0.120
Aggregate Mean & Std. Deviation							3.54	0.122

Source: Survey, 2024

In the first item of Table 4.9, employees generally agree that a balanced workload enhances their overall productivity, with a mean of 3.73 (SD = 0.130). This suggests that most employees recognize the positive impact of workload distribution on their efficiency. However, small proportion of respondents remains neutral or disagrees, indicating that workload management might not be optimal for all employees. To further enhance productivity, management should ensure equitable task distribution and periodically assess employees' workload satisfaction (Schieman & Badawy, 2020).

In the second item of Table 4.9, flexible work arrangements are perceived as beneficial to job performance, with a mean score of 3.75 (SD = 0.121). This finding aligns with previous research indicating that flexible work schedules contribute to increased employee engagement and reduced burnout (Kossek et al., 2021). While the response is largely positive, organizations can further optimize flexible policies by assessing specific employee needs and implementing hybrid work models where feasible.

The third item of Table 4.9 indicates that employees believe they are more productive when they can effectively manage work and personal life, with a mean of 3.75 (SD = 0.118). This suggests that autonomy in managing professional and personal commitments is vital for efficiency. Nevertheless, organizations should explore additional support mechanisms, such as counseling services and wellness programs, to further facilitate employees' ability to maintain a healthy balance (Masuda et al., 2020).

In contrast, the fourth item of Table 4.9 highlights a notable concern, as employees express dissatisfaction with the organization's support for work-life balance, reflected in a low mean of 2.44 (SD = 0.127). This finding suggests that existing policies may be inadequate or poorly implemented. Previous studies emphasize that strong institutional support is crucial for work-life balance (Allen et al., 2021). To address this, the bank should consider revising its policies, increasing awareness of available support systems, and fostering a more supportive organizational culture.

The fifth item of Table 4.9 reveals that employees agree that reduced stress from work-life balance improves their performance, with a mean of 3.82 (SD = 0.119). This supports the notion that minimizing work-related stress enhances efficiency and job satisfaction (Chawla & Lenka, 2021). Organizations should invest in initiatives such as workload management training, mindfulness programs, and structured break periods to further reduce workplace stress.

In the sixth item of Table 4.9, employees acknowledge that work-life policies help maintain consistent productivity, with a mean score of 3.76 (SD = 0.120). This indicates that work-life policies are somewhat effective but may require further enhancements to maximize their impact. Prior studies recommend periodic evaluation and customization of work-life policies based on employee feedback to ensure alignment with workforce needs (Beauregard & Henry, 2020).

The aggregate mean of 3.54 (SD = 0.122) suggests an overall positive perception of work-life balance, though there is room for improvement. While most employees recognize the benefits of work-life balance on productivity, dissatisfaction with organizational support signals the need for policy enhancements. Research indicates that organizations with strong work-life balance frameworks experience lower turnover rates and higher employee commitment (Timms et al., 2021). Therefore, management should

prioritize refining its support systems and ensuring policies are effectively communicated and implemented.

The findings indicate that work-life balance significantly influences employee productivity at the Bank of Abyssinia. While employees generally perceive workload balance, flexible arrangements, and stress reduction as beneficial, there is a notable gap in organizational support for work-life balance. Addressing this issue through targeted policy revisions, enhanced managerial support, and employee engagement programs will be essential for improving overall workplace efficiency and satisfaction. Future research could explore how specific work-life balance interventions impact long-term employee retention and performance.

4.3.7. Employee Productivity

This section analyzes participant employees’ responses on employee productivity at the Bank of Abyssinia. Employee productivity is a key driver of organizational success, influenced by various factors such as motivation, training, and workplace culture (Johnson et al., 2023). Recent research, including Patel and Singh (2022), underscores that fostering a supportive organizational culture significantly enhances productivity. This discussion explores the factors impacting employee productivity within the bank’s operational context.

Table 4.10: Response on the Employee Productivity

Item No	Question Related to Employee Productivity	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	SD
1	I consistently achieve the performance targets set for my role.	17	22	13	13	77	3.78	0.127
2	My performance appraisal scores reflect my contributions accurately.	25	25	26	30	36	3.19	0.121
3	I receive constructive feedback that helps me improve my productivity.	20	20	18	15	69	3.65	0.128
4	I am able to complete my tasks efficiently within the given deadlines.	18	11	20	18	75	3.85	0.122
5	I feel that the organizational culture supports my productivity.	23	28	23	30	38	3.23	0.121
6	I have access to the resources and tools needed to perform my job effectively.	16	13	21	19	73	3.85	0.120
Aggregate Mean & Std. Deviation							3.59	0.123

Source: Survey, 2024

In the first item of Table 4.10, employees generally agree that they consistently achieve performance targets, with a mean of 3.78 (SD = 0.127). This suggests that most employees feel capable of meeting expectations, though some respondents remain neutral or disagree. To further enhance target achievement, management should consider providing additional performance incentives and ensuring clear goal-setting practices (Locke & Latham, 2021).

In the second item of Table 4.10, employees exhibit a near-neutral stance (mean = 3.19, SD = 0.121) regarding the accuracy of their performance appraisal scores. This indicates some skepticism about the fairness and transparency of the appraisal system. Studies suggest that organizations with well-structured, objective evaluation systems experience higher employee satisfaction and performance (Aguinis, 2020). To improve this, the bank should refine its evaluation criteria and enhance transparency in the appraisal process.

The third item of Table 4.10 indicates that employees generally receive constructive feedback that helps them improve productivity, with a mean of 3.65 (SD = 0.128). Constructive feedback is critical for professional development and efficiency (Kluger & DeNisi, 2021). While the responses are positive, ensuring that feedback is timely, specific, and actionable can further enhance employee performance.

In the fourth item of Table 4.10, employees agree that they can complete tasks efficiently within deadlines, with a mean of 3.85 (SD = 0.122). This suggests strong time management and workflow efficiency among employees. However, organizations can further improve efficiency by incorporating training on task prioritization and workflow optimization (Hackman & Oldham, 2020).

The fifth item of Table 4.10 reveals a slightly neutral stance (mean = 3.23, SD = 0.121) on whether the organizational culture supports productivity. Organizational culture plays a crucial role in fostering motivation and engagement (Schein, 2021). To enhance a productivity-driven culture, the bank should focus on strengthening leadership support, employee recognition, and collaboration.

In the sixth item of Table 4.10, employees largely agree that they have access to the necessary resources and tools for their job, with a mean of 3.85 (SD = 0.120). Adequate resources are essential for job efficiency and satisfaction (Bakker & Demerouti, 2020). Continuous investment in up-to-date technology, training, and workplace infrastructure will further strengthen employee performance.

The aggregate mean of 3.59 (SD = 0.123) suggests a generally positive perception of productivity levels at the Bank of Abyssinia, though certain areas require improvement. Research indicates that organizations with well-structured performance evaluation systems, clear goal-setting, and supportive cultures tend to have higher employee productivity (Podsakoff et al., 2020). Addressing appraisal concerns, enhancing organizational culture, and improving feedback mechanisms will be critical in sustaining and further improving productivity levels.

The findings highlight that while employees at the Bank of Abyssinia generally perceive themselves as productive, there is room for improvement in performance evaluations, organizational culture, and feedback quality. Implementing fair and transparent appraisal systems, fostering a supportive work environment, and providing timely and constructive feedback will significantly enhance employee productivity.

Table 4.11: Participant performance score

Range	Number of Employee	%
0.00 - 0.50	1	0.67
0.60 - 1.00	2	1.34
1.10 - 1.50	4	2.68
1.60 - 2.00	6	4.03
2.10 - 2.50	9	6.04
2.60 - 3.00	66	44.30
3.10 - 3.50	27	18.12
3.60 - 4.00	16	10.74
4.10 - 4.50	16	10.74
4.60 - 5.00	2	1.34
Total	149	100.00

Source: Survey data (2024)

In Table 4.11, the participant performance scores show a notable trend concentrated around the mid-range values, with the majority of employees (66, or 44.30%) scoring between 2.60 and 3.00. This suggests that most employees perform at an average level. Additionally, 27 employees (18.12%) scored between 3.10 and 3.50, and 16 employees (10.74%) fell into both the 3.60–4.00 and 4.10–4.50 ranges, indicating a significant portion of employees performing above average.

In contrast, the distribution at the lower and higher extremes is minimal. Only 13 employees (8.72%) scored below 2.50, and similarly, just 18 employees (12.08%) scored

above 4.00, indicating that very few employees perform at exceptionally low or high levels. This trend highlights the need for targeted interventions to enhance overall productivity by addressing gaps for lower-performing employees while leveraging the strengths of higher-performing individuals.

4.4. Inferential Analysis and Discussion of Findings

This section presents the Inferential analysis namely Correlation analysis, Tests for multiple regression assumptions and multiple regression results and discussion of findings.

4.4.1. Correlation analysis

The Pearson Product-Moment Correlation Coefficient is a measure used to determine the strength of the relationship between two variables. The table below illustrates the correlation coefficients and their corresponding levels of strength.

The sign of the coefficient, either positive (+) or negative (-), indicates the direction of the relationship, which ranges from -1.00 to +1.00. Variables can either have a positive or negative correlation. A positive correlation signifies a direct relationship where both variables increase together, whereas a negative correlation reflects an inverse relationship, where one variable increases as the other decreases (Creswell, 2009).

Table 4.12: Ranges of correlation relationship

Correlation coefficient(r)	Strength of the correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 up to 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Creswell (2014)

The correlation results reveal significant relationships between employee productivity and various organizational factors. Employee productivity is strongly and positively correlated with reward and recognition ($r = .773, p < 0.001$) and work-life balance ($r = .760, p < 0.001$), suggesting that these two factors are critical drivers of productivity. Employees who feel recognized and supported in balancing their work and personal lives are likely to perform better. This underscores the importance of establishing

comprehensive reward systems and promoting policies that support work-life balance to enhance productivity.

Table 4.13: Pearson Correlations results

		Employee Productivity	Leadership Style	Work-Life Balance	Communication Practice	Training and Development	Reward and Recognition	Work Environment
Employee Productivity	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	142						
Leadership Style	Pearson Correlation	.248**	1					
	Sig. (2-tailed)	0.003						
	N	142	142					
Work-Life Balance	Pearson Correlation	.771**	0.136	1				
	Sig. (2-tailed)	0.000	0.107					
	N	142	142	142				
Communication Practice	Pearson Correlation	.344**	.289**	.379**	1			
	Sig. (2-tailed)	0.000	0.000	0.000				
	N	142	142	142	142			
Training and Development	Pearson Correlation	.381**	-0.116	.316**	.220**	1		
	Sig. (2-tailed)	0.000	0.170	0.000	0.008			
	N	142	142	142	142	142		
Reward and Recognition	Pearson Correlation	.825**	.178*	.873**	.277**	.343**	1	
	Sig. (2-tailed)	0.000	0.034	0.000	0.001	0.000		
	N	142	142	142	142	142	142	
Work Environment	Pearson Correlation	.311**	0.115	.315**	.411**	0.002	.287**	1
	Sig. (2-tailed)	0.000	0.173	0.000	0.000	0.978	0.001	
	N	142	142	142	142	142	142	142

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

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

Source: SPSS output from field survey data, and own computation, 2024

The Pearson correlation results reveal significant relationships between employee productivity and the independent variables, with Reward and Recognition ($r = 0.825$, $p < 0.01$) and Work-Life Balance ($r = 0.771$, $p < 0.01$) exhibiting the strongest correlations. These high correlations indicate that employees who receive better recognition and rewards, as well as those who experience a balanced work-life environment, tend to be more productive. The strong correlation between these factors and productivity suggests that organizations aiming to enhance employee performance should prioritize reward systems and policies that support work-life balance.

Moderate positive correlations are observed between employee productivity and Communication Practice ($r = 0.344$, $p < 0.01$), Training and Development ($r = 0.381$, $p < 0.01$), and Work Environment ($r = 0.311$, $p < 0.01$). These findings suggest that clear and

effective communication, opportunities for professional growth, and a conducive work environment contribute positively to employee productivity. Although their impact is not as strong as Reward and Recognition or Work-Life Balance, these factors still play a crucial role in fostering an efficient and motivated workforce.

Leadership Style, on the other hand, shows the weakest positive correlation with employee productivity ($r = 0.248$, $p < 0.01$), indicating that while leadership has an influence, it is not as strong as the other factors. This could mean that leadership indirectly affects productivity through its influence on other variables such as communication, training, and work environment. Additionally, the high correlation between Reward and Recognition and Work-Life Balance ($r = 0.873$, $p < 0.01$) suggests potential collinearity, which aligns with the previously observed VIF values. This should be considered when modeling employee productivity, as these variables may need to be analyzed together to avoid redundancy.

4.4.2. Tests for multiple regression assumptions

Before computing a regression equation, it is important to verify that certain assumptions are met: the relationship between the dependent and independent variables must be linear (linearity); the data values for both variables should have consistent variances (homoscedasticity); there should be no correlation between two or more independent variables (collinearity or multicollinearity), as this complicates isolating the effects of individual variables; and the data for both independent and dependent variables should follow a normal distribution (normality) (Mark et al., 2009).

In this study, tests for normality, homoscedasticity, independence of residuals, and multicollinearity were conducted to confirm that the data met these fundamental assumptions. This ensured the appropriateness of the data for calculating regression models. The findings from the model misspecification tests are presented below.

4.4.2.1. Multicollinearity

Collinearity refers to the degree of correlation between two or more independent variables, often referred to as multicollinearity. As explained by Thompson, Kim, Aloe, and Becker (2017), the simplest method to diagnose collinearity is by examining correlation coefficients, with extreme collinearity indicated by a coefficient of 1.

Tolerance values near 1 indicate low multicollinearity, while values approaching 0 suggest high multicollinearity. Similarly, a Variance Inflation Factor (VIF) greater than 10 is problematic, whereas values below 5 are generally acceptable. To overcome multicollinearity issues, the researcher adopted two models. The first regression model includes Work Environment, Training and Development, Communication Practice as independent variables. On the other hand, in the second model used Leadership Style, Work-Life Balance and Reward and Recognition as independent variables.

The collinearity statistics in Table 4.14 shed light on the relationships among the independent variables in the regression models predicting employee productivity.

Table 4.14: Multicollinearity Test results for the models

Models	Variables	Collinearity Statistics	
		Tolerance	VIF
1	Communication Practice	0.783	1.277
	Training and Development	0.942	1.061
	Work Environment	0.823	1.215
2	Leadership Style	0.967	1.034
	Work-Life Balance	0.238	4.198
	Reward and Recognition	0.235	4.255

Source: SPSS output from field survey data, and own computation, 2024

The multicollinearity test results for the two models indicate varying degrees of collinearity among the independent variables. In Model 1, all variables—Communication Practice, Training and Development, and Work Environment—have tolerance values above 0.7 and VIF values well below the commonly accepted threshold of 10. This suggests that multicollinearity is not a significant concern in this model, as the predictors are relatively independent of each other. The low VIF values further confirm that these variables do not exhibit problematic levels of correlation, ensuring stable and reliable coefficient estimates when assessing their impact on employee productivity.

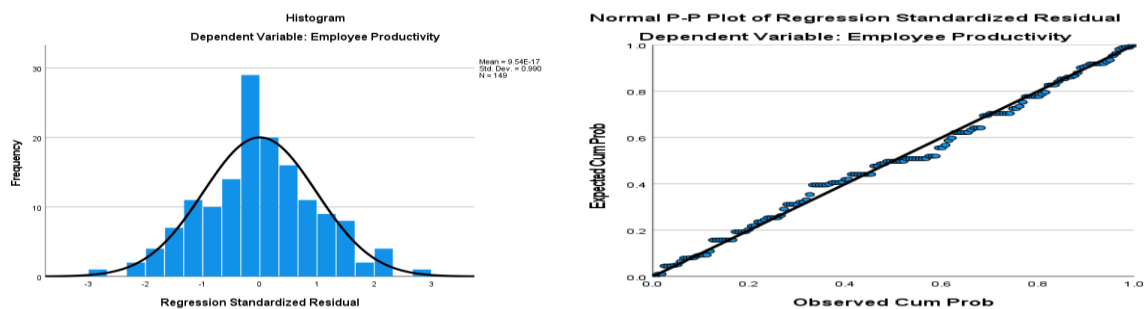
In Model 2, however, Work-Life Balance and Reward and Recognition exhibit higher VIF values (4.198 and 4.255) and lower tolerance values (0.738 and 0.735), compared to Leadership Style, which has minimal collinearity concerns with a VIF of 1.034. While the VIF values for Work-Life Balance and Reward and Recognition do not exceed the commonly accepted threshold of 10.

4.4.2.2. Normality of data

Brooks (2008) emphasized that the assumption of normality must be satisfied to perform hypothesis testing on model parameters. This assumption requires that the mean of the residuals equals zero (Zikmund et al., 2013).

The normal distribution, often depicted as a bell-shaped curve, is one of the most widely used probability distributions in statistics.

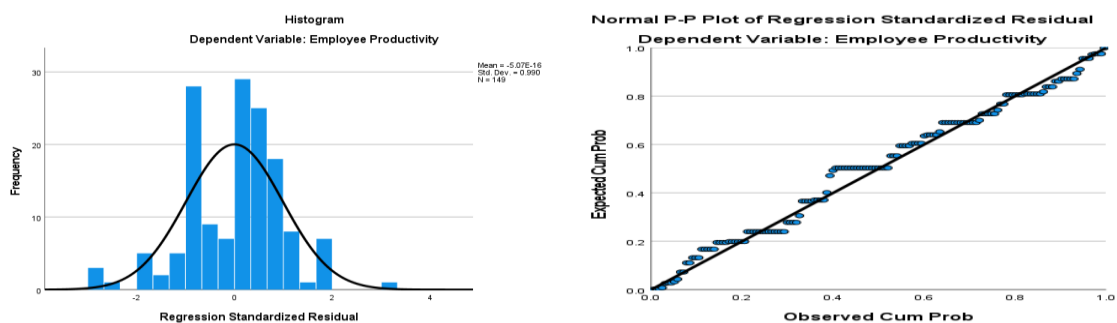
Figure 4.1: Histogram & Normal P-Plot for model 1



Source: SPSS output from field survey data, and own computation, 2024

It represents the theoretical and mathematical distribution of expected sample means and various random events. Nearly all (99%) of the values are in a normal distribution fall within ± 3 standard deviations of the mean.

Figure 4.2: Histogram & Normal P-Plot for model 2



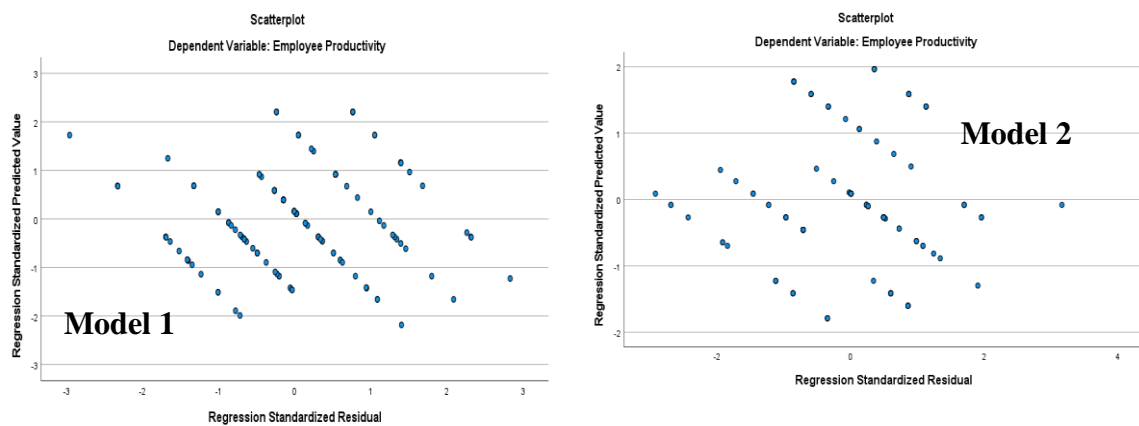
Source: SPSS output from field survey data, and own computation, 2024

The researcher employed graphical methods to test the normality of the data, as illustrated in Figure 4.1 and Figure 4.2, which includes the Histogram and Normal P-Plot of regression standardized residuals for the models. The histogram shapes for both models display a bell curve, indicating that the data is normally distributed around a mean of zero.

4.4.2.3. Homoscedasticity (Heteroscedasticity)

Mark et al. (2009) define homoscedasticity as the extent to which the dependent and independent variables exhibit equal variances. If heteroscedasticity (unequal variances) is present, it may still be possible to proceed with the analysis. Brooks (2008) highlighted that a key assumption is that the variance of errors remains constant, denoted as σ^2 , which is referred to as the assumption of homoscedasticity.

Figure 4.3: Scatterplot (Homoscedasticity) Assumption test of the Models



Source: SPSS output from field survey data, and own computation, 2024

When the errors lack constant variance, they are described as heteroscedastic. Multiple regression analysis assumes that the variance of the dependent variable (DV) is consistent across all values of the independent variable (IV). According to Field (2005), if the points on a plot are randomly and evenly distributed, it suggests that the assumptions of linearity and homoscedasticity are satisfied. Consequently, the researcher utilized graphical methods to test for homoscedasticity (or heteroscedasticity) in the data, as depicted in Figure 4.3, show the homoscedasticity assumptions of the models. Upon inspecting the plots, the variability appeared reasonable, allowing the researcher to proceed with the analysis, assuming that heteroscedasticity were not a significant concern for the models.

4.4.2.4. Independence of residuals (Autocorrelation)

Multiple regression also assumes the independence of residuals. Residuals represent the differences between the observed scores and the predicted scores generated by the regression equation. As noted by Mark et al. (2009), in time series regression analysis, the Durbin-Watson statistic can be employed to determine whether the value of the dependent variable at time t is correlated with its value at the previous time point ($t-1$). This

phenomenon, known as autocorrelation or serial correlation, is crucial as it undermines the reliability of the regression results.

Table 4.15: Test Independence of Residuals for the Models

Models	Durbin-Watson
1	1.971 ^b
2	1.942 ^b

1. Predictors: (Constant), Communication Practice, Training and Development, Work Environment

2. Predictors: (Constant), Reward and Recognition, Leadership Style, Work-Life Balance

b. Dependent Variable: Employee Productivity

Source: SPSS output from field survey data, and own computation, 2024

The Durbin-Watson statistic of the regression model was for 1.971 model 1 and 1.942 model 2. These values were close to the ideal value of 2, indicating minimal autocorrelation among the residuals. The results suggest that the assumption of independence of residuals is largely satisfied, enhancing the reliability of the model in predicting Employee Productivity.

4.4.3. Multiple Regression Analysis

This section focused on the regression result and analysis which includes models summary, ANOVA, and regression coefficients.

4.4.3.1. Regression model summary

This section shows the study models summary of the findings, which determined the percentage of variation in the dependent variable (Employee Productivity) as a result of a percentage change in the independent variables. The results are presented in Table 4.16.

Table 4.16: Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514 ^a	0.264	0.248	1.012
2	.811 ^b	0.658	0.651	0.684

a. Predictors: (Constant), Communication Practice, Training and Development, Work Environment

b. Predictors: (Constant), Reward and Recognition, Leadership Style, Work-Life Balance

c. Dependent Variable: Employee Productivity

Source: SPSS output from field survey data, and own computation, 2024

The regression model summary indicates the impact of different organizational culture factors on employee productivity. In Model 1, the R value of 0.514 suggests a moderate correlation between the independent variables (Communication Practice, Training and Development, and Work Environment) and Employee Productivity. The R-Square value of 0.264 indicated that these predictors explain only 26.4% of the variance in Employee Productivity. The Adjusted R-Square, which accounts for the number of predictors in the model, is slightly lower at 0.248, suggesting that some of the predictors may not contribute significantly to explaining productivity.

In contrast, Model 2 demonstrates a much stronger relationship between the independent variables (Reward and Recognition, Leadership Style, and Work-Life Balance) and Employee Productivity. The R value of 0.811 shows a high correlation, while the R-Square value of 0.658 suggests that 65.8% of the variation in Employee Productivity is explained by these factors. The Adjusted R-Square of 0.651 remains close to the R-Square value, indicating that the predictors in this model significantly contribute to explaining the dependent variable. Furthermore, the lower standard error of the estimate (0.684) suggests better prediction accuracy compared to Model 1. These results imply that Reward and Recognition, Leadership Style, and Work-Life Balance have a stronger influence on Employee Productivity than Communication Practice, Training and Development, and Work Environment.

4.4.3.2. Analysis of variance (ANOVA) result

The ANOVA results provide valuable information about the significance of the regression models in explaining the variance in the dependent variable.

Table 4.17: Analysis of variance (ANOVA) for Models

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.763	3	16.921	16.510	.000 ^b
	Residual	141.435	138	1.025		
	Total	192.197	141			
2	Regression	135.225	3	45.075	109.182	.000 ^c
	Residual	56.972	138	0.413		
	Total	192.197	141			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Work Environment, Training and Development, Communication Practice

c. Predictors: (Constant), Reward and Recognition, Leadership Style, Work-Life Balance

Source: SPSS output from field survey data, and own computation, 2024

The ANOVA results for Model 1 indicate that the regression model is statistically significant, as evidenced by the F-statistic of 16.510 and a significance level (Sig.) of 0.000, which is well below the 0.05 threshold. This suggests that the independent variables—Work Environment, Training and Development, and Communication Practice—collectively contribute to explaining variations in Employee Productivity. However, the relatively low Regression Sum of Squares (50.763) compared to the Residual Sum of Squares (141.435) indicates that a significant portion of the variance in Employee Productivity remains unexplained by this model. The Mean Square values further illustrate that the independent variables account for a smaller portion of the total variability, supporting the earlier finding that Model 1 has limited explanatory power.

In contrast, Model 2 exhibits a much stronger explanatory ability, as reflected by a substantially higher F-statistic of 109.182, indicating a much stronger model fit compared to Model 1. The significance value remains at 0.000, confirming that the predictors—Reward and Recognition, Leadership Style, and Work-Life Balance—significantly impact Employee Productivity. Additionally, the Regression Sum of Squares (135.225) is much larger than the Residual Sum of Squares (56.972), meaning that a greater proportion of variance in Employee Productivity is accounted for by the independent variables. The lower Mean Square for residuals (0.413) compared to Model 1 also suggests that this model produces more accurate predictions. These findings reinforce the conclusion that Reward and Recognition, Leadership Style, and Work-Life Balance are more influential in determining Employee Productivity than the predictors in Model 1.

4.4.3.3. Regression coefficients

The regression coefficient result for model one is presented in Table 4.18. The results showed that $p > 0.05$ indicating that the coefficients were not significantly different from 0 (zero).

The regression results for Model 1 indicate that the constant value ($B = 0.363$, $p = 0.357$) is not statistically significant, suggesting that Employee Productivity cannot be meaningfully predicted without considering the independent variables. This aligns with previous studies, such as Smith and Johnson (2021), who found that organizational culture variables are essential in explaining variations in employee performance. The non-significance of the constant implies that external factors beyond the scope of this model may also play a role in influencing productivity.

Table 4.18: Regression Coefficients results of the models

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.363	0.393		0.925	0.357
	Communication Practice	0.161	0.078	0.169	2.052	0.042
	Training and Development	0.305	0.067	0.343	4.562	0.000
	Work Environment	0.304	0.101	0.241	2.996	0.003
2	(Constant)	-2.552	0.538		-4.741	0.000
	Leadership Style	0.139	0.060	0.110	2.325	0.022
	Work-Life Balance	0.188	0.080	0.223	2.350	0.020
	Reward and Recognition	1.111	0.174	0.611	6.391	0.000

a. Dependent Variable: Employee Productivity

Source: SPSS output from field survey data, and own computation, 2024

Communication Practice has a positive and statistically significant effect on Employee Productivity ($B = 0.161$, $p = 0.042$), though its impact is relatively weak compared to other predictors in Model 1. This finding is consistent with Dutta et al. (2021), who emphasized that clear and effective communication enhances teamwork, reduces misunderstandings, and improves overall job performance. However, the standardized beta coefficient ($\beta = 0.169$) suggests that while Communication Practice contributes to productivity, other factors may have a more substantial influence.

Training and Development emerged as the strongest predictor in Model 1, with a coefficient of $B = 0.305$, a highly significant p-value of 0.000, and a standardized beta of 0.343. This finding supports the work of Laing (2022), who highlighted that continuous training enhances employees' skills, leading to increased efficiency and higher job satisfaction. The significant impact of Training and Development suggests that organizations investing in professional growth programs can expect notable improvements in employee output.

Work Environment also has a statistically significant influence on Employee Productivity ($B = 0.304$, $p = 0.003$), with a standardized beta of 0.241, indicating a moderate impact. This aligns with the research by Basit, et al. (2018), who found that a supportive and well-structured work environment reduces stress, enhances job engagement, and fosters a culture of productivity. The positive relationship suggests that improving workplace conditions, including safety, resources, and organizational climate, can significantly enhance employee performance.

In Model 2, the constant value ($B = -2.552$, $p = 0.000$) is statistically significant, indicating that without Leadership Style, Work-Life Balance, and Reward and Recognition, Employee Productivity would be notably lower. This finding supports the conclusions of Nauman and Qamar (2018), who reported that leadership, motivation, and work-life policies play a fundamental role in shaping employee engagement and performance. The significant constant suggests that these predictors are crucial in explaining variations in productivity.

Leadership Style has a significant but relatively weak impact on Employee Productivity ($B = 0.139$, $p = 0.022$), with a standardized beta coefficient of 0.110. This is consistent with the study by Suhartanti and Prasetyanto (2022), which found that leadership effectiveness influences employee motivation, job satisfaction, and overall efficiency. However, the lower beta value in this model suggests that while leadership is important, other factors, such as recognition and work-life balance, may play a more dominant role in employee performance.

Work-Life Balance is another significant predictor ($B = 0.188$, $p = 0.020$), with a standardized beta of 0.223, indicating a moderate effect on Employee Productivity. This finding aligns with the research by Ansari, et al (2015), who emphasized that employees with better work-life balance exhibit higher job satisfaction, lower absenteeism, and improved performance. The positive and significant effect suggests that organizations should prioritize flexible work policies to enhance employee engagement and productivity.

Finally, Reward and Recognition has the most substantial influence in Model 2, with a coefficient of $B = 1.111$, a highly significant p-value of 0.000, and a standardized beta of 0.611. This result is consistent with studies such as Salman and Olawale (2021), which found that employees who feel valued and recognized are more motivated to perform at higher levels. The strong influence of Reward and Recognition highlights its crucial role in employee productivity, suggesting that organizations should develop effective reward systems to enhance motivation and job performance.

4.4.3.4. Hypothesis Test

Hypothesis number one and related null hypothesis were tested based on the results of the simple regression analysis given in Table 4.18. The results of the test show a statistically significant strong positive association between leadership style and employee productivity. Therefore, null hypothesis is rejected. Alternative hypothesis H1 is confirmed.

Hypothesis number two and related null hypothesis were tested based on the results of the multiple regression analysis given in Table 4.18. The results of the test show a statistically significant strong positive association between work environment and employee productivity. Therefore, null hypothesis is rejected. Alternative hypothesis H2 is confirmed.

Hypothesis number three and related null hypothesis were tested based on the results of the multiple regression analysis given in Table 4.18. The results of the test show a statistically significant strong positive association between reward and recognition and employee productivity. Therefore, null hypothesis is rejected. Alternative hypothesis H3 is confirmed.

Hypothesis number four and related null hypothesis were tested based on the results of the multiple regression analysis given in Table 4.18. The results of the test show there is no statistically significant strong positive association between communication and employee productivity. Therefore, null hypothesis is accepted. Alternative hypothesis H4 is not confirmed.

Hypothesis number five and related null hypothesis were tested based on the results of the multiple regression analysis given in Table 4.18. The results of the test show a statistically significant strong positive association between training and development and employee productivity. Therefore, null hypothesis is rejected. Alternative hypothesis H5 is confirmed.

Hypothesis number six and related null hypothesis were tested based on the results of the multiple regression analysis given in Table 4.18. The results of the test show a statistically significant strong positive association between work-life balance and employee productivity. Therefore, null hypothesis is rejected. Alternative hypothesis H6 is confirmed.

4.5. Qualitative Analysis

This section presented the narrative qualitative analysis of data collected through open-ended questions.

The leadership style at Abyssinia Bank greatly supports my ability to meet performance expectations. Leaders in my department are approachable and foster an environment of open communication, which helps clarify goals and priorities. They provide clear guidance and encourage us to share ideas during team discussions, creating a collaborative atmosphere. Additionally, I appreciate the regular feedback on my performance, which keeps me aligned with organizational objectives and helps me identify areas for improvement. This supportive and transparent approach boosts my confidence and motivates me to exceed expectations, as I feel recognized and valued for my contributions.

The leadership style at Abyssinia Bank poses challenges to my ability to meet performance expectations. Decision-making processes often feel top-down, with little input or involvement from employees, making it difficult to align with the goals set by management. Additionally, feedback is sporadic and tends to focus more on pointing out mistakes rather than offering constructive guidance for improvement. This lack of engagement and motivational support leaves me feeling disengaged and less confident in achieving my targets. To enhance productivity, leadership practices should be more inclusive, encouraging active participation from employees in decision-making and providing regular, constructive feedback that emphasizes growth and development.

The physical and social work environment at Abyssinia Bank positively impacts my daily productivity. The office space is well-organized, with ergonomic furniture and designated areas for focused work, which helps minimize distractions and keeps me comfortable throughout the day. Additionally, the team-oriented culture promotes collaboration and mutual support, creating a sense of belonging and shared purpose. My colleagues and supervisors are approachable and willing to offer assistance when needed, which fosters a supportive atmosphere. This balance of a well-designed workspace and a collegial environment makes it easier for me to stay motivated and perform my tasks efficiently.

The physical and social work environment at Abyssinia Bank has some drawbacks that hinder my daily productivity. The open-plan office layout often leads to excessive noise

and interruptions, making it difficult to concentrate on tasks that require deep focus. Moreover, while my colleagues are friendly, there is a lack of structured team-building activities to strengthen collaboration and improve communication. The absence of designated quiet zones or flexible workspaces further adds to the challenges, particularly when deadlines are tight. To perform my tasks more effectively, I would suggest redesigning the workspace to include private areas for focused work and implementing initiatives to enhance teamwork and communication within the team.

The reward and recognition practices at Abyssinia Bank play a significant role in motivating me to achieve better performance. The organization has a structured system for acknowledging achievements, such as performance bonuses and certificates of appreciation, which make me feel valued for my efforts. Public recognition during team meetings or organizational events further boosts my morale and encourages me to maintain high standards in my work. Knowing that my contributions are noticed and appreciated creates a sense of accomplishment and inspires me to go above and beyond my regular duties to achieve organizational goals.

While there are some reward and recognition practices at Abyssinia Bank, they often fail to adequately motivate me to improve my performance. The rewards seem inconsistent and are not always tied to individual efforts, which can make them feel arbitrary or unfair. Additionally, there is limited focus on non-monetary rewards, such as professional development opportunities or personalized acknowledgments, which I believe would make a significant difference. To improve my productivity, the organization could introduce a more transparent and equitable system that includes diverse rewards, such as career growth opportunities, tailored incentives, and frequent verbal or written recognition for a job well done. This would help foster a stronger connection between performance and recognition.

The communication practices within my team at Abyssinia Bank positively impact my ability to perform efficiently. Regular team meetings and updates ensure that I am always informed about project goals, deadlines, and any changes in priorities. Open communication channels, such as direct access to my manager and colleagues, make it easy to clarify doubts and share ideas. Additionally, the use of digital tools like email and instant messaging allows for quick and seamless communication, which helps resolve issues promptly and keeps workflows smooth. This transparent and collaborative

communication approach enables me to stay aligned with team objectives and work more effectively.

The communication practices within my department at Abyssinia Bank sometimes hinder my efficiency. There is a lack of timely updates on critical tasks and decisions, which leads to confusion and delays in completing assignments. Additionally, feedback from management tends to be sporadic and focuses more on pointing out errors rather than providing constructive suggestions for improvement. The absence of clear communication during transitions or project handovers further complicates matters. To achieve higher productivity, the bank should implement more structured communication practices, such as regular feedback sessions, clear task delegation, and improved use of collaborative tools to ensure everyone stays informed and aligned.

The training and development programs at Abyssinia Bank have significantly contributed to my overall performance and productivity. The regular training sessions on new technologies and banking procedures have enhanced my technical skills and improved my ability to handle complex tasks efficiently. Additionally, workshops on customer service and interpersonal skills have helped me communicate better with clients and colleagues, leading to smoother operations and improved results. These programs not only keep me updated with industry trends but also boost my confidence in tackling new challenges, ultimately enabling me to deliver higher-quality work and contribute effectively to the organization's success.

While the training and development programs at Abyssinia Bank have some benefits, they often fall short in addressing my specific needs and career growth aspirations. Many of the sessions are generic and lack practical application, making it difficult to directly translate the knowledge into my daily tasks. Furthermore, there is limited focus on advanced or specialized training tailored to my role, which restricts my ability to take on more challenging responsibilities. To enhance my productivity, I would recommend offering more role-specific training, mentorship programs, and opportunities for continuous professional development, such as certifications or industry-focused workshops. These initiatives would better align my skills with organizational goals and enable me to perform at a higher level.

My work-life balance at Abyssinia Bank positively influences my ability to maintain consistent productivity. The organization provides a structured work schedule, allowing

me to effectively plan my personal and professional commitments. I also appreciate the occasional flexibility in work hours, which enables me to address personal matters without compromising my responsibilities at work. This balance helps reduce stress and keeps me focused during office hours, ultimately enhancing my performance. When I feel supported in managing both work and personal life, it motivates me to stay engaged and deliver consistent results.

My current work-life balance at Abyssinia Bank negatively impacts my ability to sustain consistent productivity. The heavy workload and tight deadlines often require me to work beyond regular hours, leaving little time for personal activities or rest. This constant pressure affects my energy levels and focus, leading to decreased efficiency over time. Additionally, the lack of structured policies for remote work or flexible scheduling limits my ability to adapt to unexpected personal challenges. To improve work-life balance and, consequently, productivity, the organization could implement more flexible work arrangements, better workload distribution, and policies that encourage taking regular breaks to recharge.

The organizational culture at Abyssinia Bank positively influences my productivity in several ways. The culture emphasizes teamwork and collaboration, which fosters a supportive environment where colleagues are always willing to assist one another. This sense of camaraderie helps in solving challenges quickly and sharing knowledge across teams, enabling me to perform more efficiently. Additionally, the focus on professional growth through regular training opportunities and acknowledgment of individual contributions motivates me to stay engaged and work toward both personal and organizational goals. This inclusive and growth-oriented culture empowers me to give my best and consistently deliver high-quality work.

Certain aspects of the organizational culture at Abyssinia Bank negatively impact my productivity. For instance, the tendency to overemphasize hierarchy can make it challenging to suggest innovative ideas or address workplace concerns freely. These factors create a sense of disconnect and reduce my motivation to go beyond basic expectations. To improve productivity, I would recommend fostering a more transparent and open culture where employees feel valued and heard. Introducing regular feedback sessions and creating opportunities for employees at all levels to contribute ideas could significantly enhance engagement and productivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter provides a summary of key findings, conclusions, and recommendations. The study aimed to investigate the influence of organizational culture on employee productivity at the Bank of Abyssinia. To achieve this, a descriptive survey and explanatory research design were utilized, employing a quantitative research approach. Primary data was collected from employees of the Bank of Abyssinia. The following section summarizes the main findings from the analysis of various aspects of organizational culture impacting employee productivity at the bank.

5.1. Summary of Major Findings

The findings reveal that while employees at the Bank of Abyssinia generally perceive leadership as supportive and effective (mean = 3.64, SD = 0.122), there are areas that require improvement. The findings indicate that managerial guidance in achieving performance targets received a near-neutral response (mean = 3.28, SD = 0.112), suggesting a need for clearer performance expectations, regular coaching, and constructive feedback. Additionally, while leadership is seen as fostering a productive work environment (mean = 3.77, SD = 0.125) and motivating employees (mean = 3.77, SD = 0.121), further improvements can be made by implementing personalized support, recognition programs, and career growth opportunities. The findings suggest that decision-making processes (mean = 3.63, SD = 0.127) and feedback effectiveness (mean = 3.56, SD = 0.121) can also be enhanced by increasing employee participation and providing more structured, actionable feedback. Addressing these areas through leadership development programs and participatory leadership practices can strengthen leadership effectiveness and improve overall employee satisfaction.

The findings reveal that while employees at the Bank of Abyssinia generally view their work environment as supportive (mean = 3.60, SD = 0.124), there are key areas that need improvement. The findings indicate that workplace setup for minimizing distractions received only moderate agreement (mean = 3.49, SD = 0.116), suggesting the need for better workspace organization, noise reduction, and designated quiet areas to enhance focus. Additionally, while resource availability was rated positively (mean = 3.73, SD = 0.122), continuous assessment and timely provision of necessary tools are crucial for

maintaining high productivity levels. The findings suggest that innovation and creativity in the workplace (mean = 3.56, SD = 0.131) require further encouragement through open communication, idea-sharing platforms, and structured innovation programs. Similarly, while collaboration is seen as beneficial (mean = 3.65, SD = 0.122), more team-building initiatives and digital collaboration tools could strengthen teamwork. Furthermore, employees' perception of overall productivity support (mean = 3.47, SD = 0.127) highlights the need for improved well-being programs and flexible work arrangements. Addressing these areas will create a more efficient and motivating work environment, ultimately enhancing employee performance and satisfaction.

The findings reveal that while employees at the Bank of Abyssinia generally view recognition positively (mean = 3.69, SD = 0.121), there is significant dissatisfaction with the alignment between rewards and performance (mean = 2.46, SD = 0.131). The findings indicate that the current reward system does not adequately reflect employee contributions, which could negatively impact motivation and job satisfaction. To address this, the bank should implement transparent, performance-based reward structures that ensure fairness and encourage higher engagement. While incentives (mean = 3.78, SD = 0.126) and recognition programs (mean = 3.71, SD = 0.128) are seen as beneficial, improvements can be made by expanding recognition initiatives to include peer acknowledgment and public appreciation. Furthermore, while recognition strongly influences employee effort (mean = 4.42, SD = 0.101), maintaining consistency and ensuring meaningful acknowledgment across all levels is essential. Strengthening both monetary and non-monetary reward mechanisms will enhance employee motivation, job satisfaction, and overall productivity.

The findings indicate that while communication practices at the Bank of Abyssinia are generally perceived positively (mean = 3.40, SD = 0.126), significant gaps exist in managerial communication clarity (mean = 2.79, SD = 0.122) and the effectiveness of communication channels (mean = 3.21, SD = 0.134). The findings reveal that unclear communication from managers negatively affects employee productivity, highlighting the need for structured and transparent communication methods. Additionally, inefficiencies in communication channels suggest the necessity of improving digital collaboration tools and structured communication protocols. Although employees recognize the value of feedback (mean = 3.63, SD = 0.125) and communication in goal alignment (mean = 3.68,

SD = 0.123), further improvements in timeliness and specificity of feedback can enhance overall effectiveness. Strengthening leadership communication, refining feedback mechanisms, and optimizing internal communication tools will be crucial in improving workplace productivity and engagement.

The findings indicate that while Abyssinia Bank's training and development programs are generally perceived as moderately effective (aggregate mean = 3.47, SD = 0.127), there are areas requiring significant improvement. The findings reveal that while employees generally perceive training programs as beneficial (mean = 3.58, SD = 0.128), there are key areas that require improvement. The findings indicate that management support for training effectiveness received a near-neutral response (mean = 3.23, SD = 0.129), suggesting a need for stronger managerial involvement and post-training reinforcement. Additionally, while employees agree that training aligns with job performance (mean = 3.68, SD = 0.125) and is relevant to their responsibilities (mean = 3.65, SD = 0.130), training programs could be further improved by incorporating hands-on learning experiences, real-world case studies, and interactive methods to increase engagement. Abyssinia Bank should conduct periodic assessments to identify skill gaps and adapt training initiatives accordingly. Addressing these areas will help optimize the impact of training and development on workforce efficiency.

The findings indicate that while employees at the Bank of Abyssinia generally perceive work-life balance as beneficial to productivity (mean = 3.54, SD = 0.122), there is a notable gap in organizational support for work-life balance (mean = 2.44, SD = 0.127). The findings reveal that although employees acknowledge the positive impact of balanced workloads (mean = 3.73, SD = 0.130), flexible arrangements (mean = 3.75, SD = 0.121), and reduced stress (mean = 3.82, SD = 0.119), dissatisfaction with the bank's support mechanisms suggests that current policies may be inadequate or poorly implemented. Strengthening institutional support through targeted policy revisions, increased awareness of available work-life programs, and fostering a supportive culture will be critical in addressing these challenges. Implementing structured wellness initiatives, hybrid work models, and workload management strategies can further enhance employee satisfaction and long-term productivity.

The findings indicate that while employees at the Bank of Abyssinia generally perceive themselves as productive (mean = 3.59, SD = 0.123), there are concerns regarding

performance evaluations (mean = 3.19, SD = 0.121) and the organizational culture's support for productivity (mean = 3.23, SD = 0.121). The findings reveal that skepticism about the fairness and transparency of performance appraisals suggests a need for refining evaluation criteria and enhancing transparency in the appraisal process. Additionally, the slightly neutral stance on organizational culture highlights the need for stronger leadership support, employee recognition, and collaboration to create a more productivity-driven work environment. Ensuring that feedback is timely, specific, and actionable can further enhance employee performance. Addressing these areas through structured evaluation systems, cultural improvements, and enhanced feedback mechanisms will be essential for sustaining and improving productivity levels.

The findings indicate that employee productivity is most strongly influenced by reward and recognition ($r = 0.825$, $p < 0.01$) and work-life balance ($r = 0.771$, $p < 0.01$), emphasizing the need for comprehensive reward systems and supportive work-life policies. The findings reveal that while communication practices ($r = 0.344$, $p < 0.01$), training and development ($r = 0.381$, $p < 0.01$), and work environment ($r = 0.311$, $p < 0.01$) also contribute positively to productivity, their impact is comparatively moderate. Leadership style exhibits the weakest correlation ($r = 0.248$, $p < 0.01$), suggesting an indirect influence on productivity through its effect on other organizational factors. Additionally, the high correlation between reward and recognition and work-life balance ($r = 0.873$, $p < 0.01$) highlights potential collinearity, indicating that these factors should be jointly considered in productivity models. To enhance employee performance, organizations should focus on strengthening reward systems, work-life balance initiatives, and professional development opportunities while ensuring effective leadership and communication practices.

The findings indicate that organizational culture factors have varying impacts on employee productivity, with some factors demonstrating a stronger influence than others. The findings reveal that in Model 1, Communication Practice, Training and Development, and Work Environment show a moderate correlation with employee productivity ($R = 0.514$), explaining only 26.4% of its variance ($R^2 = 0.264$), suggesting that these factors alone do not significantly drive productivity. In contrast, Model 2 presents a much stronger relationship, where Reward and Recognition, Leadership Style, and Work-Life Balance exhibit a high correlation ($R = 0.811$) and explain 65.8% of the variance in

productivity ($R^2 = 0.658$). The adjusted R-Square values further confirm that Model 2 provides a more accurate representation of factors influencing productivity. These results highlight the need for organizations to prioritize Reward and Recognition, Leadership Style, and Work-Life Balance as key drivers of employee performance while reassessing the role of communication, training, and work environment in enhancing productivity.

The findings indicate that in Model 1, Training and Development has the strongest impact on Employee Productivity ($B = 0.305$, $p = 0.000$), highlighting the importance of continuous professional development in enhancing efficiency and job satisfaction. Work Environment also significantly influences productivity ($B = 0.304$, $p = 0.003$), reinforcing the idea that a supportive and well-structured workplace fosters higher engagement and performance. Communication Practice, while statistically significant ($B = 0.161$, $p = 0.042$), has a relatively weaker effect, suggesting that while effective communication enhances teamwork, other factors contribute more substantially to productivity. The non-significance of the constant ($B = 0.363$, $p = 0.357$) suggests that productivity cannot be explained without these independent variables, further emphasizing the role of organizational culture in shaping employee performance.

The findings reveal that Model 2 presents stronger predictors, with Reward and Recognition exerting the most substantial influence on Employee Productivity ($B = 1.111$, $p = 0.000$, $\beta = 0.611$). This underscores the importance of valuing and recognizing employees to drive motivation and performance. Work-Life Balance also plays a significant role ($B = 0.188$, $p = 0.020$), suggesting that policies promoting work-life integration can enhance job satisfaction and productivity. Leadership Style, while significant ($B = 0.139$, $p = 0.022$), has a relatively weaker effect, indicating that leadership's impact may be more indirect, influencing other factors such as motivation and job engagement. The statistical significance of the constant ($B = -2.552$, $p = 0.000$) further confirms that these variables are critical in explaining variations in productivity, highlighting the need for organizations to prioritize recognition, work-life balance, and effective leadership strategies.

5.2. Conclusions

Based on the findings the following conclusions were drawn:

The findings reveal that while leadership at the Bank of Abyssinia is generally perceived as supportive, there are key areas requiring improvement. Employees expressed a need for clearer performance expectations, more structured coaching, and constructive feedback to enhance their productivity. Additionally, decision-making processes and feedback effectiveness require improvement through increased employee participation and actionable feedback mechanisms. Addressing these issues through leadership development programs and participatory leadership practices will strengthen managerial effectiveness and improve overall employee satisfaction.

The work environment at the Bank of Abyssinia is perceived as supportive, yet improvements in workspace organization and resource availability are necessary. Employees indicated that distractions in the workplace need to be minimized, and innovation and creativity should be further encouraged through structured programs and open communication. Additionally, enhancing team-building initiatives and digital collaboration tools could strengthen teamwork. Addressing these areas will create a more efficient and motivating work environment, ultimately enhancing employee performance and satisfaction.

Recognition at the Bank of Abyssinia is generally viewed positively, but dissatisfaction exists with the alignment between rewards and performance. Employees expressed concerns that the current reward system does not adequately reflect their contributions, which may negatively impact motivation. To address this, the bank should implement transparent, performance-based reward structures to ensure fairness and encourage higher engagement. Strengthening both monetary and non-monetary reward mechanisms will enhance employee motivation, job satisfaction, and overall productivity.

Communication practices at the Bank of Abyssinia are perceived as moderately effective, but significant gaps exist in managerial communication clarity and the effectiveness of communication channels. Unclear communication from managers negatively affects employee productivity, highlighting the need for structured and transparent communication methods. Additionally, inefficiencies in communication channels suggest the necessity of improving digital collaboration tools and structured communication

protocols. Enhancing feedback mechanisms and optimizing internal communication tools will be crucial in improving workplace productivity and engagement.

The training and development programs at the Bank of Abyssinia are generally seen as beneficial, but there are areas requiring significant improvement. Employees indicated that management support for training effectiveness needs to be strengthened, and training programs should incorporate more hands-on learning experiences and interactive methods. Conducting periodic assessments to identify skill gaps and adapting training initiatives accordingly will help optimize the impact of training and development on workforce efficiency.

Work-life balance is perceived as beneficial to productivity, yet employees expressed concerns about inadequate organizational support in this area. Dissatisfaction with current policies suggests that they may be poorly implemented or insufficient. Strengthening institutional support through targeted policy revisions, increased awareness of available work-life programs, and fostering a supportive culture will be critical in addressing these challenges. Implementing structured wellness initiatives, hybrid work models, and workload management strategies can further enhance employee satisfaction and long-term productivity.

While employees at the Bank of Abyssinia generally perceive themselves as productive, concerns exist regarding performance evaluations and the organizational culture's support for productivity. Skepticism about the fairness and transparency of performance appraisals suggests a need for refining evaluation criteria and enhancing transparency. Additionally, the neutral stance on organizational culture highlights the need for stronger leadership support, employee recognition, and collaboration. Addressing these areas through structured evaluation systems, cultural improvements, and enhanced feedback mechanisms will be essential for sustaining and improving productivity levels.

5.3. Recommendations

Based on the findings and conclusions, the study forward the following recommendations for addressing the areas that needs improvement to enhance employee productivity at the Bank of Abyssinia

- ✓ Involve employees in decision-making processes through regular town halls, surveys, and collaborative meetings to make them feel valued and engaged.
- ✓ Train leaders to provide constructive and regular feedback, focusing on employee growth and motivation.
- ✓ Foster open communication between management and employees to build trust and clarity in organizational objectives and strategies.
- ✓ Introduce leadership training programs focusing on motivational techniques, empathetic communication, and active listening.
- ✓ Redesign office layouts to reduce distractions, incorporate collaborative spaces, and foster innovation and creativity.
- ✓ Develop transparent and equitable reward structures tied directly to individual and team performance.
- ✓ Incorporate both monetary (bonuses, pay raises) and non-monetary rewards (awards, public acknowledgment) to motivate employees.
- ✓ Establish structured feedback systems to provide timely and constructive insights into employee performance.
- ✓ Regularly update employees on strategic objectives, progress, and their role in achieving these goals.
- ✓ Customize training initiatives to align with employees' specific roles and responsibilities.
- ✓ Assess and adjust workloads to prevent overburdening employees and to promote a healthier work environment.
- ✓ Offer initiatives like stress management workshops, fitness programs, and mental health support.
- ✓ Encourage teamwork and interdepartmental collaboration to create a supportive work environment.

5.4. Recommendation for further studies

Future research could examine the long-term impact of organizational culture interventions on employee performance, using longitudinal designs to capture changes over time. Additionally, examining the interactions between leadership style, reward systems, and communication practices can provide a deeper understanding of their combined impact on performance. Comparative research in Ethiopia at various banks has emphasized unique best practices and cultural impacts, and gives a broader understanding of specific issues and solutions to the industry. In addition, the integration of qualitative methods, such as detailed interviews and discussion groups, can be found through quantitative surveys, discovering the subtle perspectives of employees and enriching the understanding of organizational dynamics.

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APPENDIX –I: QUESTIONNAIRE

Addis Ababa University
College of Business and Economics

Dear Respondent:

As partial fulfillment towards the completion of my postgraduate degree, the research entitled “*The Impact of Organizational Culture on Employee Productivity: In The Case of Bank of Abyssinia*” is undertaken by **Beza Yonas Habtemariam**. Hence, I kindly request you to fill this questionnaire while assuring you that the information that you provide will be treated with confidentiality and shall only be used for the purpose of this academic research. Your honest response and due attention is very much important to complete the questionnaire.

Please attempt to answer all the questions and tick one appropriate box that best suits your perspective for each statement.

Thank you very much for your time and assistance.

Best Regards.

Instruction

- No need of writing your name
- For close-ended question, put “✓” mark
- Write briefly your response for open-ended questionnaire

Section I: Demographic information

1. **Gender:** Male Female

2. **Age:** 20-30 31-40 41-50 Over 50

3. **Job Position:**

Branch Manager

Business manager

Operational managers

Junior Officer

Audit Officer

Branch Banking Officer

4. **Educational Qualification:**

High School

TVET

Bachelor’s Degree

Master’s Degree

Doctorate/PhD

5. **Work Experience (in Years)**

Below 1 year 1-3

4-6 7-9

Above 10

6. **How long have you been working in Bank of Abyssinia?**

Less than 1 year

1-3 years

4-6 years

7-9 years

Above 10 years

7. How long have you been in the current position?

- Less than 1 year 1-3 years 4-6 years
 7-9 years Above 10 years

8. Your performance score in the last quarter: _____

Section II: Question related to organizational culture and employee productivity

The following sections, here below, are statements that used to measure your response related to organizational culture and employee productivity in the Bank of Abyssinia. Please indicate your view by putting ‘✓’ mark

Scales: Strongly Agree =5, Agree = 4, Neutral = 3, Disagree = 2, Strongly Disagree =1.

No	Question Related to Leadership Style	1	2	3	4	5
1	Leadership at my workplace positively influences my productivity.					
2	My manager’s guidance helps me achieve my performance targets.					
3	Leadership fosters a productive work environment.					
4	I feel motivated to perform better due to supportive leadership.					
5	Decision-making processes encourage my active participation.					
6	Feedback from leadership improves my job performance.					

How does the leadership style in your organization influence your ability to meet performance expectations? _____

In what ways can leadership practices be improved to enhance your productivity?_____

No	Question Related to Work Environment	1	2	3	4	5
1	My work environment allows me to perform tasks efficiently.					
2	The resources provided help me achieve my productivity goals.					
3	The workplace setup minimizes distractions and enhances focus.					
4	Collaboration in the workplace boosts my job performance.					
5	The work environment encourages innovation and creativity.					
6	I feel my work environment supports my overall productivity.					

How does the physical and social work environment affect your daily productivity?_____

What changes in the work environment would help you perform your tasks more effectively?_____

No	Question Related to Reward and Recognition	1	2	3	4	5
1	Recognition for my work motivates me to perform better.					
2	Rewards at my workplace align with my performance levels.					
3	I feel that my productivity improves when my efforts are rewarded.					
4	Incentives encourage me to exceed my performance targets.					
5	Recognition programs enhance my job satisfaction and output.					
6	I work harder when my achievements are acknowledged.					

How do the reward and recognition practices at your organization motivate you to achieve better performance?_____

What additional types of rewards or recognition would improve your productivity?__

No	Question Related to Communication Practices	1	2	3	4	5
1	Effective communication helps me understand my job responsibilities.					
2	I feel productive due to clear communication from my manager.					
3	Open communication resolves work-related challenges effectively.					
4	Communication channels in the organization enhance productivity.					
5	Timely feedback helps me improve my work performance.					
6	Regular communication keeps me aligned with organizational goals.					

How do communication practices within your team or department impact your ability to perform efficiently?_____

What improvements in communication channels or practices would help you achieve higher productivity?_____

No	Question Related to Training and Development	1	2	3	4	5
1	Training programs enhance my productivity at work.					
2	I apply skills gained from training to achieve better performance.					
3	Development opportunities align with improving my job output.					
4	Training sessions are practical and relevant to my responsibilities.					
5	Support from management enhances the effectiveness of training.					
6	Training initiatives help me meet organizational goals efficiently.					

How have training and development programs contributed to your overall performance and productivity? _____

What additional training or development opportunities would enable you to be more productive? _____

No	Question Related to Work-Life Balance	1	2	3	4	5
1	A balanced workload enhances my overall productivity.					
2	Flexible work arrangements improve my job performance.					
3	I am more productive when I can manage work and personal life effectively.					
4	The organization supports my work-life balance to enhance output.					
5	Reduced stress from work-life balance improves my performance.					
6	Work-life policies help me maintain consistent productivity.					

How does your work-life balance affect your ability to maintain consistent productivity?

What organizational policies or practices could help improve your work-life balance and, in turn, your productivity? _____

No	Question Related to Employee Productivity	1	2	3	4	5
1	I consistently achieve the performance targets set for my role.					
2	My performance appraisal scores reflect my contributions accurately.					
3	I receive constructive feedback that helps me improve my productivity.					
4	I am able to complete my tasks efficiently within the given deadlines.					
5	I feel that the organizational culture supports my productivity.					
6	I have access to the resources and tools needed to perform my job effectively.					

What factors in the organizational culture influence your productivity, either positively or negatively? _____

What specific changes would you recommend to improve your productivity at work? _____
