



**The effect of Organizational Culture on Employee Job Performance
at Ethiotelcom the Case of Central Addis Ababa Zone**

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December 2023

ADDIS ABABA, ETHIOPIA

The effect of Organizational Culture on Employee Job Performance at
Ethiotelecom (the Case of Central Addis Ababa Zone)

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Declaration

I, Demeke Abebaw, proudly announce that the following thesis entitled "The Effect of Organizational culture on employee performance at Ethio telecom Central Addis Ababa Zone" is a product of my original work. Through my own diligence and effort, by the supervision and support of my esteemed research advisor, Dr. Amare Abawa, I have independently carried out this captivating study. Any contributors or sources used for the study have been duly acknowledged, solidifying the integrity of my research efforts. Furthermore, I'm thrilled to confirm that this remarkable study has not been previously submitted for the award of any master's or degree program in this or any other university.

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Acknowledgment

First and foremost, I would like to thank Almighty God for His blessings and for making every step of my life possible. Second, I want to thank my advisor, Amare Abawa (PhD), for his crucial advice and support throughout this research endeavour. His expertise and insight were instrumental in ensuring the success of this study, and I deeply appreciate the time and effort he devoted to it. I also wish to express my thanks to the many family members, friends, and respondents who participated in this study. I recognize and appreciate the time and effort they devoted to it, and I am privileged to have had such a dedicated group supporting this project.

Moreover, I would like to thank the members of Ethio telecom Central Addis Ababa Zone, who provided willingness to their facilities and resources for this research. Their cooperation and support proved invaluable in collecting the data necessary for this study. Finally, my heartfelt appreciation goes out to my wife Tsegabirhan Hailemariam, whose unwavering support and encouragement throughout the research process were critical. Her patience, understanding, and personal sacrifices made it possible for me to complete this research, and I am forever thankful for her love and dedication.

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Abstract

The major objective of the research is to identify the influence of organizational culture on employee job performance at ethiotelecom central Addis Ababa zone. Thus, the study examines the influence of organizational culture (Mission, Adaptability, Involvement and Consistency) on employee job performance. A quantitative research approach was used in this study. The association between organizational culture (Adaptability, Involvement, Consistency and Mission) and employee job performance were hypothesized. Probability sampling specifically stratified sampling techniques were used to create homogeneity between groups; finally, by using simple random sampling among 378 total population 191 sample respondents were selected. Primary and secondary data were used to analyze the data. Descriptive and inferential statistical tools were used to analyze the data namely mean, standard deviation, correlation, and regression. The results of the study showed a statistically significant positive correlation between employee performance and each of the four organizational culture dimensions involvement, consistency, adaptability, and mission. The results of this study suggest that organizations can improve employee performance by focusing on the four organizational factors of mission, involvement, consistency, and adaptability. Among the predictor variables, Involvement has the strongest positive relationship with Employee Performance, followed by Mission, and then Adaptability and Consistency.

Key words: employee performance, Organizational culture, Mission, Involvement, Adaptability and Consistency.

Chapter One

1. Introduction

1.1 Background of the study

Organizational culture can be defined as "the shared values, beliefs, and norms that influence the way individuals think, behave, and interact within an organization" (Schein, 2010). This definition highlights the importance of organizational culture in shaping the attitudes and behaviors of employees and guiding organizational processes and decision-making.

Employees are one of the most critical variables and leading factors determining an organization's performance in a competitive marketplace. This is particularly valid for service firms, which depend significantly on their friendly and courteous personnel to deliver welcoming and well-mannered facilities to their consumers in this competitive climate (Qureshi, 2006). As a result, the objective of the research was to determine whether there is association among organizational culture and employee job performance and to suggest some ideas for the company and to give insights for the researchers that will undertake similar or related research topics.

Organizations want their staff to be committed. Employers want their employees to recognize the organization's values, norms, and artifacts, hence the requirement for organizational culture. Organizations must clarify and instill their culture in their personnel for them to become acquainted with the organizational framework. During the explanation process, the worker learns about the company culture and determines whether she or he can cope with it. This means that every company has a learning environment. It is the right understanding of the corporate culture that determines an employee's performance in the organization. Performance refers to how well a person completes a task or an assignment. It describes the degree to which the duties that make up an employee's job have been completed. According to the definition of job performance, it is "the overall outcome of an employee's effort as modified by abilities, roles, or task perceptions." (Pfeffer ,2000)

The main objective of the study is to determine the influence of organizational culture on employee job performance in the case ethiotelecom central Addis Ababa zone. The attention

which is paid to organizational culture is less but if you observe its effect on the overall performance of employees, it plays a dominant role. This study aims to advance knowledge about and conduct a scientific investigation into the association between company culture and worker job performance. The culture of the company should be developed to support ongoing improvement, enhance employee job performance, and foster quality awareness. To successfully collaborate across cultures, it is essential to be able to comprehend cultural differences and to be adaptable. (Mwita, 2000).

1.2 Background of the study area

Emperor MenelikII established telecommunications infrastructure in Ethiopia in 1894, when the building of a telephone link from Harar to Addis Ababa began. Following it, the interurban network from the capital expanded acceptably in all directions. Many important cities in the Territory were connected by lines, enabling long-distance phone calls with assistants or operators at intermediary bases, who commonly served as verbal human repeaters among the far-off calling groups. Following the completion of the 2006-2010 five years strategy and afterward focusing its exertions on different sectors like health, agriculture and education, the régime of Ethiopia chose to effort on improving telecommunications services, viewing them as a major lever in Ethiopia's growth. On November 29, Ethio telecom was born. (<https://www.ethiotelecom.et/profile>)

It provides different telecom products and services for its esteemed customers. like Mobile voice, mobile broadband internet & VPN (data), fixed voice, fixed broadband internet & VPN (data), VSAT services, domain name, webhosting, public Ip, cloud services, different handsets, wireline, wireless technology devices and financial services with tele birr.

1.3 Statement of the problem

Organizational culture is critical for improving organizational performance. Due to this, it's essential to promote a culture of dynamism, collaboration, confidence, and harmony between business values and corporate objectives. Even while organizational culture and performance have been connected, there hasn't been much empirical research on it, especially in commercial banks. (Denison D. W., 2000).

A 2003 study by the Harvard Business School found that an organization's culture significantly affects its long-lasting financial performance. Over a ten-year period, the study investigated management practices at 160 firms and discovered that culture may either boost or detract from performance.

Organizations with solid performance-oriented cultures saw much advanced economic progress. Furthermore, according to a Corporate Leadership Council from 2002 research, cultural attributes such as risk taking, internal communication, and adaptability are some of the most vital drivers of success and may influence individual performance (Kenney, 1992) revealed that culture contributes to companies' achievement, but not in the same way.

The effects of these traits were shown to differ across geographical boundaries, suggesting that national culture has an impact on organizational culture. A safety climate and an organization's safety record were also found to be related. Organizational culture is represented in how employees perform activities, create goals, and allocate resources to attain those goals. Culture influences how individuals make decisions, sense, and act in response to the organization's opportunities and risks. The company culture dictated to employees how things should be done. Most of the time, people use language to express a particular set of social norms. Culture was thought to be the most significant factor in the study of organizational behavior prior to the 1980s.

Businesses are more focused on organizational behavior factors that have a significant impact on culture than on other aspects of organizational behavior. It was recommended for managers to handle his work by adhering to their organizational culture, which helps to rise in the growth of the company, in many business journals and articles published on a regular basis that claimed that culture was fundamental to company's success (Griffin and Moorhead, 2005).

Organizational culture can differ between firms because it reflects the personality or traits that distinguish one organization from another. These characteristics can be things that appear to be organizational norms or things that do not appear to be organizational mindset. These characteristics accurately define the organizational culture. Thus, organizational culture is a system, a common understanding held by its participants that sets one company apart from another (Cotler, 2005).

The study conducted by Kim and Kim (2017), who are both researchers from South Korea. The study was published in the Journal of Management Development and aimed to examine the relationship between organizational culture and employee performance in the manufacturing industry.

The results of the study showed that a culture of collaboration was not significantly related to employee performance in the manufacturing industry. Specifically, the study found that the degree to which organizations value collaboration (as measured by the survey) was not related to how well their employees performed their jobs (as measured by the performance data). In other words, the study found that the presence of a culture of collaboration in the organizations was not associated with better employee performance.

According to the several studies mentioned above, there is still room for more research in various organizational sectors about the inconsistent results regarding the subject of whether organizational culture enhances or weakens employee performance. Therefore, the researcher wants to examine whether organizational culture influences employee performance based on the country and company culture, rules, and other matters in ethiotelecom.

1.4 Research questions

The study efforts to answer the following questions.

1. How does a clearly defined organizational mission statement influence employee job performance?
2. To what extent organizational consistency contribute to employee job performance?
3. How does organizational adaptability impact employee job performance in dynamic and changing work environments?
4. To what extent does employee involvement in decision-making processes affect job performance?

1.5 Objective of the study

1.5.1 General objective of the study

The major purpose of the research is to analyze the influence of organizational culture on employee job performance at ethio telecom the case of central Addis Ababa zone (CAAZ).

1.5.2 Specific objective of the study

- ❖ To investigate the impact of mission on job performance.
- ❖ To explore the impact of adaptability on employee job performance.
- ❖ To examine the impact of involvement on employee job performance.
- ❖ To explor the impact of consistency on employee job performance.

1.6 Scope of the study

The study is limited to Ethio telecom central Addis Ababa zone. Due to time constraints and budget limitations, the researcher cannot do the project with a broader perspective and breadth, even though it should cover all Branch Offices in Ethiopian. In addition, the other components of culture are not considered in this context; only four general dimensions Adaptability, Mission, Consistency, and Involvement are included.

1.7 Significance of the study

The study will be helpful to the ethiotelecom Central Addis Ababa Zone since it provides information on the impact and link between organizational culture and worker performance. Additionally, it might provide highlights for people who might have a desire to do further research on related issues.

1.8 Limitation of the study

The performance of workers could not only be determined by an organization culture, rather there are several issues that can influence the performance of employees either negatively or positively. Generally, the study only looked at the association among organizational culture and employee performance and did not account for other potential factors that may influence organizational learning, such as leadership, employee training, and communication. Additionally, the study only looked at a specific sample of organizations, so the results may not necessarily generalize to other organizations or industries.

1.9 Organization of the study

Chapter one includes background of the study, statement of the problem, objective of the study, hypothesis testing, significance of the study, scope of the study and limitation of the study. Chapter two includes theoretical, empirical, and conceptual framework. Chapter three includes research design, sampling method, sampling technique, data collection method and data analysis techniques. Chapter four includes data analysis and discussion the last chapter includes summary, conclusion, and recommendation.

Chapter Two

2. Review of Related Literature

2.1 Theoretical review

Every corporation has unspoken guidelines that govern how employees get along with one another and conduct business. These "cultural norms" that exist below the surface are frequently so unconscious that employees, especially those who have been part of the organization for a long time, no longer even question them. It is simply considered as normal when a culture dictates how to advance, how to avoid difficulties, what the boss truly wants, and how to handle various groups within the organization: "This is just how things work around here,". A corporation must put more effort into cultivating its culture than anything else since it is one of its most valuable assets. (Schein, 2010).

When employees perform better, which leads to the attainment of goals and enhances organizational performance, it is especially helpful for the organization's culture. According to Daft (2000), worker performance refers to a person's capacity to use resources effectively and efficiently to reach both personal and organizational goals. Performance and productivity are sometimes used interchangeably. Performance and productivity, according to Ricardo (2001), are two distinct concepts. Performance is a measure of job quality, consistency, and productivity, whereas productivity is a ratio that reflects the sum of task accomplished within a certain time set. Organizational culture can be a driver for change within a company or a clear obstacle to it. As a result, managers are faced with a growing amount of pressure to adapt the culture of their organizations to new methods of working. Organizational culture, according to Quick and Nelson Quick (2011), has four roles: it delivers people with a sense of identity, enhances their responsibility, reinforces organizational principles, and serves as a monitor method for modifying conduct. Leaders establish and strengthen culture via what they wage courtesy to, how they act, how they allocate rewards, and how they employ and fire people (Goleman, 2004). Although the nature of this association is unclear, there is a definite relationship between

organizational culture and workers' performance (Brief, 1990). Numerous cultural characteristics and employee performance have not always been correlated, according to studies (Denison, 1990; Sorenson, 2002).

According to Bulach, Lunenburg, and Potter (2012), the following sums up how business culture affects employee behavior and performance: First, familiarizing staff members with both an organization's past and contemporary operating processes helps them grasp the culture of the latter. Second, corporate culture can promote commitment to the organization's underlying ideas and principles. Third, culture acts as a control mechanism to direct behavior toward necessary activities through its norms. Finally, some organizational cultures might straight correlate with higher levels of productivity and effectiveness than others. The strength of organizational culture—or, more specifically, how broadly and profoundly people subscribe to the company prevailing beliefs and assumptions—influences how well employees perform. In a company with a strong culture, most employees in all functional areas adhere to the guiding principles. It is challenging for these values to change since they have been institutionalized through well-established artifacts (Edelman 2018).

Strong cultures have a propensity to endure for a very long time; some of them may be traced back to the founding values and beliefs of the organization. On the other hand, organizations have weak cultures when the prevailing values are ephemeral and are mostly held by a small group of individuals at the top of the organization. organizational culture does not appear out of thin air or vanish after it has been created, according to Robbins (2001). He added that a company's founders have a significant influence on its initial culture since they have a dream for whatever the company must be, which results in behavioral norms that are embraced in problem-solving. The management and staff's presumptions and beliefs contribute to creating the company's internal surroundings, which is exhibited in its culture. (Goleman D. &., 2002).

Profitability was emphasized by Stewart (2007) as an aim of every organization. According to him, the ideas and attitudes of the employees are the most crucial component of the workplace culture, making it one of the best places to start adjusting According to him, people make up culture. If, for example, these cultural norms promote the idea that " It's not cool to wave around here. " or " Do what's necessary to get by, and others will go away from you," The way the company performs will reflect those values. Additionally, if there are any cultural beliefs that uplifting notions like " Here, winners receive rewards" or " People are very interested in your

performance in this costume," it was also represented in the study. Organizational culture, which is reflected in members' beliefs and assumptions, values, attitudes, and behaviors, is a key component of a firm's competitive advantage because it shapes organizational procedures, brings organizational capabilities together into a coherent whole, and provides solutions to the problems faced by the organization. The organization's ability to fulfill its objectives may be hampered or facilitated by this.(Yelmiz, 2008).

2.1.2 Schein's corporate culture model

Corporate culture, based on Schein (2004), is mostly unconsciously acquired through shared experiences. Artifacts, ideals that are promoted, and underlying presumptions are Schein's three categories for dividing culture. Artifacts, or the first level of culture, are many and obvious organizing actions. For instance, the dress code and general level of cleanliness in the workstation is an artifact that speaks to the company's culture. The initial stage, per Schein, is hard to distinguish since it includes the cultural experiences that are the most obvious and merely reflect the underlying corporate culture. The culture of a corporation is a cultural artifact, one of several that influence behavior. The second level of culture among Schein models is represented by the company's proclaimed ideals. Here they are visible, for instance, in organizations.

The third layer, or underlying assumptions, is crucial for operations since it represents the deepest level of a culture (Schein, 2004). The group's learnt answers to issues involving outward adaptation and internal integration are the underlying assumptions. These responses develop over time and become uncontested facts that cannot be refuted. Issues with external adaptation involve perceptions of an organization's obligations and objectives, as well as the strategies employed to carry them out and assess them. For them to work and prosper in the organization's environment, a solution must be developed.

The development of a mutual language and ideas, crucial cluster boundaries, the degree of power connections and communication, as well as means of prize and penalty, are all issues associated to internal combination and preserving operational capacity. These must have a fix so that the organization's members may collaborate in a planned and predictable working environment.

2.1.2 Denison's organizational culture model

(Denison D. H., 1990) The paradigm contends, the four broad aspects of mission, adaptability, involvement, and consistency can be used to describe corporate culture. Moreover, cultures can be generically classified as inwardly or outwardly centered, adaptable, or stable according to Denison's thesis. The method has mostly been used to identify cultural challenges in organizations. This is a diagram of Denison's model.

Denison Organizational Culture Model (Figure 2.1).



The first cultural characteristic that distinguishes strong organizations is involvement. These companies enhance human potential at all levels, provide employees autonomy, and base their organizational structures around teamwork. Managers, staff members, and executives all have a strong sense of commitment to the company and their employment. According to Denison, people believe that they have a voice in choices that could impact their jobs and that their activities directly advance the objectives of the organization. (2000).

How much employees across all ranks directly contribute to company goals and have influence over organizational decisions (Dawson, 2010). People think they have some influence over decisions that will affect their jobs and that their efforts directly contribute to the organization's goals at all levels. Executives, managers, and staff employees are dedicated to their work and believe they have a stake in the company.

empowerment, a focus on working as a team, and capacity building make up engagement dimension indices. The first stage of empowerment focuses on a person's strength, initiative, and capacity for self-management. Team orientation places a strong emphasis on cooperating to achieve shared objectives for which all employees feel equally responsible. To maintain its competitiveness and satisfy ongoing business needs, capability development describes how the company continuously finances the skill growth of its people.

The second aspect of organizational culture is consistency, which states that strong, highly consistent, well-coordinated, and well-integrated cultures are necessary for organizations to be successful. Conduct is governed by a set of guiding principles, and both leaders and followers are adept at coming to a consensus in the face of divergent opinions. This degree of consistency, which comes from a common viewpoint and a high degree of conformance, is a significant foundation of solidity and internal combination. Denison (2000)

Indexes for the consistency dimension include fundamental values, coordination and integration, and agreement. Therefore, coordination and integration demonstrate how well various organizational functions and units can work together to achieve common goals. Organizational boundaries do not impede workflow. The second indicator, called agreement, measures the ability to settle disagreements when they occur and the level of underlying agreement. The organization's members share a set of values that foster a feeling of identity and a precise set of expectations, according to the organization's final core value. The ability to adapt, which is the third organizational dimension, demonstrates a willingness to take risks, learn from mistakes, and possess the knowledge and abilities necessary to effect change. They are continually making changes to the system to enhance the businesses' overall capacity to deliver value to their consumers (Denison, 2000). It states the level to which a company's culture and procedures assist and encourage staff members to adjust to shifting conditions and successfully meet new challenges. It entails developing an atmosphere where workers are encouraged to be adaptable, flexible, and creative in their work and where their contributions are valued and acknowledged. The adaptability dimensions' indices include organizational learning, customer focus, and

creating change. The ability of an organization to develop adaptable strategies to satisfy shifting needs is what is meant by creating change. As a result, the firm will be able to understand its surroundings, react quickly to new trends, and anticipate developments. The second metric, customer focus, is concerned with how well a business understands, responds to, and anticipates the demands of its customers. Finally organizational learning is exhibited when a business recognizes, understands, and transforms environmental signals into opportunities for promoting innovation, learning, and skill development. The fourth dimension, also referred to as the mission, is the definition of a deliberate long-term course for the company. A mission statement provides a clear direction and set of goals that serve to identify the appropriate course of action for an organization and its members. The organization is given life and significance by specifying a social function and external goals. When an organization has a strong sense of mission, it can change current behavior by visualizing the desired future state. Successful organizations have a strong sense of direction, which defines organizational goals and strategic objectives and articulates a future vision for the company. As the company's primary goal changes, other aspects of its culture also alter, according to Denison (2000). The extent to which employees are aware of and agree with the mission, objectives, and vision of their company (Dawson, 2010). Other facets of an organization's culture alter when the underlying mission of the organization shifts. The indicators of mission dimensions are strategic direction, vision and intent, goals, and objectives. Since everyone may contribute in some way, strategic direction, and intent focus on having clear strategic intents that communicate the organization's mission. The second set of indicators, goals, and objectives, emphasizes the need of having a precise set of goals and objectives that may be connected to the purpose, vision, and strategy and give everybody working on them a clear course of action. Finally, a unified understanding of the ideal future state is ensured through a vision for the organization. It provides direction and leadership while upholding important principles and winning over the hearts and minds of the personnel of the company.

2.1.3 Hofstede's Model of Organizational Culture

Hofsted (1980) asserted that an organization's diverse ideology, convictions, and customs set it apart from others. Any workplace's culture determines how its members interact with one another and with other parties, as well as how involved they are in worthwhile activities. Thus, the workplace culture is primarily influenced by six elements.

Power distance: This dimension refers to the extent to which less powerful members of an organization accept and expect that power is distributed unequally. In cultures with high power distance, there is a strong hierarchical structure and employees may be hesitant to question authority. In cultures with low power distance, there is more equality and employees are more likely to challenge authority.

Individualism vs. collectivism: This dimension refers to the degree to which individuals prioritize their personal goals and achievements over the goals of the group. Cultures that are more individualistic value independence, competition, and personal achievement, while cultures that are more collectivistic prioritize cooperation, harmony, and group success.

Masculinity vs. femininity: This dimension refers to the extent to which a society values traditionally masculine traits such as assertiveness, competitiveness, and achievement, versus traditionally feminine traits such as caring, nurturing, and quality of life. Cultures that are more masculine tend to have a strong emphasis on material success and status, while those that are more feminine prioritize relationships and quality of life.

Uncertainty avoidance: This dimension refers to the extent to which members of a culture feel threatened by uncertainty and ambiguity, and therefore create rules and institutions to minimize risk. Cultures with high uncertainty avoidance tend to value strict rules and procedures, while those with low uncertainty avoidance are more open to change and innovation.

Long-term orientation vs. short-term orientation: This dimension refers to the degree to which a society values long-term goals and planning over short-term goals and immediate gratification. Cultures with a long-term orientation prioritize thrift, perseverance, and long-term benefits, while those with a short-term orientation focus on the present and immediate results.

Indulgence vs. restraint: This dimension refers to the extent to which individuals in a society control their impulses and desires. Cultures that are more indulgent tend to prioritize gratification of desires and enjoyment of life, while cultures that are more restrained emphasize self-discipline and self-control.

2.1.4 Deal and Kennedy Model

Deal and Kennedy (2000) identified four types of organizational cultures based on two dimensions: risk and feedback. These dimensions influence how employees behave and make decisions within the organization. The four types of cultures are:

Tough-Guy/Macho Culture: This type of culture is characterized by high risk and fast feedback. In these organizations, employees are expected to take risks and make quick decisions. Success is often celebrated, while failure may be punished. Examples of organizations with this culture include investment banks or start-up companies.

Work hard/Play hard Culture: Organizations with this culture are characterized by high risk and fast feedback. Employees in these organizations work hard and play hard, often focusing on achieving results in a competitive and dynamic environment. Successes are celebrated and failures are quickly addressed to move forward.

Process Culture: Process cultures have low risk and slow feedback. These organizations prioritize stability and control, with standardized processes and procedures in place to ensure efficiency and consistency. Decision-making may be slow, but this culture values reliability and predictability.

Bet-your-company Culture: This type of culture has high risk and slow feedback. Organizations with this culture take major risks that could potentially make or break the company. Decision-making is carefully considered and strategically planned, as the stakes are high.

2.2.1 Overview of Employee Performance

The accomplishment of organizational goals depends heavily on employee performance. In other words, if people do fine in their several jobs, here is a solid belief that the company will achieve great achievement, generate profits, and build goodwill; yet, if they perform poorly, they will impede the organization's upward growth.

Performance is defined as the level to which a business achieves objectives objective when creating a job for a worker. Performance is defined by Billingsley and Singh (1996) as the outcome of work done by personnel in conformity with the goals to be attained in the work done. Armstrong (2006) said that worker performance refers to a worker's capacity to carry out the responsibilities and tasks that have been entrusted to him or her inside the business. The completion of a particular work as judged against current accepted standards of accuracy, completeness, cost, and speed was further defined by Kotter and Heskett in 1992. It provides direction and leadership while upholding important principles and winning over the hearts and minds of the workforce of the organization. (Cascio,2006).

According to Armstrong (2006) contends that an employee's performance is influenced by more factors than only what a team of employees (teams) or a single employee achieves in respect to the set goals and targets. Additionally, it depends on how eager and motivated the staff is to uphold and enhance the company's principles.

According to Bernardin and Russell (1993), performance can be characterized as the record of results produced by a certain task or activity over a predetermined amount of time. If performance is seen in this light, it may be described as a distribution of results obtained, and it can be assessed using several criteria that describe an employee's pattern of performance over time. Additionally, according to Dessler and Varrkey (2005), employee performance is used to compare employee performance to basic standards.

Performance is therefore a key multidimensional construct with a strong connection to the intended aims of an organization (Mwita, 2000). Additionally, the company compares employee performance to the necessary performance criterion. According to Kenney et al. (1992), good performance refers to how the employee performed on the work that was given to them.

Regardless of all the circumstances and reasons, employee performance at work remains a top issue for firms and is seen as essential to an organization's growth process. Employees are therefore viewed as being very valuable properties to their companies (Ramay and Qureshi, 2006).

2.2.2 Relationship between Organizational culture and employee performance

An organization's work environment is shaped by its collective values, beliefs, principles, and practices, or organizational culture. Employee engagement, job happiness, productivity, and general well-being have all been found to be significantly greater in organizations with positive cultures. A positive company culture's development and maintenance is linked to better levels of employee success and retention (Tiwari, 2015).

Having a defined mission or purpose is one of the main elements that contribute to a positive company culture. Workers are more likely to feel inspired and devoted to their work when they are aware of the organization's mission and goals. Additionally, this sense of purpose aids in decision-making and encourages creativity. Another crucial element in a healthy business culture is employee participation in decision-making procedures. Employees feel more ownership over

their work when they participate in decision-making processes. Because they believe their input is valued, they are more likely to feel invested in and interested in their work (Jain, 2016).

Another crucial element of a healthy company culture is adaptability. A company that is adaptive and flexible will be better able to react to changing priorities and market trends. This flexibility contributes to the development of a climate where workers feel supported in coping with change, which may boost output and job satisfaction. Finally, maintaining consistency in work practices is crucial for developing a supportive workplace culture. Employee stability and predictability are made possible when policies are routinely followed across the entire business and employees know what to expect from their job responsibilities. This consistency also helps build trust within the organization, which can lead to increased job satisfaction and productivity. Overall, research has consistently shown that a positively charged organizational culture is linked to advanced levels of employee performance, satisfaction, and success. Organizations that prioritize mission, involvement, adaptability, and consistency in their culture have a greater ability to retain talent, innovate and achieve long-term goals (Vitak, 2013).

In summary, organizational culture has a significant impact on how well employees perform. By fostering a positive and supportive culture that encourages involvement, adaptability, and consistency, organizations can improve employee engagement, motivation, and job satisfaction, leading to better performance and higher levels of success (Chegini., 2017).

2.3 Empirical finding

The statement that organizational culture and performance are connected is supported by the perception that culture enhances competitive advantage. Rousseau (1990) investigated ways to get past some of the challenges in measuring organizational culture. The results show that there is no positive correlation between culture and employee performance. After carefully analyzing the methodologies and findings of recent research, it is assumed that there is a connection between culture and performance (Lim, 1995). Theorists further assert that companies create extraordinary organizational competencies that are wrongly imitable and provide them with a long-lasting competitive advantage (Garcia-Falcon, 2002). Experts and scholars concur that an organization's effectiveness is determined by how broadly its culture's ideas are accepted (Denison, 1990).

Understanding the association among employee job performance and organizational culture is a crucial research topic because it has been demonstrated by numerous studies that employee job performance is essential for an organization's success, particularly in organizations that provide public services. The study notes that if management establishes and upholds a culture with a high level of employee involvement, a firm can gain a competitive edge. Everyone or worker at the company engages with others according to their own beliefs and ideals. Anyone who joins a company gives oneself freedom to first acclimatize to the organizational culture to assess whether they fit in. It is being studied how culture affects various company's processes. Employee performance is greatly influenced by corporate culture, which can lead to increased productivity and better organizational performance.

Between 1990 and 2007 more than 60 investigation studies engaging more than 7600 small business entities and organizations were conducted to ascertain the effect of culture on organizational performance (Gallagher, 2008). The majority of the research's findings indicate a direct link between powerful cultures and improved performance. The results of this study lend credence to the idea that corporate culture positively affects worker performance. According to research, each worker in the company comes from a distinct culture, so they must strive foremost to fit them into the company's conventions and values. The acceptance of the organizational culture helps the staff do their work effectively and efficiently.

The Gallagher 2008 study found that employee performance was a factor in the organization's increased net profit. When everyone in the organization is moving in the same direction, positive development is simpler to accomplish. According to the findings of this study, having a strong organizational culture helps new hires absorb it and get a competitive edge in their field. Previous research has shown that group effectiveness and employee commitment are crucial for the organization to adopt its values and beliefs and perform better.

Dey, Chatterjee, and Ghosh (2019) conducted research on the influence of organizational culture on employee performance in Indian service organizations. The research used a survey method to collect data from a sample of 150 employees from three Indian service organizations. standard deviations, Means, and correlation coefficients were used in the descriptive and inferential statistics used to analyze the data. The research discovered a positive correlation between corporate culture (mission, adaptability, involvement, and consistency) and employee performance. Specifically, the study found that a supportive organizational culture, an adaptive

organizational culture, and a consistent organizational culture were positively related to employee performance. Additionally, the study found that organizational culture was positively related to employee satisfaction, Job satisfaction and loyalty to the organization.

Salanova, Schaufeli, and Bakker (2006) conducted research on the effect of organizational culture on employee burnout and work engagement in European organizations. The study used a survey method to gather data from a sample of 1,078 employees from 10 European countries. Structural equation modeling was used to analyze the data.

The research revealed a positive connection between corporate culture (mission, adaptability, involvement, and consistency) and employee burnout. Specifically, the study found that a supportive organizational culture, an adaptive organizational culture, and a consistent organizational culture were negatively related to employee burnout. Additionally, the study found that organizational culture was favorably associated with job engagement.

Kim, Lee, and Lee (2020) investigated how organizational culture affected workers' productivity in South Korean manufacturing companies. A sample of 200 employees from three South Korean manufacturing companies were surveyed for the study, which used the results to make conclusions.

The research revealed a valuable connection between corporate culture (mission, adaptability, involvement, and consistency) and employee performance. Specifically, the study found that a helpful organizational culture, an adaptive organizational culture, and a consistent organizational culture were positively related to employee performance. Additionally, the study found that organizational culture was positively related to employee satisfaction, organizational commitment, and job satisfaction.

Ruch, Carron, and Komatsu (2019) conducted research on the effect of organizational culture on employee performance in Japanese manufacturing firms. The study used a survey method to collect data from a sample of 150 employees from three Japanese manufacturing firms. Descriptive and inferential statistics, such as means, standard deviations, and correlation coefficients, were used to analyze the data.

The research revealed a beneficial connection between organizational culture (mission, adaptability, involvement, and consistency) and employee performance. Specifically, the study found that a supportive organizational culture, an adaptive organizational culture, and a consistent organizational culture were positively related to employee performance. Additionally,

the study found that organizational culture was positively related to employee satisfaction, organizational commitment, and job satisfaction.

Mutebi, Kayizzi, and Bamwine (2017) conducted a study on the impact of organizational culture on employee performance in Ugandan organizations. The study used a survey method to collect data from a sample of 189 employees from three Ugandan organizations.

The research revealed a beneficial connection between corporate culture (mission, adaptability, involvement, and consistency) and employee performance. Specifically, the study found that a supportive organizational culture, an adaptive organizational culture, and a consistent organizational culture were positively related to employee performance. Additionally, the study found that organizational culture was positively related to employee satisfaction, organizational commitment, and job satisfaction.

Mwambia, Mcharo, and Kinyanjui (2018) steered research on the effect of organizational culture on employee performance in Kenyan organizations. The research used a survey method to collect data from a sample of 200 employees from three Kenyan organizations.

The research revealed a beneficial connection between corporate culture (mission, adaptability, involvement, and consistency) and employee performance. Specifically, the study found that a supportive organizational culture, an adaptive organizational culture, and a consistent organizational culture were positively related to employee performance. Additionally, the study found that organizational culture was positively related to employee satisfaction, organizational commitment, and job satisfaction.

Overall, these studies demonstrate that positive adaptability, Mission, Involvement, and consistency of organizational culture is positively related to employee performance in Europe and Africa. The studies used appropriate research designs, valid and reliable measurement tools, and appropriate statistical methods to analyze the data. These studies contribute to the literature on the topic and provide insights into the association between organizational culture and employee outcomes in different regions of the world.

2.4 Conceptual framework

The researcher chose to use Denison's organizational culture model out of the various frameworks and models available. The following are the justifications for using this model as a conceptual framework: - This model directly affects organizational culture; - It offers a fresh perspective over other models of organizational culture; and - It is commonly employed. by numerous organizations to diagnose organizational culture.

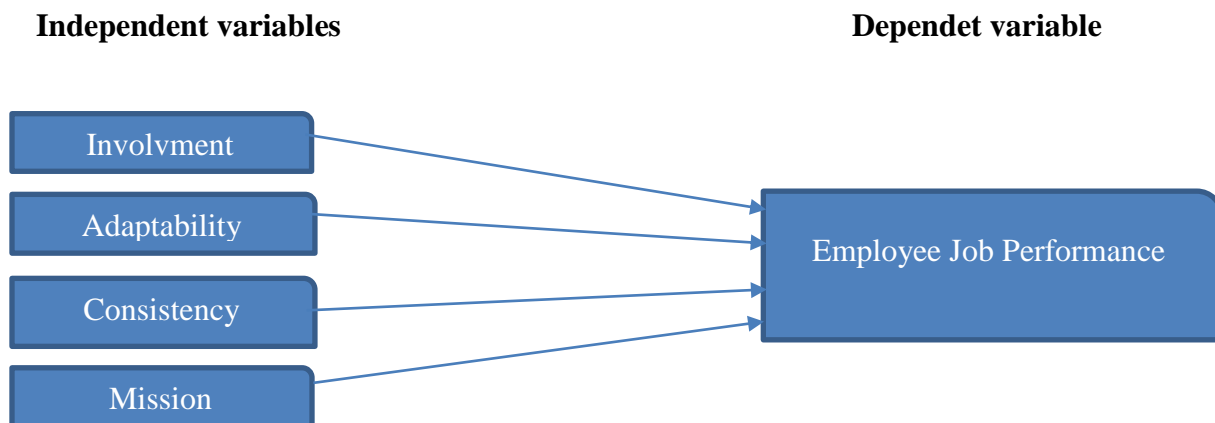


Fig 2.1 Conceptual framework

Source: Adopted from Denison framework and modified by the researcher

2.5 Hypothesis

During the investigation, the following hypotheses are developed and tested.

H1: There is a significant positive relationship between organizational mission and employee job performance.

H2: There is a significant positive relationship between Organizational involvement and employee job performance.

H3: There is a significant positive relationship between Consistency and employee job performance.

H4: There is a significant positive relationship between adaptability and employee job performance.

Chapter Three

3. Research Methodology

The type of research design used in the study discussed in detail in this chapter. Additionally, subjects including target population, sampling methods, sample size, data gathering methodology, data processing, and interpretation tools are covered. This chapter also provides explanations regarding the validity, morality, and dependability of the study.

3.1 Research Design

The framework for data collection and analysis is provided by the research design (Schindler, 2001). Examining how organizational culture affects employee performance at central Addis Ababa ethiotelecom is the goal of this study. The design of the research was explanatory and descriptive considering the purpose and nature of the investigation, and a quantitative approach to data collection was used to achieve the goal of the study. As a result, the study was utilizing an explanatory research design to show the causal linkages between the dependent and independent variables. This design was triangulated with quantitative methods of analysis.

3.2 Population of the Study

The population, according to Cooper and Schindler (2001), is the entire set of items from which the researcher is trying to draw inferences. A large collection of people who exhibit some observable similarities is referred to as a "population." Consequently, a population is a collection of all items that satisfy a particular research requirement. In this study, the intended audience of the study is employees of ethiotelecom central Addis Ababa zone office staff. There are about 378 employees in ethiotelecom central Addis Ababa zone. Among these 108 are commercial staffs (Residential, Enterprise and Indirect channel sales), 112 are Support staffs (human resource, Finance, sourcing, Fleet, Facility, Security, Anti-corruption and legal) and 158 are technical staffs (Fixed network, Wireless network, IP and Operation & maintenance). *Source from central Addis Ababa zone office HR.*

3.3 Sampling Size determination

With the help of the "Sample Size Calculator for Prevalence Studies" created by Naing, Winn, and Nordin (2006), the researcher attempted to create a representative sample. The total population of employees in the organization is 378 (108 Commercial staffs, 112 Support staffs and 158 are technical staffs). Since the population is heterogeneous the researcher will implement the following formula to determine sample size.

The researcher used probability sampling techniques, specifically stratified because the members of the organization have grouped in to three stratum. Therefore, according to the proportion of the stratum sample size were selected by using simple random sampling from each group. As a result, the researcher utilized a confidence interval of 95%, which represents the degree of assurance that each response is accurate. The most level of error the scholar can accept while drawing a conclusion from the information is a 5% margin of error resulting from differences in the responses. Hence. $n = \frac{N Z^2 P (1-P)}{(E^2 (N-1) + Z^2 P (1-P))}$

where n is the sample size.

N = Number of People (378 Employees)

Z is a statistic that represents a level of confidence (95%).

p = Expected Proportion / Response Distribution Probability (0.5)

E = Precession / (5% or 0.05) margin of error

Therefore: $n = \frac{N Z^2 P (1-P)}{(E^2 (N-1) + Z^2 P (1-P))} = \frac{378(1.96)^2 0.5(1-0.5)}{(0.05)^2 (378-1) + (1.96)^2 \times 0.5 (1-0.5)}$

$$(0.05)^2 (378-1) + (1.96)^2 \times 0.5 (1-0.5),$$

$$= 190.78$$

= 191 Sample size always approaches the next highest value.

3.4 Data Collection Instruments

Data were gathered for this study using a two-part self-administered questionnaire. Respondents were asked to provide general information in the first part. A questionnaire with five options Using the Likert scale, which ranges from "strongly disagree" to "strongly agree," was included in the second portion to gauge company culture and worker performance.

3.5 Data Collection Methods

3.5.1 Description and Measurement of Variables

Mission culture is a term used to describe the shared values, beliefs, and behaviors that guide an organization's mission and vision. It refers to the collective values, attitudes, and behaviors that reflect the organization's purpose and goals, and shape the way employees approach their work.

Involvement culture refers to the degree to which workers are encouraged and supported to participate in decision-making, problem-solving, and other aspects of organizational life. It involves creating an environment where employees feel valued and empowered to contribute their ideas and perspectives, and where their contributions are recognized and rewarded.

Consistency culture refers to the degree to which a company's culture and practices are consistent and aligned across different departments, teams, and locations. It involves creating a consistent and stable work environment where employees feel confident that they are following the same policies, procedures, and expectations, regardless of where they work.

Adaptability culture refers to the extent to which an organization's culture and practices encourage and support employees to adapt to changing circumstances and respond effectively to new challenges. It involves creating an environment where employees feel empowered to be flexible, innovative, and adaptable in their work, and where their contributions are valued and recognized.

Employee performance is a significant aspect of organizational culture because it reflects the impact of the company's culture on employee behavior and performance. When an organization's culture is positive, supportive, and aligned with the organization's goals and values, employees are more likely to perform well and contribute to the success of the company.

The below table displays the number of items utilized to evaluate the variables.

Table 3.1 number of variables measured by items.

Variables	No of items used to measure variables	Remark
Mission	8	
Involvement	5	
Consistency	8	
Adaptability	7	
Employee Performance	6	

Source: Survey result 2023

Using a questionnaire with a 5-point Likert scale, primary data was gathered. Since a questionnaire frequently gets rid of subjectivity, which is typical with other instruments like interviews, it was thought to be an appropriate method for data collection. The researcher's ability to tabulate and analyse the data was made straightforward by the surveys' well-organized questions. The respondents were also given adequate time to reflect before responding, as noted by Kothari (2004).

3.6 Data Analysis Methods

For accuracy, consistency, and comprehensiveness, the raw data was gathered, coded, and analysed. The data was analysed using quantitative data analysis techniques. The information collected from the surveys was coded and entered using the Statistical Package for Social Science version 20.0. into the computer, enabling the running of straightforward descriptive analyses that were displayed using frequency Tables. The data analysis technique used both inferential and descriptive statistics. Frequency and cross-tabulation were used for the description of respondent's background, correlation, and multiple linear regression.

3.7 Validity and reliability of the study

Prior to gathering actual data, a pilot test was run to help gather insightful input for the study. Correlation coefficients were obtained for the dependent and independent variables to confirm that the independent factors are positively associated to the dependent variables to assess the construct validity. As a result, the independent variables are a reliable indicator of employee success.

The most popular measure of internal consistency is Cronbach's coefficient alpha, which should ideally be above .70. Use .70 for N=10 and higher, if N >= 10 (Pallant, 2005). Because of this, the measures' dependability guarantees that they are accurate and yield reliable results.

Reliability Statistics			
Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Mission	.952	.953	8
Involvement	.914	.913	5
Consistency	.923	.924	6
Adaptability	.939	.940	7
Employee Performance	.988	.988	6

Source; Survey result 2023

The reliability statistics in the table indicate that the scales used in this study are reliable. Cronbach's alpha is a measure of internal consistency, and values above .70 are generally considered to be acceptable. All the scales in this study have alphas above .90, which indicates that they are highly reliable.

In conclusion the high reliability of the scales used in this study suggests that they are valid measures of the constructs they are intended to measure. This means that the results of the study can be trusted, and that the conclusions drawn from the data are likely to be accurate.

3.8 Ethical Consideration

The study took moral questions into account. Employees of the chosen departments were given questionnaires, and they were asked to fill them out after showing them the letter of reference from the main office. To increase the secrecy of the information respondents, provide, respondents won't be required to sign their names. The questionnaire further states that the research is being done solely for academic purposes.

Chapter Four

4. Data Analysis, Interpretation and Discussion

The analysis is covered in this chapter, interpretation and discussion of the data collected from the employees of Ethio telecom Central Addis Ababa Zone; it was done in three sections.

- ❖ Descriptive data about respondents' demographic traits are presented in the first section of the analysis,
- ❖ while inferential statistics are included in the second section.
- ❖ The final part becomes a discussion of the results.

4.1 Response rate

The sample respondents received a total of 191 questionnaires, 179 of which were returned, while the other 12 were not returned for a variety of reasons. Therefore, the analysis which is done includes the data which was collected from 179 respondents only. Though the questionnaires were collected from 179 sample respondents; the analysis which was done was supposed to be taken as the true representative of the population because probability sampling technique was deployed.

4.1.1 Demographic analysis

Figure 4.1: Respondents' demographic information

Characteristics	Frequency	Percent
Sex		
Male	118	65.9 %
Female	61	34.1 %
Total	179	100.0 %
Age		
18-25	36	20.1%
26-35	85	47.5%
36-44	45	25.1%
Above 44	13	7.3%
Total	179	100.0 %
Level of Education		
Diploma	10	5.6%
Degree	120	67.0%
Masters	49	27.4%
PhD and above	0	0%
Total	179	100.0%
Years of experience		
<3 Years	10	5.6%
3-5 Years	72	40.2%
6-10 Years	56	31.3%
> 10 Years	41	22.9%
Total	179	100.0%

Results of a survey from 2023

The data shows out of 179 respondents, 118 (or 65.9%) were male, while 61 (or 34.1%) were woman. This suggests that male respondents were more prevalent among the surveyed group than female respondents. When interpreting this data, it's important to consider any potential implications of this gender imbalance on the results of the survey or study being conducted. For example, if the survey is investigating a topic that may be influenced by gender, such as perceptions of workplace discrimination or satisfaction with company benefits, the fact that more men than women participated in the survey may skew the results and make it difficult to draw accurate conclusions.

The data shows that out of 179 respondents, the largest age group is the 26-35 range with 85 respondents, accounting for 47.5% of the sample. This is followed by the 36-44 age group with 45 respondents, or 25.1% of the sample. The third largest age group is the 18-25 range with 36 respondents, accounting for 20.1% of the sample. The smallest age group is above 45 years with 13 respondents, making up 7.3% of the sample.

This data gives us an indication of the age distribution among the survey participants, which may be important when interpreting data related to attitudes, behaviours, or opinions that may be influenced by age. For example, if the survey is looking at trends in technology usage or adoption rates, it may be relevant to consider that participants in their late twenties and early thirties are likely to be more comfortable with technology than older or younger participants.

The table shows the educational background of sample respondents. Out of 179 samples, 10 have a diploma which represents 5.6% of the total. The largest amount of samples of 120 which takes the lion share of 67.7%, have a degree. Lastly, 49 samples, which make up 27.4% of the total, have a master's degree and no PhD and above holders. Overall, most of the sample has completed at least a degree program.

The data shows that most respondents (77.1%) in this sample group have work experience ranging from 3 to 10 years, while only 5.6% have less than three year of work experience. This suggests that many members of this sample group are likely in mid-level or advanced positions within their organizations, which could indicate a relatively stable and experienced labour force. The remaining 22.9% of respondents have work experience exceeding 10 years. By understanding the distribution of work experience across different age groups, companies can

develop more targeted approaches to workforce development and create market opportunities for both new hires and seasoned employees to grow their skills and advance their careers.

4.1.2 Mean and standard deviation analysis of variables

Table 4.2 Mean and std. Deviation of Mission culture.

Mission			
Statements	N	Mean	Std. Deviation
There is a distinct mission that provides me purpose and direction.	179	4.07	.828
The strategic direction of ethiotelecom is clear for me	179	4.18	.775
The goals of ethiotelecom are ambitious, but achievable and realistic	179	4.64	.723
Staff's day-to-day behaviors are guided by the company's vision and strategy	179	4.53	.774
The company's vision is clearly communicated throughout the organization	179	4.25	1.027
There is widespread agreement about the goals and objectives of the company.	179	4.41	.812
Employees have a shared vision of what the organization will look like in the future.	179	4.22	.804
We continuously track our progress against our stated goals.	179	4.66	.661

Source: *Survey result 2023*

The mission survey results suggest that most employees believe that there is a clear mission that gives meaning and direction for them, and that the strategic direction of ethiotelecom is clear for them. Additionally, most employees believe that the goals of the company are ambitious, but achievable and realistic, and that their day-to-day behaviors are guided by the company's vision and strategy.

However, there is a lack of agreement among respondents regarding clear communication of the company's vision throughout the organization, with some employees expressing disagreement with this statement. Additionally, there is a lack of consensus regarding the shared vision of what the organization will look like in the future, with some employees expressing disagreement with this statement as well.

Overall, the results of the mission survey indicate that employees generally feel that the mission of the company is clear and provides direction, but there is room for improvement in terms of communication and shared vision.

Table 4.3 Mean and std. Deviation of involvement culture.

Involvement			
Statements	N	Mean	Std. Deviation
This organization acknowledges and rewards best practices	179	4.66	.661
The company provides meaningful non-financial rewards and recognition to those who deliver an outstanding performance	179	4.42	.820
Staff within the company have sufficient authority to make decisions	179	3.90	.937
The company's culture positively influences the way people behave	179	4.46	.802
The company's culture positively influences the way people behave	179	4.47	.816

Source: Survey result 2023

The outcomes of the involvement survey suggest that employees feel that the organization acknowledges and rewards best practices, and that staff inside the organization has enough power to make decisions. Additionally, most respondents agree that for employees that perform very well, the organization offers important non-financial awards and recognition.

Overall, the results of the involvement survey indicate that employees feel that the acknowledges and rewards best practices, but that there is area for enhancement in relation to acknowledging and rewarding best practices and positively influencing the behavior of employees.

Table 4.4 Mean and std. Deviation of Consistency culture.

Consistency			
Statement	N	Mean	Std. Deviation
The company evaluates employees in part on whether they follow company values in their daily activities	179	4.15	.896
There is an ethical code that guides our behaviour and tells us right from wrong.	179	4.12	.944
My organization has a culture that determines how things are done.	179	3.92	.824
My organization stands for clearly stipulated work ethics.	179	3.94	.829
Employees in my organization are guide by similar customs	179	3.91	.891
When disagreements occur, employee work hard to achieve a "win-win" solutions	179	3.97	.930
Ethiotelecom has a strong working culture that encourages employee to perform beyond what's expected from them.	179	4.11	.911
Employee performance and organizational culture has a positive relationship	179	4.32	.810

Source: Survey result 2023

The results of the consistency survey indicate that the respondents perceive their organization to have a strong working culture that encourages employees to perform beyond what is expected of

them. Additionally, most respondents concur that there is an ethical code that governs employees' behavior and that the company evaluates employees based on whether they uphold company principles in their daily activities. However, there is a lack of agreement among respondents regarding the presence of clearly stipulated work ethics and the extent to which employees are guided by similar customs.

When disagreements occur, respondents indicate that they strive to achieve a "win-win" solution, suggesting a positive attitude towards conflict resolution. However, there is a lack of agreement among respondents regarding the extent to which ethiotelecom has a strong working culture that encourages employees to perform beyond what is expected of them.

In conclusion, the results of the consistency survey suggest that while employees perceive their organization to have a positive working culture that encourages high performance, there is room for improvement in terms of clearly communicating work ethics and effectively managing conflicts.

Table 4.5 Mean and std. Deviation of Adaptability culture.

Adaptability			
Statements	N	Mean	Std. Deviation
Unwritten rules can encourage or discourage my performance	179	4.15	.877
Organizational culture helps to create a smooth relationship among employees to improve their performance to achieve their organizational goal.	179	4.08	.929
Could you think that your performance is determined by your organization culture?	179	4.25	.811
Senior leaders clearly communicate a set of values that are personally meaningful to staff	179	4.09	.976
New and improved ways to do work are continually adopted.	179	3.75	1.105
Employees comply with the company's policies and professional code of conduct	179	4.04	1.002
People want to work here because of the culture and work environment	179	4.18	.961

Source: Survey result 2023

The results of the adaptability survey indicate that the respondents perceive that the unwritten rules in their workplace can either encourage or discourage their performance. They also recognize that a positive organizational culture helps to create a smooth relationship among employees, leading to improved performance and better achievement of organizational goals. However, there is a sense among some respondents that their performance may be influenced by their organization culture.

While most respondents agree that Senior leaders effectively convey a set of principles that are important to them personally to staff, there is room for improvement in this area. The survey also reveals that there is a lack of new and more efficient work methods, and employees comply with company policies and professional code of conduct, but there is room for improvement in this area as well.

In conclusion, the outcome culture, the adaptability survey suggests that while there are some areas of improvement, the overall culture and leadership within the organization are perceived to be positive. However, there is room for improvement in terms of fostering a culture of innovation and adaptability, as well as ensuring that employees are provided with opportunities to learn and grow.

Table 4.6 Mean and std. Deviation of Employee Performance

Employee Performance			
Statements	N	Mean	Std. Deviation
The quality of my own work in the past six months was to the expectation.	179	4.40	.804
I tried my level best whenever I interact with the customer to provide him/her with the best services.	179	4.44	.787
I always manage my workload and meet deadlines.	179	4.35	.836
I always reach my objective set (meet the given target).	179	4.31	.861
I can perform both in team as well as an individual.	179	4.18	.775
I demonstrated a high level of creativity and innovation in my work.	179	4.74	.621

Source: Survey result 2023

The mean and standard deviation for employee performance statements is shown in the table. On a scale of 1 to 5, with 1 denoting bad performance and 5 denoting exceptional performance, the assertions are scored. The statements are related to various aspects of job performance, such as

quality of work, customer interaction, workload management, meeting objectives, teamwork, and creativity.

The mean score for all statements is 4.40, which indicates that overall, employees perceive their performance to be above average. However, there is variability in the scores, with standard deviation of 0.804 indicating that employees' performance can vary significantly.

Some of the statements, such as "I always manage my workload and meet deadlines" and "I always reach my objective set (meet the given target)," received higher mean scores, indicating that employees perceive themselves to be effective in these areas. Other statements, such as "I demonstrated a high level of creativity and innovation in my work" and "I can perform both in team as well as an individual," received lower mean scores, indicating that employees may perceive themselves to be less effective in these areas.

Overall, the table suggests that employees perceive themselves to be performing well in certain areas, but there is room for improvement in others. Employers can use this information to identify areas where training or development is needed to improve employee performance and productivity.

Table 4.7 Mean and Standard Deviation of Dependent and Independent Variables

Descriptive Statistics			
	N	Mean	Std. Deviation
Mission	179	34.98	3.530
Involvement	179	21.68	3.433
Consistency	179	32.43	3.686
Adaptability	179	28.55	4.431
Employee Performance	179	26.42	3.246

Source: Survey result 2023

The data set consists of 179 observations for each of the variables: Mission, Consistency, Involvement, Adaptability, and Employee Performance. The observed minimum and maximum values reflect the lowest and highest observed scores for each variable. For instance, the lowest

score for the Mission variable was 25, while the highest score was 40. The mean reflects the average score for each variable across all 179 observations. For example, the average score for Mission was 34.98, which suggests that, on average, employees possess a solid comprehension of their company's mission and goals.

The standard deviation gives a hint as to how scores vary from the mean. decrease in the standard deviation suggests that scores are closely clustered around the mean, while a larger standard deviation suggests that scores are more varied. For instance, the standard deviation for Adaptability was 4.431 which suggests that scores were more widely distributed than scores for Mission (SD=3.530), Involvement (SD=3.433), Consistency (SD=3.686) and Employee Performance (SD=3.246). This may indicate that some employees were highly adaptable while others were less so.

Overall, the summary statistics suggest that the sample of employees had a good understanding of their organization's mission and goals (Mission), were reasonably involved in their work (Involvement), demonstrated consistent performance (Consistency), were somewhat adaptable to changing circumstances within their work environment (Adaptability), and had moderate levels of performance (Employee Performance). These descriptive statistics can serve as a benchmark for future studies or interventions aimed towards improving employee performance within this organization.

4.1.3 Correlation analysis of variables

Pearson correlation coefficients show the magnitude and direction of correlations (whether positive or negative), as well as the intensity of the association (-1.0 to +1.0). Correlations are perhaps the easiest and most practical technique to evaluate the relationship between two or more variables, according to Marczyk, Dematteo, and Festinger (2005).

Marczyk, Dematteo, and Festinger (2005) determined that correlations between .01 and .30 were weak, .30 and .70 were moderate, .70 and .90 were strong, and .90 and 1.00 were very strong.

Table 4.8 Correlation Analysis between Independent variables

		Mission	Involvement	Consistency	Adaptability	Employee Performance
Mission	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	179				
Involvement	Pearson Correlation	.536**	1			
	Sig. (2-tailed)	.000				
	N	179	179			
Consistency	Pearson Correlation	.651**	.512**	1		
	Sig. (2-tailed)	.000	.000			
	N	179	179	179		
Adaptability	Pearson Correlation	.484**	.689**	.490**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	179	179	179	179	
Employee Performance	Pearson Correlation	.740**	.886**	.655**	.724**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
**. The significance level for correlation is 0.01 (2-tailed).						

Source: 2023 survey results

The aforementioned relationship matrix displays the Pearson correlation coefficients between the variables Mission, Involvement, Consistency, Adaptability, and Employee Performance.

Mission the Pearson correlation between Mission and Employee Performance is 0.740, which is significant at the 0.01 level (2-tailed). This suggests that there is a positive and significant relationship between the Mission and Employee Performance variables. In other words, companies that have a strong mission tend to have higher levels of employee performance.

Involvement has a significant positive correlation with Employee Performance ($r = .886, p < .01$). This suggests that higher reported involvement in the workplace is associated with better employee performance. Consistency also has a significant positive correlation with Employee Performance ($r = .655, p < .01$). This indicates that higher levels of consistency in organizational culture and management practices may be associated with better employee performance. Adaptability has a significant positive correlation with Employee Performance ($r = .724, p < .01$). This suggests that higher levels of adaptability in the workplace are associated with better employee performance.

Based on the correlations, there are significant positive relationships between all variables (Mission, Involvement, Consistency, Adaptability) and Employee Performance. The strongest correlations with Employee Performance are found with Involvement, Mission, and Adaptability. Involvement and Adaptability also show strong positive correlation between each other indicating they may be related constructs. Adaptability has a moderate positive correlation with Mission, which suggests that having clear organizational goals and objectives may positively impact on employees' ability to adapt to changing situations within the workplace.

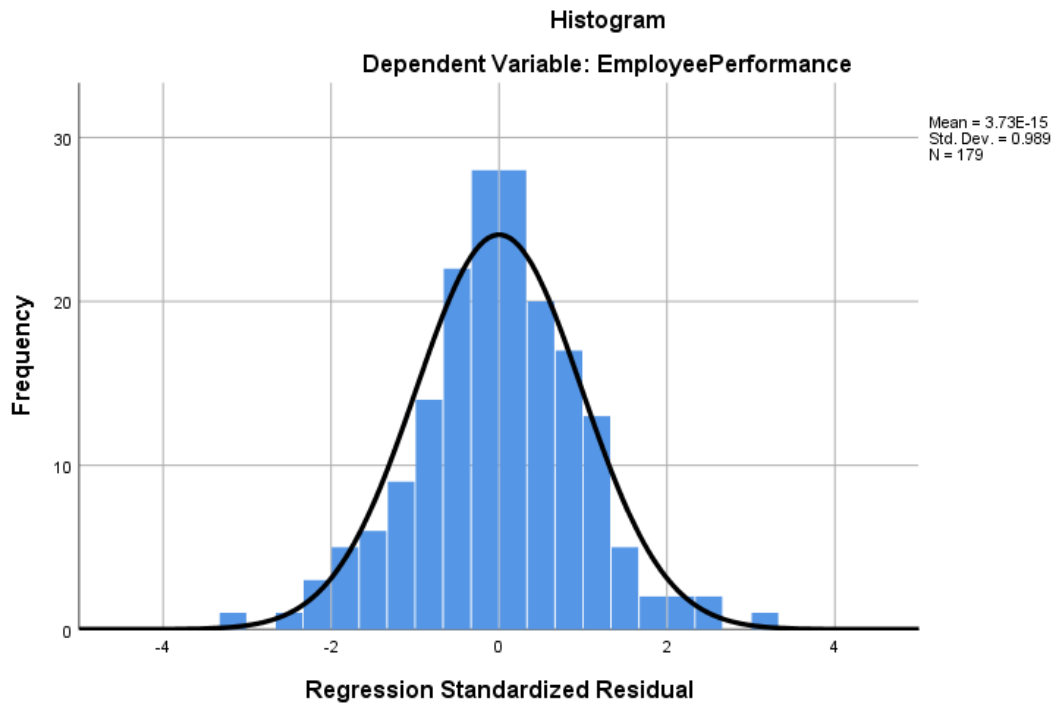
Overall, the data suggests that companies that have a clear sense of mission, lots of employee involvement, adaptability and consistency tend to have higher levels of employee performance. Companies that have a clear and well-communicated mission tend to have more motivated employees who are more committed to achieving organizational goals. Companies that encourage employee involvement tend to have more engaged and satisfied employees who are more likely to remain with the organization. Companies that have high levels of consistency and adaptability tend to have more stable and successful organizations that are better able to navigate changes and challenges.

4.1.3 Regression analysis of variables

Before applying regression analysis, a linearity test was conducted to confirm the correctness of data to the assumptions of regression analysis.

Plots of the regression residual were used to examine the link between the independent variable's organization culture (Mission, Adaptability, Consistency, and Involvement) and the dependent variable employee performance.

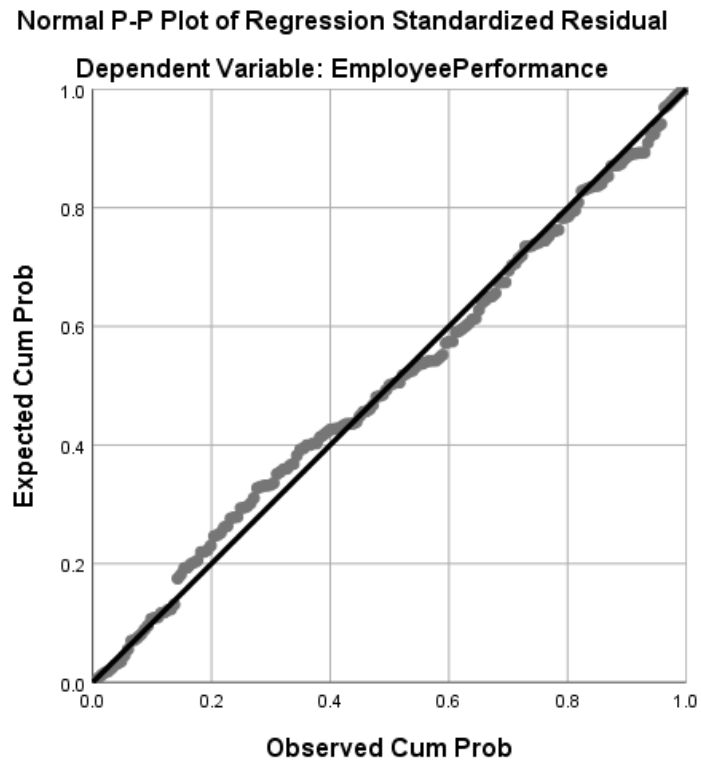
Figure 4.1 Normality test



Source: Survey result 2023

The normal distribution table shows that most of the responses fall within the range of scores that are close to the mean. Based on the standard deviation value, it can be inferred that the data in the sample is moderately spread out around the mean. Moreover, since the mean and standard deviation values are relatively close together, it can be concluded that there is relatively little variability in the data points in comparison to their distance from the mean. Overall, this suggests that the data is normally distributed with a moderate degree of variation around the center, which makes it suitable for further statistical analysis using parametric tests that rely on normality assumptions.

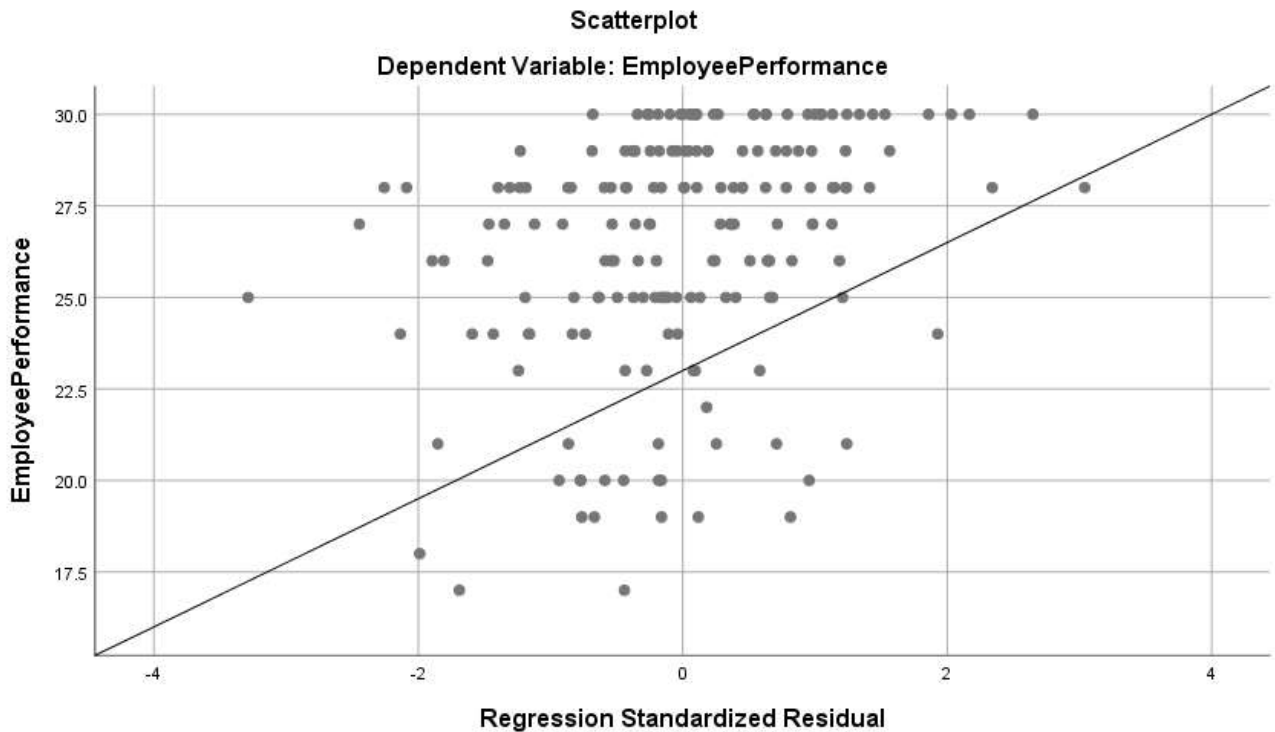
Figure 4.2 Linearity test



Source: 2023 survey results

The above model's test of linearity assumption shows that the connection between the independent (mission culture, consistency culture, Adaptability culture, involvement culture) and dependent variable (employee performance) is in line, then we can interpret and conclude that the linear regression model is appropriate for analyzing the relationship between those variables. This means that changes in the independent variable will proportionately and predictably affect the dependent variable, and that, given a value for the independent variable, the dependent variable may be predicted by the regression equation with accuracy. In practical terms, this means that we have a reliable tool for making predictions, identifying trends and relationships, and potentially using these insights to inform decision-making in various contexts.

Figure 4.3 Homoscedasticity test



Source: Survey result 2023

A straight homoscedasticity plot graph with one dependent variable and four independent variables indicates that the variance of the error term is constant across different levels of the independent variables. This means that the residuals are randomly scattered around the regression line, and there is no pattern that suggests non-constant variance. A straight-line pattern is desirable because it indicates that the model is a good fit for the data and that the assumptions of linear regression are met.

Table 4.9 Regression Coefficients

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.948 ^a	.898	.896	1.048	.898	383.429	4	174	.000
a. Predictors: (Persistent), Adaptability, Involvement, Mission, Consistency,									
b. Dependent Variable: Employee Performance									

Source: Survey result 2023

The Model Summary presents the outcomes of a linear regression analysis that aimed to detect the association between employee performance as the dependent variable and adaptability, mission, consistency, and involvement as the independent variables. The R-squared value for the model is .898, indicating that approximately 89.8% of the variance in employee performance can be explained by the four independent variables.

The Adjusted R-squared value is .896, which is very close to the R-squared value. The standard error of the estimate is 1.048, which means that the predicted values of employee performance can deviate from the actual values by an average of 1.048 units. The table of change statistics reveals that the overall model has a significant F-statistic of 383.429 with a p-value of .000, indicating that the independent variables significantly predict employee performance.

In summary, the linear regression analysis suggests that adaptability, mission, consistency, and involvement are important predictors of employee performance, and together they explain approximately 89.8% of the variance in this outcome variable.

Table 4.10 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1684.472	4	421.118	383.429	.000 ^b
	Residual	191.103	174	1.098		
	Total	1875.575	178			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Adaptability, Mission, Consistency, Involvement						

Source: Survey result 2023

The ANOVA results show that there is a significant relationship between the independent variables (Adaptability, Mission, Consistency, Involvement) and the dependent variable (Employee Performance). The F-statistic is 383.429, which is statistically significant at the 0.05 level. This means that the null hypothesis (that there is no relationship between the independent variables and the dependent variable) can be rejected.

The ANOVA table shows the overall significance of the model from a statistical perspective. As the significance value of F statistics shows a value .000, which is less than $p < 0.05$, implies the model is significant. Overall, the results of the ANOVA suggest that the independent variables are all important predictors of employee performance. This means that organizations can improve employee performance by focusing on these factors.

Table 4.11 Regression Coefficients

Coefficients											
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.717	.824		.870	.385					
	Mission	.277	.031	.301	8.951	.000	.740	.561	.217	.516	1.936
	Involvement	.556	.034	.588	16.539	.000	.886	.782	.400	.464	2.157
	Consistency	.085	.029	.097	2.899	.004	.655	.215	.070	.527	1.896
	Adaptability	.092	.025	.126	3.665	.000	.724	.268	.089	.496	2.017
a. Performance of employees is a dependent variable.											

Source: 2023 survey results

The constant coefficient represents the predicted value of Employee Performance when all predictor variables have values of zero. In this model, the constant coefficient is .717, which implies that if all the predictor variables were set to zero, the predicted level of Employee Performance would be .717.

Mission has a positive relationship with Employee Performance. For every one unit increase in Mission, Employee Performance is predicted to increase by .277 units, keeping all other factors the same. The standardized coefficient for Mission is .301, which indicates that it is a relatively weak predictor of Employee Performance compared to the other variables in the model.

Involvement has a strong positive relationship with Employee Performance. For every one unit increase in Involvement, Employee Performance is predicted to increase by .556 units, keeping all other factors the same. The standardized coefficient for Involvement is .588, which suggests that it is a significant and meaningful predictor of Employee Performance in this model.

Employee Performance and consistency are positively correlated; however, it is not strong. For every one unit increase in Consistency, Employee Performance is predicted to increase by .085 units, keeping all other factors the same. The standardized coefficient for Consistency is .097, which indicates that it has a relatively weak association with Employee Performance compared to Involvement and Mission.

Additionally, there is a tenuous correlation between adaptability and employee performance. For every one unit increase in Adaptability, Employee Performance is predicted to increase by .092 units, while keeping all other factors the same. The standardized coefficient for Adaptability is .126, which indicates that it has a slightly stronger association with Employee Performance than Consistency but weaker than Involvement.

Taken together, these coefficients suggest that Involvement is the strongest predictor of Employee Performance among the four variables included in this model. Improving organizational culture and training opportunities to promote greater employee involvement could help to improve employee performance. While there is a correlation between Consistency and Adaptability and Employee Performance, it is not as high as the correlation between Involvement and Employee Performance. Finally, while Mission has a tenuous positive correlation with employee performance, it is still a significant predictor and should not be overlooked in interventions aimed at improving employee performance.

Table 4.11 Prediction model by using multiple linear regression analysis.

The degree to which the predictors were used was demonstrated using the regression linear equation $Y=B_0+B_1X_1+B_2X_2+B_3X_3+B_4X_4...$

$$Y=0.717+0.277X_1+0.556X_2+0.085X_3+0.092X_4+E$$

Where: -

Y= Employee performance

X1= Mission

X2= Involvement

X3= Consistency

X4= Adaptability

Based on the given regression coefficient model, we can conclude that all the independent variables (Mission Culture, Involvement Culture, Adaptability Culture, and consistency Culture)

have a statistically substantial effect on the dependent variable. This is because all of them have p-values less than 0.05 (i.e., .000, .000, .004, and .000 respectively). In addition, it can be observed that the standardized coefficients (Beta values) for each independent variable are positive, indicating a positive relationship with the dependent variable.

Table 4.12: Hypothesis Testing

Hypothesis	Result
H1: The mission and employee performance are significantly related.	B= 0.301 P< 0.05 H1: Accepted
H2: Employee performance and involvement have a significant relationship.	B= 0.588 P < 0.05 H2: Accepted
H3: Consistency and employee performance are significantly correlated.	B= 0.097 P< 0.05 H3: Accepted
H4: Employee performance and adaptability are significantly correlated.	B= 0.126 P< 0.05 H4: Accepted

Source: 2023 survey results

The constant coefficient represents the predicted value of Employee Performance when all the predictor variables are zero. In this model, the constant coefficient is .717, which means that if all the predictor variables were zero, the predicted level of Employee Performance would be .717.

Mission has a positive relationship with Employee Performance. For every one unit increase in Mission, Employee Performance is predicted to increase by .277 units, keeping all other factors the same. The standardized coefficient for Mission is .301, which indicates that it is a relatively weak predictor of Employee Performance compared to the other variables in the model.

Involvement has a strong positive relationship with Employee Performance. For every one unit increase in Involvement, Employee Performance is predicted to increase by .556 units, keeping

all other factors the same. The standardized coefficient for Involvement is .588, which suggests that it is a significant and meaningful predictor of Employee Performance in this model. Employee Performance and consistency are positively correlated; however, it is not strong.

For every one unit increase in Consistency, Employee Performance is predicted to increase by .085 units, keeping all other factors the same.

The standardized coefficient for Consistency is .097, which indicates that it has a relatively weak association with Employee Performance compared to Involvement and Mission. Additionally, there is a tenuous correlation between adaptability and employee performance. For every one unit increase in Adaptability, Employee Performance is predicted to increase by .092 units, keeping all other factors the same. The standardized coefficient for Adaptability is .126, which indicates that it has a slightly stronger association with Employee Performance than Consistency but weaker than Involvement.

Taken together, these coefficients suggest that Involvement is the strongest predictor of Employee Performance among the four variables included in this model. Improving organizational culture and training opportunities to promote greater employee involvement could help to improve employee performance. While both Consistency and Adaptability have a positive relationship with Employee Performance, it is less strong than the relationship between Involvement and Employee Performance. Finally, while Mission has a tenuous positive correlation with employee performance, it is still a significant predictor and should not be overlooked in interventions aimed at improving employee performance.

4.2 Discussion of Findings

The results of the correlation analysis showed that there is a strong positive relationship between mission, involvement, consistency, adaptability, and employee performance. This means that as the levels of these four organizational factors increase, so does employee performance.

The strongest correlation was found between mission and employee performance ($r = .740$, $p < .01$). This suggests that organizations with a clear and compelling mission are more likely to have high-performing employees.

The next strongest correlation was found between involvement and employee performance ($r = .886$, $p < .01$). This suggests that organizations that encourage employee participation and involvement are more likely to have high-performing employees.

The third strongest correlation was found between consistency and employee performance ($r = .655$, $p < .01$). This suggests that organizations that are consistent in their policies and procedures are more likely to have high-performing employees.

The fourth strongest correlation was found between adaptability and employee performance ($r = .484$, $p < .01$). This suggests that organizations that can adapt to change are more likely to have high-performing employees.

The results of this study suggest that organizations can improve employee performance by focusing on the four organizational factors of mission, involvement, consistency, and adaptability. By creating a clear and compelling mission, encouraging employee participation and involvement, ensuring consistency in policies and procedures, and being able to adapt to change, organizations can create a work environment that is conducive to high employee performance.

The model summary shows that the independent variables (Adaptability, Mission, Consistency, Involvement) explain 89.8% of the variance in the dependent variable (Employee Performance). This means that the model is a good fit for the data and that the independent variables are significant predictors of the dependent variable.

The ANOVA results show that there is a significant relationship between the independent variables (Adaptability, Mission, Consistency, Involvement) and the dependent variable (Employee Performance). This means that the independent variables can be used to predict the dependent variable. The results also show that the independent variables are not correlated with each other, which means that the results of the ANOVA test are not biased by multicollinearity.

The results of the ANOVA test indicate that there is a significant relationship between the independent variables (Adaptability, Mission, Consistency, Involvement) and the dependent variable (Employee Performance). This means that the independent variables can be used to predict the dependent variable. The standardized coefficients indicate that the strongest relationship between the independent variables and the dependent variable is with Involvement ($\beta = .588$). This means that Involvement is the most important factor in predicting Employee Performance. The other independent variables are also significant predictors of Employee Performance, but to a lesser extent. The collinearity statistics indicate that there is no multicollinearity between the independent variables. This means that the independent variables are not correlated with each other, and that the results of the ANOVA test are not biased by multicollinearity.

The results of the ANOVA test suggest that the independent variables (Adaptability, Mission, Consistency, Involvement) are significant predictors of the dependent variable (Employee Performance). This means that organizations can focus on these factors to enhance employee performance.

The linear regression analysis aimed to identify the relationship between employee performance and adaptability, mission, consistency, and involvement as independent variables. The results showed that the four variables significantly predict employee performance, with an R-squared value of .898 indicating that approximately 89.8% of the variance in employee performance can be explained by these variables. The standard error of the estimate is 1.048, and the F-statistic is significant with a p-value of .000. Therefore, adaptability, mission, consistency, and involvement are important predictors of employee performance and can explain a significant amount of its variance.

Overall, the model suggests that a high level of mission and involvement, combined with a high level of consistency, may be associated with the highest levels of employee performance. The

outcomes also suggest that the association between mission and employee performance is dependent on the level of consistency, with the relationship becoming stronger as consistency increases.

This research finding has been supported by the following research findings: -

Dey, Chatterjee, and Ghosh in 2019 discovered a positive connection between organizational culture (mission, adaptability, involvement, and consistency) and employee performance. Additionally, the study found that organizational culture was positively related to employee satisfaction, organizational commitment, and job satisfaction.

Mwambia, Mcharo, and Kinyanjui (2018) discovered a positive connection between organizational culture (mission, adaptability, involvement, and consistency) and employee performance. Specifically, the study found that a helpful organizational culture, an adaptive organizational culture, and a consistent organizational culture were positively related to employee performance.

Chapter Five

5. Summary, Conclusion and Recommendation

5.1 Summary

The results of the survey indicated that organizational culture has a positive impact on employee performance. The survey also found that involvement, mission, consistency, and adaptability are all positively correlated with employee performance. The summary finding suggests that a good understanding of the organization's mission and goals, consistent performance, and involvement in one's work are positively correlated with employee performance. While the sample size is limited to 179 observations, these findings can still be useful in guiding future interventions aimed at improving organizational culture and employee performance. Further research can be done to confirm these findings and obtain a better understanding of the relationships between various factors that may affect employee performance. The summary statistics can serve as a useful benchmark for comparing performance across time or against industry standards to gauge progress.

The strongest correlation was found between mission and employee performance ($r = .740, p < .01$). This suggests that organizations with a clear and compelling mission are more likely to have high-performing employees.

The next strongest correlation was found between involvement and employee performance ($r = .886, p < .01$). This suggests that organizations that encourage employee participation and involvement are more likely to have high-performing employees.

The third strongest correlation was found between consistency and employee performance ($r = .655, p < .01$). This suggests that organizations that are consistent in their policies and procedures are more likely to have high-performing employees.

The results of the ANOVA test indicate that there is a significant relationship between the independent variables (Adaptability, Mission, Consistency, Involvement) and the dependent variable (Employee Performance). This means that the independent variables can be used to

predict the dependent variable. The standardized coefficients indicate that the strongest relationship between the independent variables and the dependent variable is with Involvement ($\beta = .588$). This means that Involvement is the most important factor in predicting Employee Performance. The other independent variables are also significant predictors of Employee Performance, but to a lesser extent. The collinearity statistics indicate that there is no multicollinearity between the independent variables. This means that the independent variables are not correlated with each other, and that the results of the ANOVA test are not biased by multicollinearity.

5.2 Conclusion

The study's findings have substantial ramifications for how organizational culture affects worker performance.

The summary statistics suggest that a good understanding of the organization's mission and goals, consistent performance, and involvement in one's work are positively correlated with employee performance. While the sample size is limited to 179 observations, these findings can still be useful in guiding future interventions aimed at improving organizational culture and employee performance. Further research can be done to confirm these findings and obtain a better understanding of the relationships between various factors that may affect employee performance. The summary statistics can serve as a useful benchmark for comparing performance across time or against industry standards to gauge progress.

In conclusion, the correlation matrix provides evidence that organizational culture and management practices impact employee performance. The strong positive correlations between Mission, Involvement, Consistency, Adaptability, and Employee Performance suggest that these variables are important drivers of employee performance. The findings suggest that a clear organizational mission and well-defined goals can motivate employees to perform better.

Furthermore, involving employees in the decision-making process can enhance their commitment and engagement with the organization. Consistency in organizational culture and management practices is essential for creating a stable and supportive work environment that fosters positive outcomes such as increased retention and productivity. Finally, an adaptable workplace can prepare employees to respond effectively to changing circumstances, leading to better performance and higher levels of organizational success.

These results have significant implications for organizations aiming to improve employee performance. Interventions targeting these factors should be considered in efforts to improve

organizational culture. Companies can focus on communicating their mission and values clearly to employees, which can increase their sense of purpose and motivation. Organizations can also seek to promote employee involvement through various initiatives such as participative decision-making processes or employee engagement surveys. Strategies aimed at enhancing consistency in policies, procedures, rewards systems, and management practices can also create a more secure work environment that fosters better performance. Finally, organizations can encourage adaptability by investing in training and development programs that enhance employees' ability to deal with changes in the work environment proactively.

Among the predictor variables, Involvement has the strongest positive relationship with Employee Performance, followed by Mission, and then Adaptability and Consistency. The standardized coefficients for these variables suggest that they are weak predictors of Employee Performance compared to Involvement. Therefore, interventions that aim to improve organizational culture and provide training opportunities to promote greater employee involvement could help to enhance employee performance. While Consistency and Adaptability have positive relationships with Employee Performance, their associations are weaker than that of Involvement. Finally, Mission is also a significant predictor of Employee Performance and should not be overlooked in interventions aimed at improving employee performance.

5.3 Recommendation

Based on the results and conclusions, here are some recommendations for the ethiotelecom to improve its employee performance: -

The researcher recommend that companies focus on improving their organizational culture to enhance employee performance. A clear understanding of the organizational mission and goals, consistent performance, and employee involvement in decision-making processes can positively affect employee performance. This can be achieved by communicating the mission and values of the organization to employees, promoting employee involvement through various initiatives, and providing training and development programs to foster adaptability.

To improve employee performance, interventions should target the key factors identified in the study - Mission, Involvement, Consistency, and Adaptability. The strongest predictor of employee performance is Involvement, followed by Mission, Adaptability, and Consistency. Therefore, interventions aimed at improving organizational culture should focus on increasing employee involvement in decision-making processes, as it is the strongest driver of employee performance.

A stable and supportive work environment that fosters positive outcomes such as increased retention and productivity can be achieved by promoting consistency in policies, procedures, rewards systems, and management practices. Adaptability is also critical in preparing employees to respond effectively to changes in the workplace, leading to better performance and higher levels of organizational success.

In conclusion, companies should strive to improve their organizational culture to enhance employee performance. Interventions targeting the key factors identified in this study - Mission, Involvement, Consistency, and Adaptability - should be considered to achieve this goal. By promoting a clear understanding of the organizational mission and goals, involving employees in decision-making processes, fostering a stable and supportive work environment, and providing training programs to enhance adaptability, organizations can create a more engaged workforce that performs better, leading to higher levels of success.

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APPENDICES

Addis Ababa University

Department Management

Questionnaire to be filled by employees of ethiotelecom

Dear Respondents:

This questionnaire is designed to get the relevant information for the research carried out on the topic The Impact of organizational culture on employee performance: The case of ethiotelecom central Addis Ababa zone (CAAZ). The study is conducted for academic purposes only for partial fulfillment of the requirements of the Master of Business Administration. Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your kind and genuine responses. Therefore, I kindly request you to fill the questionnaire carefully as soon as possible.

Thank you in advance!

Part I: Information about Demographic Data (Please put “x” mark in the box that best describes you)

1. Sex

A. Male

B. Female

2. Marital Status

A. Single

B. Married

C. Divorced

D. Widowed

3. Educational Background

A. Less than Diploma

B. Diploma

C. Degree

D. Masters

E. Ph. D

4. Working Department

A. Commercial

B. Technical

C. Support

D. Other

4. Years of experience

A. Below 2 years

B. 3 – 5 years

C. 6- 10 years

D. Above 10 years

Part II: Assessment of the organizational culture and Employee performance

The five-point scales range from strongly agree to strongly disagree. The objective is to assess key dimensions of the culture at your organization. So, you are requested to indicate your perception using the following Likert scale.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree.

Number	Mission	1	2	3	4	5
5	There is a clear mission that gives meaning and direction for me					
6	The strategic direction of ethiotelecom is clear for me					
7	The goals of ethiotelecom are ambitious, but achievable and realistic					
8	Staff's day-to-day behaviors are guided by the company's vision and strategy					
9	The company's vision is clearly communicated throughout the organization					
10	There is widespread agreement about the goals and objectives of the company.					
11	Employees have a shared vision of what the organization will look like in the future.					
12	We continuously track our progress against our stated goals.					
	Involvement					
13	This organization acknowledges and rewards best practices					
14	The company provides meaningful non-financial rewards and recognition to those who deliver an outstanding performance					
15	Staff within the company have sufficient authority to make decisions					
16	The company's culture positively influences the way people behave					
17	Decisions are usually made at the level where the best					

	information is available					
	Consistency					
18	The company evaluates employees in part on whether they follow company values in their daily activities					
19	There is an ethical code that guides our behavior and tells us right from wrong.					
20	My organization has a culture that determines how things are done.					
21	My organization stands for clearly stipulated work ethics.					
22	Employees in my organization are guide by similar customs					
23	When disagreements occur, employee work hard to achieve a "win-win" solutions					
24	Ethiotelecom has a strong working culture that encourages employees to perform beyond what's expected from them.					
25	Employee performance and organizational culture has a positive relationship					
	Adaptability					
26	Unwritten rules can encourage or discourage my performance					
27	Organizational culture helps to create a smooth relationship among employees to improve their performance to achieve their organizational goal.					

28	Could you think that your performance is determined by your organization culture?					
29	Senior leaders clearly communicate a set of values that are personally meaningful to staff					
30	New and improved ways to do work are continually adopted.					
31	Employees comply with the company's policies and professional code of conduct					
32	People want to work here because of the culture and work environment					
	Employee performance					
33	The quality of my own work in the past six months was to the expectation.					
34	I tried my level best whenever I interact with the customer to provide him/her with the best services.					
35	I always manage my workload and meet deadlines.					
36	I always reach my objective set (meet the given target).					
37	I can perform both in team as well as an individual.					
38	I demonstrated a high level of creativity and innovation in my work.					

For any question/clarity

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