



**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE: THE CASE OF MOHA SOFT DRINKS INDUSTRY
SUMMIT PARTNERS BRANCH**

BY: NURAYEHU ESHETU (GSE/7509/11)

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ADVISOR: Dr. ATSEDE TEFAYE

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ADDIS ABABA ETHIOPIA

Statement of Declaration

I declare that the thesis entitled “**The effect of organizational culture on employee performance**”: **Empirical Evidence from MOHA Soft Drinks Industry Summit partners’ branch**. Submitted for the partial fulfillment of the requirements for the Degree of Masters of Arts in Human Resource Management at Addis Ababa University School of Commerce is my original work and it has not been presented for the award of any other degree, diploma, or other similar titles at this or any other university or institution.

Declared by:

Nurayehu Eshetu Tikuye

Signature _____

Date _____

Statement of Certification

This is to certify that the thesis work entitled “The effect of organizational culture on employee performance: the case of MOHA Soft Drinks Industry Summit Partners’ branch.” is submitted in partial fulfillment of the requirements for Master of Arts in Human Resource Management to Addis Ababa University School of Commerce is her original work and has got acceptance for the submission for the award of Master’s Degree in Human Resource Management.

This project paper has been submitted for examination with my approval as a university advisor.

Dr. Atsede Tesfaye

(Advisor)

Date _____

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

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BY:

NURAYEHU ESHETU

Approval Board Committee:

_____	_____	_____
Research Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

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ABSTRACT

The purpose of this study was to assess the effect of organizational culture on Employee performance, by adapting the Denison organizational culture model that developed four cultural traits namely (Involvement, Consistency, Adaptability and Mission) to show connection between culture and employee performance at MOHA Soft Drinks Industry Summit partners' branch. The study adopted descriptive plus explanatory approach. The target population consisted of employees of MOHA Soft Drinks Industry particularly Summit Partner's branch. The target population of this research was 400 employees out of which 200 were taken as a sample using purposive sampling technique. A questionnaire was used to collect data and was analyzed using descriptive and inferential statistics and the results were presented in Tables. The study indicated that MOHA Soft Drinks Industry, shown very high quality in defining a meaningful long term for the organization, high understanding of translating the demands of the external environment into action, high awareness of building human capability and creating a shared sense of ownership and responsibility throughout the organization and high permanence of defining the values and systems that are the basis of the culture. On the other hand employees have strong feelings about their organization they feel comfortable in their organization and highly recommend it as a great place to work at. This shows, despite lack of knowledge about culture in MOHA Soft Drinks Industry among employees, they managed to build strong beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of the organization. Finally the study concluded that there is a positive relationship between organizational culture and employee performance in MOHA Soft Drinks Industry (summit partners' branch). Furthermore it was recommended that organizational culture should be enhanced in Industries since it influences performance. The findings of the study are expected to provide a source of information for policy makers, researchers and human resources professionals to understand link between organizational culture and employee performance in MOHA Soft Drinks Industry.

Key words: *Organizational Culture, Employee Performance, Involvement, Consistency, Adaptability, Mission.*

CHAPTER ONE

1. INTRODUCTION

This chapter deals with the background of the study, background of the organization, statement of the problem, objectives of the study, significance of the study, scope of the study, limitations of the study, delimitation of the study, operational definition and organization of the study.

1.1. Background of the study

People are constantly surrounded by culture (often invisible) that forms the background of their work lives in organizations. Organizational culture provides a powerful mechanism for controlling behavior by influencing how we view the world around us. Organizations do not exist in a vacuum but in a specific culture or socio-cultural environment that influence the way their employees think, feel and behave. Agwu (2014)

Work place culture is a very powerful force that influences an employee's work life. It is the very tread that holds the organization together. Managers and employees do not work in value free environment governed, directed and tempered by the organization's culture (Ritchie, 2000). Thus, organizational culture has a strong effect on performance and work attitude.

E. Schein (1985) defined culture as "A pattern of basic assumptions invented, discovered or developed by given group as it learns to cope with its problems of external adoption and internal integration worked well enough to be considered valuable and therefore, to be taught to new members as a correct way to perceive, think and feel, in relation to those problems."

Organizational culture plays a very significant role in an organization. It is a well-recognized measure which helps in understanding the organization's professed stability for the employee's incentive, encouragement and contentment with their job Waterman (1999, p.808). Nevertheless, organizations are well aware of the fact that a strong, rigorous, accommodating, helpful and career oriented work environment should be provided to the employees so that valuable and competent work force can be accomplished, managed and maintained.

Most people would agree that when you feel good, you do better at just about everything. Business leaders have caught on to the idea of creating a corporate or organizational culture of

inclusion, enjoyment and fulfillment, because it improves employee productivity and performance (Leonard, 2019). When organizational culture is strong, it can be a determinant of performance through employee behavior and decision-making patterns. Bigliardi et al. (2012) argued that even if people can change organizations, their effectiveness is partly dependent on that organization's culture. This implies that organizational culture creates the platform for employees to perform their duties. Yeh and Chien (2019) further contends that creativity while carrying one's tasks, job satisfaction, the inclination to taking risks, job involvement, and the possibility to leave the job are affected by organizational culture.

On the other hand, toxic work culture can discourage workers; Weak Organizational cultures, in comparison to strong Organizational cultures, are argued to be less successful in achieving Organizational goal due to the perceived link of culture and motivation. Organizations with a weak Organizational culture focus more on action by the individual employee, hence sharing of norms, values and philosophies among employees is less important. There is also less group think and less group action in the organization, hence there is less inter-influence and motivation among the employees to improve their performance and help the organization achieve its goals.

Every organization must have set guidelines for the employees to work accordingly. The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace.

1.2. Background of the organization

MOHA soft drinks Industry S.C was acquired from the Ethiopian Privatization Agency and established on May 15, 1996 with vision of making each of its Pepsi products to be a drink of first choice among consumer and obtainable throughout the Ethiopian market. The organization intends to create superior value for its shareholders, its customers and employees. MOHA Soft Drinks Industry mission is to be the best beverage industry in the country.

The organization will continuously improve its responsiveness to the needs and concerns of customers, employees, partners and communities in which it serves. This will be accomplished through the development of its employees, an emphasis on cost efficiency, market expansion and profitability. MOHA Soft Drinks Industry will expand its marketing areas to both protect and improve its positions by placing emphasis on innovation and technological improvement to keep

always ahead of competition and core values, customer satisfaction, enhancement of positive corporate identity and image, ensure employees empowerment, be committed to social responsibilities, sustainability of quality and excellence in what it does and build a winning team.

The company has seven production sites and its major products are: Pepsi Cola, Mirinda Orange, 7-up, Mirinda Tonic, Mirinda Apple (ALL Pepsi Brands) and Kool (Bure Kool and Tossa) bottled water products.

MOHA Soft Drinks Industry has eight different Plants Nefas Silk Plant, Summit Partners Plant, Teklehaimanot Plant, Hawassa Millennium Plant, Bure-Baguna Plant, Dessie Plant, Gondar Plant, and Mekelle Plant.

1.3. Statement of the problem

Nowadays, organizations are straggling with the stiff competition in the market and increase of competition; globalization and alliances have led them to a great need for building a performance based organizational culture, however, they are still facing challenges related to performance: lack of employees' efficiency in productivity, performance, commitment, self-confidence, work habits and profitability (Linnenluecke & Griffiths, 2010).

Understanding the association of the culture within the organization and employee's job performance is a vital research subject because it is proven by different studies that individuals work performance is crucial for success of organization, but in a weak organizational culture, employees have a problem to define the organization's values and to determine the right process of conducting business in the organization (Childress, 2013).

The complexity of environmental change forces firms to search for more efficient operational means for their development process. Employee performance is most important component to business organizations to achieve their target (Bodla, 2013). Organizations always expect high performance from their employees, in order to achieve the stated objective. Hence, increasing the efficiency of employees will play important role in accelerating the development of the organizations. According to Hellriegel and Slocum (2009), Organizational culture is inherently connected to organizational practice; therefore company employee is conditional on organizations culture. According to them organizational culture can enhance employee performance in a large scale.

Organizations need to understand the importance of culture in order to be successful. Having this underlying rationale in mind, the preliminary interview conducted with general manager of MOHA Soft Drinks industry indicated that, even though the organization has its own values, expectations, and practices that guide and inform the actions of all team members, the managers and organization mainly tend to rely on intrinsic and extrinsic reward systems rather than culture to encourage their employees to be more productive.

On the other hand, the knowledge of employees about organizational culture and how it can affect their day today activity is very minimal. In this research, the researcher is interested in identifying employees' perception and assumption on the relationship between organizational culture and employee performance. The dependent variable used in this study is employee performance while the independent variable serves as organizational culture.

1.4. Basic Research questions

The basic research questions of the study are:

- How do employees perceive the existing organizational culture at MOHA Soft Drinks Industry?
- Is there a relationship between organizational culture and employee performance at MOHA Soft Drinks Industry?
- How does organizational culture influence employee performance in MOHA Soft Drinks Industry?

1.5. Objectives of the study

1.5.1. General objective

The general objective of the research is to analyze the influence of organizational culture on employee performance on the case of MOHA Soft Drinks Industry Summit Partners' branch.

1.5.2. Specific objectives

- To assess the organizational culture practices in MOHA Soft Drinks Industry (Summit Partners' branch).
- To explore the relationship between organizational culture and employee performance at MOHA Soft Drinks Industry (Summit Partners' branch).

- To analyze how organizational culture influence employee performance at MOHA Soft Drinks Industry (Summit Partners' branch).

1.6. Significance of the study

This study shall add valuable insights on the significance of organization culture in MOHA Soft Drinks Industry for the continued success of the organization.

The study is specifically significant for the following reasons:

- The study will clarify the essence of upholding a good organizational culture for good employee performance and productivity.
- Tries to identify the type of culture practiced by MOHA Soft Drinks Industry in order to better its employees' performance.
- The research can serve as a starting ground to encourage interested researchers for further investigation;
- The findings of the study may help management to further diagnose their organizational culture practices.

1.7. Scope of the study

The study focuses on identifying the influences of organizational culture on employee performance in the case of MOHA Soft Drinks Industry. Considering MOHA Soft Drinks Industry has a lot of branches in Ethiopia, the researcher chose one branch that is located at summit namely "MOHA Soft Drinks Industry Summit Partners branch". On the other hand, the researcher will try to describe culture in terms of involvement, consistency, mission and adaptability by adapting the Denison's model of organization culture.

Considering performance the Denison model specifies organization culture has direct impact on improving performance measures such as; Employee Satisfaction, motivation.

1.8. Limitation of the study

Limitations include shortcomings and conditions of the study (Connelly, 2013). There are a lot of problems that limited the research outcomes, to mention some of them; choosing the Sample size was difficult considering MOHA Soft Drinks Industry has a lot of plants in different parts of the

country and choosing all would have been difficult for the researcher considering it would be both time consuming and costly.

The other limitation is access to data; considering we were going through a very difficult time of a pandemic, it was very difficult for the researcher to collect data by going to the organization as often as s/he likes.

MOHA Soft Drinks Industry has many branches including in different parts of Ethiopia due to the conditions mentioned above the researcher was forced to only collect data from Summit Partners' Branch and limiting the research to only one location. This may have contributed to the less effectiveness of the research to some level.

Finally the data collection method used is also another limitation, considering there are different ways to collect data: interviews, surveys, questionnaire, etc. The way the researcher collect data also had limited the effectiveness of the research to some extent since the answers and the results vary for every data collection method.

1.9. Operational definition

Company performance: is defined as how an **employee** fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and **efficiency** of their output.

Organizational Culture: It is a statement of beliefs and values of an organization and contributes for organizations a sense of identity and establishes, through the organization's rituals, legends, values, norms, meanings, beliefs, and languages, the manner in which functions are carried out (Schein, 2011). According to Armstrong (2011), Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done.

1.10. Organization of the study

The research consists of four chapters. The first chapter deals with introduction that contains background of the study, background of the organization, statement of the problem, and objectives of the study. The second chapter consists of the review of the related literature that comprises theoretical background of the study area, empirical reviews and conceptual framework of the subject area. The third chapter consists of the research methodology that includes type and

design of the research, the subjects/participant of the study and the sources of your data. Finally the forth chapter deals with the presentation, analysis and interpretation of data, that include the summary, conclusion and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Theoretical background

2.1.1. The concept of Organizational Culture

Andrew Pettigrew is widely credited with introducing the concept of organizational culture to the field with his 1979 article “On Studying Organizational Cultures.” Pettigrew (1979), offered insights on concepts and processes associated with organizational culture, which he equated with the birth of organizations; he described culture as an amalgam of beliefs, identity, ritual, and myth a conceptualization still widely used today. Hofstede (2001) raised questions around the applicability of American management theory abroad and studied those cultural differences that interface with and influence organizational cultural characteristics. Deal and Kennedy (1982) studied culture as the manner in which things “get done” in an organization, offering a model of culture based on four organizational prototypes. Subsequently, Schein (1985), a foundational volume, discusses an organization’s culture as the basic assumptions and beliefs that are shared consistently across members of an organization and define taken-for-granted views of the organization and its environment. Importantly, Schein stressed the role of the leader as the creator and maintainer of culture within organizations. Schein (1990), offered a more concise, peer-reviewed version of the arguments put forth in Schein (1985).

Organizational culture scholars have long recognized divergences between functionalist and interpretive approaches to research in this area. Smircich (1983) offered an introduction to modes of analysis of culture; Smircich positioned the development of the concept of organizational culture at the intersection of functionalist work in anthropology and research in organization theory and predicted the emergence of a range of scholarly perspectives. Martin (1992) offered one such perspective as she examined organizational culture from an interpretive paradigm; Martin highlighted three prototypes of cultures that may exist in organizations, thereby contrasting the functionalist approach of Schein (1985). Schultz and Hatch (1996) also shed light on paradigmatic disagreement in the study of culture in organizations as they proposed a multi-paradigm approach to research to promote interplay between the functionalist and interpretive

paradigms. The above conceptualizations of and approaches to understanding culture continue to underpin and influence contemporary research on culture as well as practical attempts to manage culture in organizations.

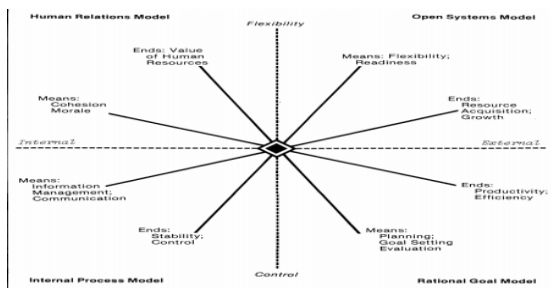
2.1.2. Organizational culture models

2.1.2.1. The Focus model (The model of competing values)

The Model of Competing Values is called this way because it is based on certain dimensions that have opposite values. Organizations need to be adaptable and flexible, but, at the same time they also require stability and control. There is the need for development, for attracting resources and for external support, but also for proper management of internal information and formal communication. The model emphasizes the value of human resources in the organization, but it also emphasizes the need to establish the objectives and an appropriate planning. The model was the creation of the American researchers R. E. Quinn and J. Rohrbaugh (1983), but later it was adapted by K. Cameron and R. E. Quinn (1999) emphasizing the complex nature of organizational culture according to the following dimensions: internal/external focus and stable/flexible structure.

It is also known as the Focus model. The two dimensions create four quadrants representing four sets of values that guide the organizational objectives in accordance with the external environment and with the internal integration. Figure 1 provides a conceptual representation of organizational culture with the help of the Competing Values Model. Each quadrant is highlighted by some key feature.

Figure 2.1.2.1. Focus Model (Model of Competing Values)



Source: Quinn and Cameron, 1983, p. 42

The upper left quadrant, called the human relations model is characterized by flexibility and internal control. The emphasis is placed on the idea of cohesion and morals. The members are part of a common social system or of a clan and they are united by the development of a sense of affiliation and belonging to the organization.

The upper right quadrant, also called the open system model is characterized by flexibility and external focus. This adaptive adhocracy emphasizes innovation, creativity, adaptation, development, external support and acquisition of external resources. The members are united by inspiration and challenge.

The lower right quadrant, also called the model of rational targets is characterized by predictability and external focus. These organizations adapted to the market focus on competitiveness, productivity, clear objectives, efficiency and achieving the goal. The members are united by competition and orientation towards achieving goals.

The lower left quadrant, also called the internal process model or the hierarchical culture is characterized by predictability and internal focus. The emphasis is placed on information management, documentation, stability, routine, centralization, continuity and control. In such a culture, the members are united through internal controls that maintain the rules, policies and procedures.

Each quadrant has some features that a company can choose and use to function effectively. In other words, these quadrants are the basic assumptions, beliefs, values, and elements that make up the culture. None of these quadrants - Collaboration (clan), Creativity (adhocracy), Control (Hierarchy), and Competition (Market) - is inherently better than the other, just as no culture is necessarily better than the other. But some cultures may be more appropriate in some contexts than others. The secret in using culture to improve company performance is to adapt it, or certain component elements, to achieve organizational objectives. Organizations are rarely characterized by a single type of culture. They tend to develop a dominant organizational culture as they adapt and respond to the environmental challenges and changes. Those companies that meet all four quadrants presented above are considered to be “balanced,” able to achieve performance. The leaders of these organizations are able to balance the conflicting requirements,

suggesting that the high performance requires the simultaneous mastery of certain seemingly contradictory and paradoxical capacities.

2.1.2.2. The Human Synergistics model

The Human Synergistics Model is a graphical representation in an integrated conceptual model known as the Circumplex. Based on several acknowledged psychological and management theories (including McClelland's theory), this model was created by the American Professor Robert A. Cook and the psychology specialist, J. Clayton Lafferty (1971), known as the Circumplex model. The model measures 12 styles and attitudes of leaders, as well as the organization as a whole. These are:

Humanist – encouraging – he/she is interested in the others and their development;

Affiliation – he/she shows interest in establishing relationships and in communicating with the others;

Results – he/she likes to get good results and prefers challenges; he/she always asks itself “how can excellence be achieved?”

Self-development – he/she is happy and self-confident, ready to try new things and he/she knows his/her limitations and strengths well.

Approving – he/she is interested in the others' opinions, he/she shows a “you get what you want or give up” attitude;

Conventional – he/she obeys the rules and procedures and uses them to integrate into the organization;

Subordination – he/she needs the others' support to make decisions and he/she doubts himself/herself;

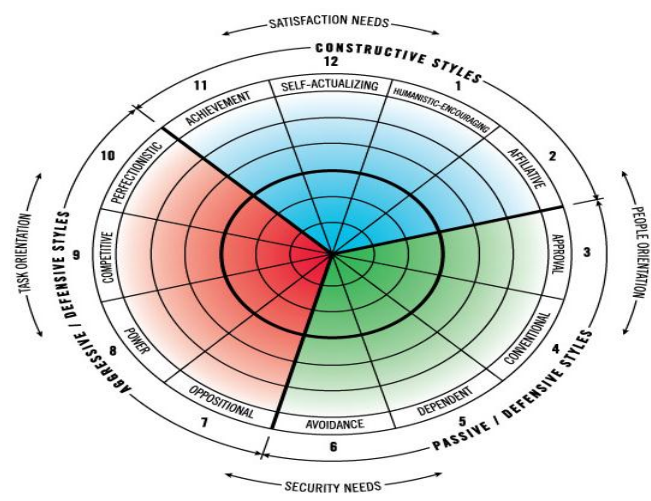
Avoidance – he/she avoids risks and prefers not to act in complex situations;

Opposition – there is criticism in the organization that influences him/her and makes him/her feel alienated;

Power – the leader’s attitude is guided by the motto: “I will the others what to do, because I do not trust them”;

Competitive – he/she is subject to a lot of pressure because of the question: “what do the others think about me?”

Perfectionist – the leader’s attitude is guided by the motto: “I can be better if I do everything perfectly.”



Source: Human Synergistics Romania, www.humansynergistics.ro

Figure no. 2.1.2.2. The Circumplex – Human Synergistics Model®

The Circumplex Model is not a personality test. It is an instrument used to measure attitudes and behaviors, styles adopted in the organization. It works on the premise that you can choose a particular behavior in a given situation, actually renouncing what is inadequate, inappropriate in your attitude.

The styles presented are divided into three categories, within the circumplex:

Constructive styles (blue) - oriented towards staff satisfaction

Passive-Defensive styles (green) - promote people/security

Aggressive-Defensive styles (red) - show task achievement/safety

In constructive cultures, the achievement of the set tasks can lead to achieving personal satisfaction. A balance is created between independent thinking, initiative taken and consensus and teamwork. Individuals appreciate inter-human relationships; they are constructive and open in the relationships between them.

In the passive-defensive cultures, the individuals' behavior is characterized by the need for security and minimum predisposition towards risk. Individuals act in such a manner as not to injure the others' behavior, avoiding any type of interpersonal conflict.

The rules, procedures and orders are fulfilled without question. In such a controlled environment the positions are well defined and the supervision is intense. Managers do not emphasize the very good results, but they do not miss the opportunity to show at any time any negative aspect of the employees' activity within the organization.

Aggressive-defensive cultures emphasize the individuals' defensive behavior that reflects the need to maintain the hierarchical position in the organization and to reach the need of security through an aggressive approach of the assigned tasks. According to Clarke (1990) opinion, the President of Human Synergetics International, a specialist in organizational culture, in Eastern Europe the aggressive-defensive culture is stronger than in North America, the same with the oppositional style, information drawn from comparative studies conducted in over 40 countries in Eastern Europe, Western Asia, Latin America and the USA.

All types of cultures measured by this instrument have a direct impact on the employees' activity and on the company's operation – they are also linked to the staff satisfaction, motivation, teamwork, quality of products/services as well as other organizational efficiency criteria.

2.1.2.3. The Denison model

Developed based on 20 years of studies and research, the Denison (2006) Model of organizational culture describes a theory of organizational behavior that emphasizes the strong link between culture and performance. The American Professor Denison, the creator of this model, has emphasized the following cultural dimensions: Involvement, Consistency, Adaptability and Mission. Each of these dimensions includes three other features.



Source: Dr Denison, organizational culture survey facilitator guide

Figure no. 2.1.2.3. The Denison Model of organizational culture assessment

Involvement – effective organizations empower employees, they count on teamwork, they develop human skills at all organizational levels. Top managers, the executives and the employees are actively involved in the work they perform and they feel they are part of the organization. The members of the organization can influence, to a certain extent, the decisions that have an impact on their work and they feel that the tasks performed lead to the fulfillment of the set objectives (Denison, 2006).

Specific features:

Empowerment: employees have authority, initiative and ability to manage their own work;

Orientation towards teamwork: the organization counts on the team’s efforts;

Skills development: the organization invests in the employees’ skills development.

Consistency – defines values and elements that form the basis of a strong organizational culture.

Organizations tend to be effective because they have strong cultures and they are coherent, well-coordinated and integrated. The employees’ behavior is based on a well-defined set of values and the leaders have the skills necessary to reach an agreement even when there are very different

views. Consistency creates a strong culture that is based on beliefs, values, symbols that are understood and supported by the staff. Consistency is a powerful source of stability and internal integration resulting from a mind-set common to all members of the organization and from a high degree of compliance.

Distinctive features:

Core values: the existence of a common set of values;

Consensus: both general consensus and the ability to reconcile differences that occur;

Coordination and integration: although different, the members of the organization work together to achieve organizational objectives.

If the first two dimensions refer to the internal integration process supported by Edgar

Schein, the following two points emphasize the organization's need to external adaptation.

Adaptability – transforms the requirements of the external business environment into action. Ironically, organizations that are well integrated are often the most difficult to change. Adaptable organizations are those that take risks, learn from their own mistakes and have the ability and experience necessary to create change. They are based on a continuous change of the system leading to improved group skills in order to provide value to customers. Three features characteristic to adaptability have an impact on organizational effectiveness:

Creating change: the ability to perceive and meet the requirements of the external environment through change;

Customer orientation: the organization understands and responds to the customer's needs, anticipating their future needs; this feature reflects the degree to which the organization is concerned with customer satisfaction;

Organizational learning: the organization receives, decodes and interprets the signals from the external environment, turning them into opportunities to encourage innovation, information collection and skills development.

Mission – defines a significant long-term direction for the organization. Successful organizations have a well-defined purpose and a direction defining the organizational and strategic objectives which express the company’s vision for the future. The mission reflects a clear, concrete direction both for the company and for its members. This dimension is characterized by three features:

Strategic direction: there is a clear strategy in the organization that gives meaning and direction to the employees;

Aims and objectives: the management sets ambitious, but realistic goals that are understood and measurable.

Vision: there is a long-term vision that creates excitement and motivation among employees and which is not affected by short-term objectives.

As many other contemporary models of management and organizational effectiveness, the Denison circumplex focuses on the contradictions that arise as organizations achieve the internal integration processes and the external adaptation. For example, the market-oriented organizations, towards the external environment, often have internal integration problems. On the other hand, those that focus on internal integration and on intensive control, have difficulties in adapting to the external environment.

Effective organizations are those that are able to resolve these contradictions without resorting to compromises. As it can be seen from Figure 3, the Denison model has two axes, a vertical and a horizontal one, which have divided the model into four quadrants. The vertical axis represents the degree and type of centralization of organizational culture.

The horizontal axis refers to the organization’s degree of flexibility. Denison’s research shows that the highest performances are achieved by the companies that have strengths in all four quadrants. These are those that know very well “why they exist” and which is the direction towards they go (Mission). The employees share and support the company’s vision; they use their skills and abilities to achieve organizational goals (Involvement).

The model is often used as a diagnostic method in profiling organizations to highlight strengths and weaknesses and to suggest ways in which organizational culture can influence their effectiveness.

There are three types of organizational culture models mentioned in the literature but the researcher chose Denison's organizational model in order to describe the relationship between the independent variable (organizational culture) and dependent variables (organizational performance). The researcher chose Denison's model because the research offers a proven link to organizational performance. Also the Denison Model provides with an easy-to-interpret, business-friendly approach to performance improvement based on sound research principles.

2.1.3. The concept of Employee performance

According to Robbins and Coulter (2003), employee performance is defined as the comprehensive or total output of an employee's actions and activities in an organization. They elaborated that performance of employees in an organization is usually measured by means of attributes such as efficiency, effectiveness, quality, creativity, innovation, satisfaction, commitments, flexibility, cohesiveness, communication designs, customer relations and employee energies towards the organizational goals. Performance of employees can be simply understood as the corresponding actions expected of an individual and how well the activities are accomplished. Then, many organization employee directors analyze the performance of each staff member on an annual or quarterly basis so as to assist employees on suggested areas for advancement and improvements.

Employee performance is a very significant element in every organization that determines the success of an organization. Chegini (2010) affirmed that if an employee performs in accordance to the expected standards, subsequently, the performance of the organization will be enriched and improved as well. It is, therefore, coherent that employees' performance is a tremendously significant criterion that relates to organizational outcomes and success. Considering the importance of employee's performance, management has to carry out an in-depth analysis of their employees and find out the contributing elements that will upsurge high employee performance. Performance management procedure of employees is a process in which an organization or institution creates a work environment that allows employees to work to the best of their abilities and capabilities. This process often varies from one organization to the other.

Regardless of these discrepancies from one company to the other, performance management process usually encompasses some form of goal setting, performance appraisal or review and reward (Malcom & Jackson, 2012).

Armstrong (2006) defined employee performance as the aptitude of any employee to effectively and efficiently accomplish the duties and tasks given to him or her within the organization. Furthermore, Armstrong discussed further that employee performance is not a substance of only what a group of employees or an individual employee accomplishes in respect to the set goals, rather, it also has to do with how the employees or an individual employee is willing, energized and driven to support the values of the organization. Top managers are given the duty to assess the employee performance of each staff member on an annual or quarterly basis and ascertain gaps for improvement and performance appraisals. They come up with strategies in relations with the employees on how they can work to close those gaps. This is the evaluation that is carried to see the work performance of employees by management and to pave ways for improvements.

Employee performance consists of three attributes for example productivity, job quality and job completion (effectiveness and efficiency). The performance of employees on different jobs requires a close management is for success of the organization (Njugi & Nickson, 2014). Every organization has been developed with its objectives or aims that it aims to achieve in the ongoing running of the business. These aims or objectives can only be achieved by making use of the available resources such as people, machines, materials and monetary resources. All of these resources are significant though out of these, the employee is the most important resource because of its flexibility. Employee plays an important role in performing tasks for achieving the objectives. A good atmosphere and culture of the organization is the first positive drive for employees to perform their work efficiently and effectively.

Campbell et al (1993) developed three contributing factors to employee's performances namely knowledge, skills and motivation. The emphasis on this was to explain that these three factors are the essentials of any job performance. An employee should possess the complete knowledge about the task along with the necessary skills to execute that job supported by the motivation to do it to the best. Macey et al (2009) also emphasized that employees share information with their colleagues, customers and employer in the workplace. The better an employee can communicate,

the more efficiently they can do their job and the better decisions everyone around them can make. All the employees need these skills and knowledge to deliver what is expected out of them.

Campbell et al (1993) furthermore gave a definition of job performance as an individual level variable. Performance of an employee is to some degree explained as the work that a person does. Employee performance means the contribution by an individual to producing a high quality product or service in his or her every day work. Understanding the performance of employee is a systematic approach that needs to be looked on areas such as assigning work and expectations, supporting and enabling employee efforts, providing assessment and feedback. Likewise, managers ought to understand employee performance as a way to reduce risks of organization in relation to organizational productivity and its overall effectiveness (Campbell et al 1993)

Ojo (2009) defined employee performance as the ability of the employees to manage their time efficiently and allocate resources effectively. This interprets that knowledge and understanding of tasks are connected with required skills to perform tasks, time management and resource allocation and careful thinking as well as responding to customers. Robertson, et al (2012) , confirms this idea by stressing out that employment skills comprise of all abilities and skill that the employee needs to successfully perform well his work. Moreover, Robertson et al (2012) affirmed this idea by adding that decision-making is an indicator of performance that shows how well an employee is able to respond a given work situation and respond to it. Robertson et al (2012) proclaimed that some organizations prefer employees who take very less time and budge into quick decision-making, the ability to make spontaneous decisions with limited information whereas other organizations favor employees who take their time to think carefully and research before responding to customers or project activities.

Human resource policies and practices impact organizational performance as well as individual performance. Job satisfaction for example, is always seen as a very influential drive to employees' performance as well as commitment. Many researchers, in addition to this have discovered that motivation is the mediating mechanism for morale. Regardless to attention to commitment, motivation is still considered to be an important influence to performance (Torrington et al, 2008). It is that drive and influence that make employees want to reach their targets, perform to their bests. Rewards can be used to upsurge performance by setting targets in

relation to the work given for instance reaching outstanding some sales targets. When the employee reaches or exceeds their targets, he or she can be given an additional pay on top of their salary; which will make them to do their best to achieve more (Maund 2001). When individuals or a group employees are appreciated in their work, they tend to improve their performance (Torrington et al 2008).

2.1.4. The effect of organizational culture on employee performance

Denison (1984) used data from 34 American firms on cultural performance over a period of five years and scrutinized the characteristics of organizational culture and tracked the performance over time in these firms. As per Reichers and Schneider (1990), stated that culture researchers have committed various studies to the definitions of culture, relatively few researchers have been contributed in culture and performance research. Only reason for doing this was the complexity in operational concept of the culture construct. According to Kotter and Heskett (1992), investigate the relationship between long-term organizational performance and economic performance across more than 200 organizations. Moreover, being one of the most important and most conscientious research efforts on this subject, the study has arranged three vital contributions. First, relationship between culture and performance established in their research is forceful. Second, the writer gives an important combination of theoretical point of view regarding the nature & scope of culture. Third, they sketch strong associations between culture, management practices and performance.

The claim that organizational culture is attached to performance is initiated on the apparent role that culture can play in caused competitive advantage. Rousseau (1990) studied to overcome some of the limitations in measuring the culture of organization. At the end the results shows that there is no positive correlations between culture and employees performance. After critically reviewed the methodologies and findings of recent researches, it is assumed that there is a link between culture and performance (Lim, 1995). Theorists also argue that sustainable competitive advantage arises from the formation of organizational competencies which are both superior and incorrectly imitable by competitors (Saa-Pe're and Garcia-Falcon, 2002). Practitioners and academics suggested that the performance of an organization is dependent on the degree to which the values of the culture are comprehensively shared (Denison, 1990).

Learning of organizations as a style of management and fresh demands in the environment is to some level up to date, which could guide us to assume that elder firms have less cultural orientation towards learning. If elder organizations made organizational learning culture, do hard work to alter their culture then it is not a very easy task, not linear or quick process. At same level, not anything better than quoting an ironic expression (Schein, 1997).

According to Saffold (1998), firstly, culture can give a shape to the organizational processes which again helps to create and modify culture. Secondly, it is likely that culture's contributes to performance is significantly less undemanding than many studies involve.

Most of writers and successful managers suggest that strong organization culture is very essential for business because of three important functions: First, organizational culture is extremely fixed with the social control that may cause to make influence on the employee's decisions and behavior.

Second, organizational culture works as social glue to bond the employees together and make them feel a strong part of the corporate experience, which is useful to attract new staff and retain the best performers.

Third, organizational culture is very useful to assist the sense making process, helps the employees to understand the organizational events and objectives, which enhance the efficiency and effectiveness of the employees.

Strong culture has almost considered as a driven force to improve the performance of the employees. It enhances self-confidence and commitment of employees and reduces job stress and improves the ethical behavior of the employees (Saffold, 1998). Further he states that mostly studies on culture tend to emphasize on a single organizational culture.

Deal and Kennedy's (1982), point of view both strong and weak culture have a great impact on the organizational behavior but in the strong culture, employee's goals are side with the goal of management and helpful to increase the overall organizational performance.

According to Barney (1991), organizational culture provides sustainable aggressive advantage. He introduced three conditions; first, he suggests that culture must be viable, second the culture must be rare and have attributes and third culture must be imperfectly imitable. These can

provide assistance to superior organizational performance that can be temporary or continue for long term. Long term increase in organizational performance may cause to get the competitive advantage under long run. Kotter and Heskett (1992), conduct a study and find that organizational performance increasing culture or strong culture raised the income of the organizations up 765% between 1977 and 1988, and only 1% increase in a same period of time firms without performance enhancing culture (Gallagher, 2008).

2.2. Empirical studies

Daniel Denison (2006) *Diagnosing Organizational Cultures: Validating a Model and Method*, The paper introduces a model of organizational culture developed from a stream of research that has focused on organizational culture and organizational effectiveness (Denison, 1984; 1990; 1996; 2000, Denison & Mishra, 1995; Denison & Neale, 1996, Fey & Denison, 2003). The paper presents a statistical validation of the sixty-item, twelve-index organizational culture survey developed to measure the key constructs in the model, using responses from 35,474 individuals in 160 organizations. The model is based on four cultural traits of organizations: involvement, consistency, adaptability, and mission. Confirmatory factor analysis models show good support for the theoretical structure implied by the framework. Within group agreement indicators show a high degree of homogeneity within organization. Finally, a number of significant correlations between culture ratings and measures of organizational effectiveness demonstrate a substantial link between culture and organizations' performance. The paper concludes with a discussion of the potential application of the model and method as an approach for diagnosing organizational cultures.

Research done by Yucheng Zeng, Maozhu Jin, Can Guo, & Zhiwei Zhang (2015) on evaluation of enterprise project culture based on Denison model. The paper finds that it's more applicable to use the Denison model for enterprise project culture evaluation through the comparative analysis of domestic and foreign enterprise culture evaluation theory and method, the systematic project culture management framework of Chinese enterprises has not yet formed through empirical research, and four factors in enterprise project culture have important influence on project operation performance improvement.

Research done by Senair Laike (2017) on *The Impact of Organizational Culture on Performance Management Practices: The Case of Economic Commission for Africa*. The research attempts to

fill the gap of literature related to this topic by studying the situation of ECA and to provide more empirical evidence on the impact of organizational culture on performance management practices by investigating and measuring the possible relationships between the variables. The result shows that there is a positive relationship between organizational culture and performance management practice in ECA. The statistical analysis reveal that Consistency, Mission and Adaptability have stronger correlation to performance management practice in ECA while involvement have lower relationship with performance management practice. Finally, this thesis concludes that organizational culture influences the performance management practices and recommends that ECA conducts further study to assess the impact of involvement trait on performance management so as to improve the approach towards enhanced employee engagement and empowerment to ensure a positive impact on performance management practices for the overall effectiveness of the Organization's performance.

Another research done by Meseret Nigussie (2018) on "the effect of organizational culture on employees' perceived performance: the case of Berhan international bank s.c." According to the results of the research, it was concluded that 57.6% of variation in employee performance was accountable for organizational culture. Specifically, Consistency and Adaptability sub culture dimensions have a positive and a high significant effect on employees' performance.

2.3. Conceptual framework

There are three types of organizational culture models mentioned in the literature but the researcher chose Denison's organizational culture model in order to describe the relationship between the independent variable (organizational culture) and dependent variables (organizational performance). The researcher chose Denison's model because the research offers a proven link to organizational performance. Also the Denison Model provides with an easy-to-interpret, business-friendly approach to performance improvement based on sound research principles.

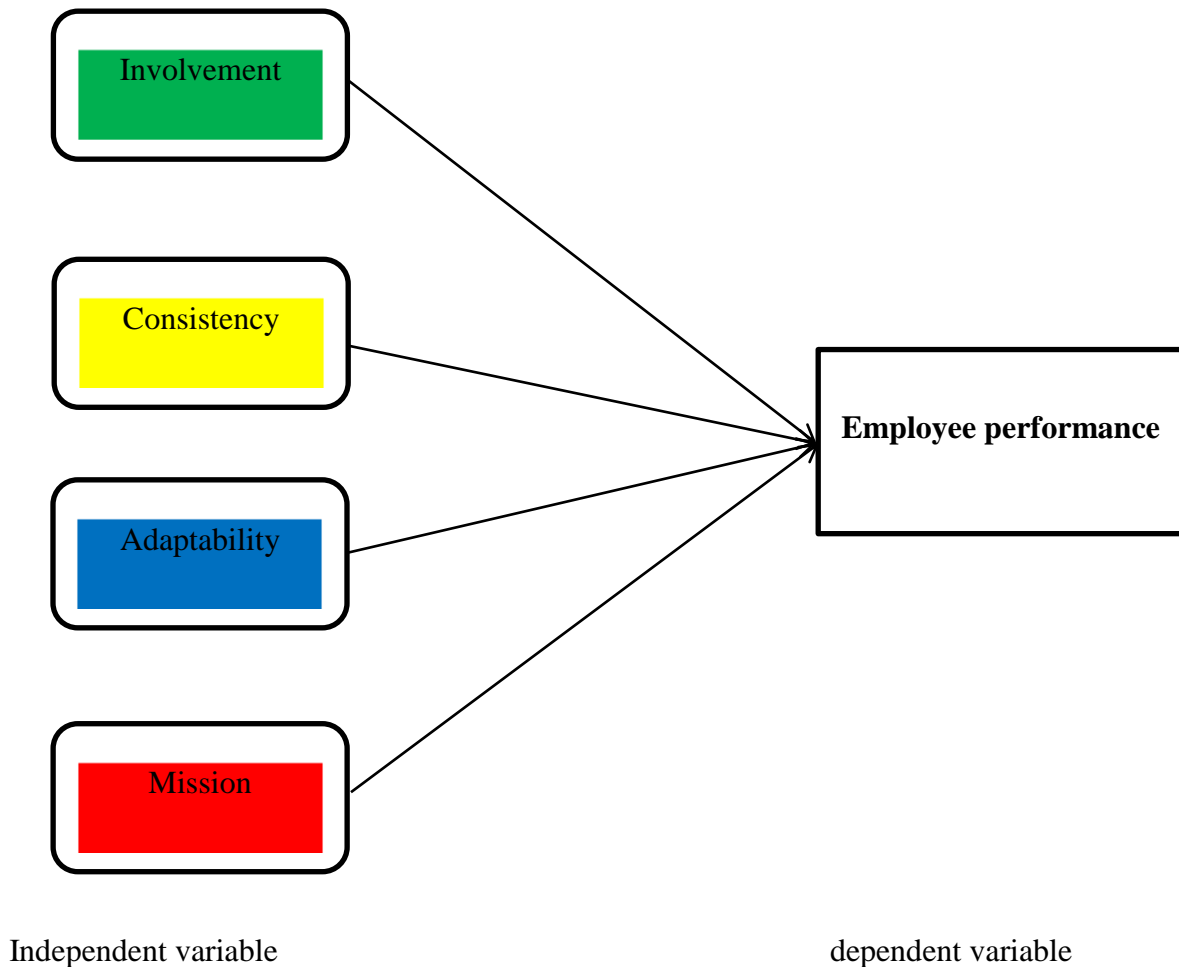


Fig 2.3. Source: Developed from Denison's organizational culture model

CHAPTER THREE

3. Research Methodology

3.1. Research Setting

The study is done at MOHA Soft Drinks Industry Summit Partner's branch, Bole sub city kebele 14/15 wereda 07 Summit Street.

3.2. Research Approach

The researcher used mixed research approach which is a combination of both qualitative and quantitative methods. Quantitative method is appropriate to examine the relationship between two and more variables in the study, and is mainly relevant for theory testing and the qualitative method is appropriate to explore the phenomenon in the study situation through using interviews, observations, and document reviews (Tsang, 2014).

3.3. Research design

The researcher used both descriptive and explanatory research designs in order to express the relationship between the independent and dependent variables. Descriptive research design was chosen in order to accurately and systematically define the population and situation of the study. The researcher used descriptive method in order to describe, explain and validate the findings of the research. Explanatory research design was used to focus on the research on hand in detail which was to investigate the influence of organizational culture on employee performance at the MOHA Soft Drinks Industry Summit Partners' branch.

3.4. Target population

The research was done at MOHA Soft Drinks Industry. Considering the company has a lot of branches across the country, it would have been difficult and time consuming to consider all the employees that work in the company. Hence the researcher considered the employees that work in MOHA Soft Drinks Industry at Summit branch. MOHA Soft Drinks Industry has 7,000 employees that work at different branches of the organization, from these employees 400 of them work at Summit Partners' branch. The target population was chosen from employees that work at MOHA Soft Drinks Industry at summit partners' branch.

3.5. Sample Technique and Sample Size

Sampling technique is used to represent the characteristic of the targeted population so that the researcher can draw a general conclusion on the entire population. Simple random sampling technique was used in this research which is one of the probability sampling techniques. Probability sampling technique was chosen because it is an easy way of sampling as it does not involve a complicated process. It's quick and saves time. The time saved can thus be used to analyze the data and draw conclusions.

Simple random sampling was chosen for the research for its lack of bias and simplicity. Because individuals who make up the subset of the larger group are chosen at random, each individual in the large population set has the same probability of being selected. This creates, in most cases, a balanced subset that carries the greatest potential for representing the larger group as a whole. And as its name implies producing a simple random sample is much less complicated than other methods.

3.6. Sample Size Determination

According to (Yamane, (1967) to determine the number of elements to be selected from each stratum the researcher can use a simplified formula for calculation of sample size, suggested that for a 95% confidence level and $e=0.05$

According to the information gathered from MOHA Soft Drinks Industry's website, the number of employees that are working in the organization are 7000. From this employees, 400 of them work at MOHA Soft Drinks Industry Summit partners' branch.

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

$$n = \frac{400}{(1 + 400(0.05^2))}$$

$$n = \underline{200}$$

Where;

N=Number of population

n= sample size

e=standard error at 95% confidence level

3.7. Sources of data

The study was incorporated from the use of various methods in the process of data collection in a bid to come up with sound, concrete and credible research findings. The researcher therefore combined the use of structured questionnaire and documentary analysis in the process of collecting both primary and secondary data.

Primary data was used for better understanding of the issue under the study and was collected from respondents at MOHA Soft Drinks Industry, who the researcher assumes to give firsthand information on the subject under study. The self-administered survey questionnaire was used to collect the data from the respondents. Before beginning actual data collection, the researcher gave a brief to the management team and other concerned staff with regard to the purpose of the research.

Secondary data was gathered from sources like; annual reports, journal articles, internet, magazines, newspapers and books related to the subject of the study and these were consulted at length to extract the information required to support the findings from the study respondents.

In order to interpret the findings, the researcher used the Denison culture interpretation guide. The Model and the Culture Survey provides with a common language and structure to talk about culture in meaningful and productive ways within an organization.

The interpretation guide is designed to help readers understand the Denison Model and give the tools to understand the survey results and see how they reflect the organizations' employees strength and opportunities for improvement.

3.8. Research Instrument

The research instrument that was used to collect primary data was a five point Likert scale structured questions that can be used to assess the essential data from respondents. Considering we are at a time of a pandemic it was hard to physically administer the questionnaire by hand so the researcher distributed the questionnaire to the target respondents by using Microsoft office

form. The designed instrumental questions include three main parts. Part one is aimed to collect demographic characteristic and profile information of the respondents, the second part was used to measure the organizations' culture using Denison's model in a five point likert scale, and the final and part was used to measure the employee performance in the organization.

The Denison model of organizational culture tried to answer four key questions about the organization. In terms of Mission; the questionnaire tries to answer the direction the organization is going, in terms of Adaptability; the questionnaire tried to answer the organizations relationship with marketplace, in terms of Involvement; the questionnaire focuses on the organization's employees engagement and capability, and finally in terms of Consistency; the questionnaire focused on organizations values, systems and processes in place to be executed.

3.9. Method of Data collection

We are in a time of a pandemic which makes it difficult for researchers to collect data as was done before. But the employees of MOHA Soft Drinks Industry were very supportive throughout the research process. The researcher was able to collect data through face to face interview with the general manager of MOHA Soft Drinks Industry Summit Partners' Branch. Structured Questionnaire (Microsoft office form) was used in order to reach wide range of respondents so that, to acquire information that examine and explain the relationships between dependent and independent variables.

3.10. Procedures of Data collection

There was a face to face interview with the general manager of MOHA Soft Drinks Industry to collect data about company culture and company's performance. The researcher tried to interview the general manager of MOHA Soft Drinks Industry in order to get the type of culture practiced in the organization and the amount of effort done by the organization in order to develop culture.

The researcher distributed questionnaire for employees of MOHA Soft Drinks Industry by using Microsoft office form. The questions were constructed in three parts. The first part measured the demographic distribution of the employees; the second measured the organization culture of MOHA Soft Drinks Industry in terms of involvement, consistency, adaptability and mission by

adapting Denison organizational culture model of questionnaire and the third part measured the employee performance in the organization.

The researcher also tried to collect information through observation. The researcher visited the site (MOHA Soft Drinks Industry Summit Partners' branch) located at summit area, to see the employees working area, the places where they spend their free time, places they eat their lunch etc. after observing the area carefully, the researcher added the information with other collected data and present it accordingly.

3.11. Data analysis

Data analysis is the process of bringing order, structure and meaning to the mass of information gathered. After collecting all the necessary data, these data was coded and edited, analyzed and rephrased to eliminate errors and ensure consistency. Data collected from the respondents were entered into a computer and analyzed with the use of statistical packages for social scientists (SPSS) Version: 20, which extremely assisted to summarize the coded data and expedited data analysis.

Data collected from the questionnaires were carefully analyzed, summarized and interpreted by using both descriptive and inferential statistics. The descriptive statistics include frequencies, valid percentages, means and standard deviation. This was used to present the demographic characteristics of the respondents and organization culture practices part of the questionnaires in a summarized manner.

Finally, regression and correlation analysis were applied to explain the relation and the influence of organizational culture on Employee Performance, respectively.

3.12. Validity and Reliability Test

3.12.1. Validity Test

Validity refers to the extent to which data accurately reflects what they are meant to reflect. It means that the instrument measures what it is supposed to measure. Items in the questionnaire were prepared using a five point-Likert scale except the questions about demographic distribution. Maximum effort was exerted to create logical link between the items in the questionnaire and the objective of the study. The researcher was directly in contact with the

employees of the company to collect primary data and also tried to assess all appropriate sources of information to make the data obtained valid.

3.12.2. Reliability Test

Reliability test was conducted to ascertain the reliability level of the research. The reliability of a measure indicates the extent to which the measure is without bias and offer consistent measurement across time (Sekaran, 2003). Cronbach’s alpha is a reliability coefficient that indicated how well the items are positively correlated to one another. The closer Cronbach’s alpha is to 1, the higher internal consistency reliability (Sekaran, 2003).

Table 3.12.2. Reliability test result

Variables	Reliability Statistics		
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Involvement	.936	.936	12
Consistency	.936	.936	12
Adaptability	.939	.951	12
Mission	.936	.951	12

Source Survey (2021)

3.13. Ethical Consideration.

The researcher was consider the principles of ethical issues like confidentially and dignity of the participants, integrity, on no account plagiarism, and never fabricating and destroying data. The research will take place with at most precaution before undertaking the research and informs the participants in the study about the objectives of the study, and is consciously consider ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents. The researcher will consider these points because the law of ethics on research condemns conducting a research without the consensus of the respondents for the above listed reasons.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS & INTERPRETATION

This chapter presents the analysis of data from the survey. Once the raw data was obtained it was coded and entered into the computer program. In addition to this, background information of respondents was presented in different format. The Statistical Package for Social Sciences (SPSS) version 20 was used to analyze the data.

Descriptive statistics were used to summarize, organize and simplify the findings in a systematic way. The results are presented in figures, percentages and tables and the summary statistics such as means, standard deviations are computed for each incentive schemes dimensions and employee performance in this study. This is followed by presentation of inferential statistics based on each hypothesis formulated for the study.

4.1. Response Rate of Respondents

Description	Respondents
Target population	200
Questionnaire distributed	200
Questionnaire returned	184
Response rate (%)	92%
Usable response	184

Table 4.1: Response rate of respondents

Data were collected from employees of MOHA Soft Drinks Industry (Summit Partner's Branch). 200 questionnaires were distributed to the targeted population out of which 184 questionnaires were completed and returned successfully which totaled 92% of the response rate.

4.2. Demographic information of the respondents

No	Item		Response	
			No.	%
1	Gender of respondents	Male	113	61.4
		Female	71	38.6
		Total	184	100
2	Age of respondents	18 - 25 years	38	20.7
		26 - 33 years	47	25.5
		34 – 40 years	60	32.6
		41 – 48 years	34	18.5
		≥49 years	5	2.7
		Total	184	100
3	Educational background	Certificate	29	15.8
		Diploma	34	18.4
		BA/ BSc	84	45.7
		MA/MSC	36	19.6
		PHD	1	0.5
		Total	184	100
4	Work experience	< 1 year	10	5.4
		1 – 5 Years	38	20.7
		6 – 10 years	59	32.0
		11 – 15 years	57	31.0
		16 years	20	10.9
		Total	184	100

Table 4.2: Demographic distribution of respondents

4.2.1. Gender

The survey result in terms of gender mix indicates that 38.6% of the employees participated in the survey were female and the rest (61.4%) were male. This shows most of the employees that work in MOHA Soft Drinks Industry are male.

4.2.2. Age

The respondents were also asked to indicate their age categories. Accordingly, respondents within the age group of 34-40 years old emerged with the highest number of participants at 32.6%. Moreover, 25.7% of the respondents fall under the age category of 26-33 years 20.7% are in the age range of 18-25years 18.5% falls under the category of 41-48 years and the remaining 2.7% falls under the age group of 48 years and above. This shows most of the employees are between the ages of 34-40, 26-33 and 18-25 indicating MOHA Soft Drinks employees comprise all ages in all departments.

4.2.3. Educational background

Educational background data shows most of the respondents (45.7%) of which were BA/BSc holders and 19.6% were MA/MSc holders. This shows most of MOHA Soft Drinks Industry are educated which can help the organization when giving training. Also educated employees are easily adaptable to change which can be useful for in creating strong culture.

4.2.4. Work experience

Work experience was also one of the questions on the questionnaire. 32% of the employees had 6-10 years of experience and 31% have stayed for 11-15 years. This shows employees in MOHA Soft Drinks Industry feel comfortable enough to stay for a long time in the organization.

4.3. Descriptive analysis

With the aim of understanding the existing organizational culture at MOHA Soft Drinks Industry, employees were asked to give their extent of agreement to the statements with regard to the four organizational culture dimensions, namely (involvement, consistency, adaptability and mission) in a five point Likert scale. The data were then analyzed with descriptive statistics of mean score and standard deviation.

The standard deviation measures how concentrated the data are around the mean; the more concentrated, the smaller the standard deviation and according to Zaidaton & Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considers as high. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to ‘Strongly disagree’, 2

point as ‘Disagree’, 3-point as ‘Neutral’, 4-point as ‘Agree’, and 5-point as ‘Strongly Agree’. Thus, detail of the analysis was presented as follows.

4.3.1. The Involvement Cultural Dimension at MOHA Soft Drinks Industry Summit Partners’ branch

Indicators	Items	Means	SD	Agreement scale in (%)				
				SD	D	N	A	SA
Empowerment	Decisions are usually made at the level where the best information is available.	3.66	1.816	0	4.4	30.6	61.2	3.8
	Information is widely shared so that everyone can get the information he or she needs when it's needed.	4.00	1.630	0	4.9	21.3	68.3	5.5
	I believe that I can have a positive impact.	4.03	1.577	0.5	3.3	19.7	65.6	10.9
	Business planning is ongoing and involves everyone in the process to some degree.	3.81	1.750	0.5	5.5	26.2	65.6	2.2
	Average	3.87	1.7	0.3	4.5	24.5	65.2	5.6
Team orientation	Cooperation across different parts of the organization is actively encouraged.	4.17	1.493	1.1	2.7	16.4	70.5	9.3
	People work like they are part of a team.	3.73	1.730	1.1	6	25.8	59.9	7.1
	Teamwork is used to get work done, rather than hierarchy.	4.29	1.363	1.1	3.8	12.6	72.7	9.8
	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	4.08	1.515	0	9.3	17	67.6	6
	Average	4.1	1.5	0.8	5.45	15.2	67.7	8
Capability development	Authority is delegated so that people can act on their own.	3.15	1.665	2.7	26.1	28.8	39.1	3.3
	The "bench strength" (capability of people) is constantly improving.	3.39	1.669	1.6	23.1	26.9	45.1	3.3
	There is continuous investment in the skills of employees.	3.60	1.718	0	15.3	25.1	56.3	2.7
	The capabilities of people are viewed as an important source of competitive advantage.	3.70	1.664	1.6	14.2	20.8	58.5	4.9
	Average	3.5	1.7	1.5	19.7	25.4	49.7	3.55

Table 4.3.1 The Involvement Cultural Dimension at MOHA Soft Drinks Industry

Note: (SD = strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree)

Source: Survey, 2021

Patterns with involvement

As we can see from the calculation, the mean score of empowerment is 3.87 which according to Zaidaton & Bagheri is considered high. This shows employees in MOHA Soft Drinks Industry have a high feeling of being informed and involved in the work that they do. On the other hand the mean value of team orientation is 4.1 which mean teamwork is highly encouraged and practiced in the organization. Also high team orientation shows employees value collaboration and feel mutually accountable for common goals. Finally mean value of capability development is 3.5 which is considered moderate. This shows employees discreetly believe that the organization invests in them and that their skills are improving. This also shows the organization's bench strength is improving and employees feel that the organization have the skills it needs to be competitive today and into the future.

When we compare the mean values of all three, MOHA Soft Drinks Industry show more attention towards, team orientation than empowerment and capability development.

4.3.2. The Consistency Cultural Dimension at MOHA Soft Drinks Industry

Indicators	Items	Means	SD	Agreement scale in (%)				
				SD	D	N	A	SA
Core values	The leaders and managers "practice what they preach".	3.85	1.713	0	7.6	24.5	66.3	1.6
	There is a clear and consistent set of values that governs the way we do business.	3.89	1.702	0.6	5	23.9	66.7	3.9
	When people ignore our core values, they are held accountable.	3.88	1.707	4.9	3.3	24.6	66.1	4.4
	There is an ethical code that guides the organization behavior and tells us right from wrong.	4.04	1.617	2.2	1.1	20.2	69.4	7.1
	Average	3.92	1.68	1.9	4.25	23.3	67.1	4.25
Agreement	When disagreements occur, we work hard to achieve "win-win" solutions.	3.65	1.793	0.5	6	29.5	59.6	4.4
	There is a clearly defined culture.	3.06	1.415	0	47	24	25.1	3.8
	It is easy to reach consensus, even on difficult issues.	3.36	1.844	0	9.8	35.5	51.4	3.3
	There is a clear agreement about the right way and the wrong way to do things.	3.95	1.685	1.1	3.8	23	68.9	3.3
	Average	3.5	1.68	0.4	16.6	28	51.2	3.7
Coordination and integration	Our approach to doing business is very consistent and predictable.	4.16	1.558	0.5	1.6	18.6	73.8	5.5
	People from different parts of the organization	3.71	1.749	0	7.7	27.3	60.1	4.9

share a common perspective.								
It is easy to coordinate projects across different parts of the organization.	3.65	1.771	0.5	8.8	28	59.3	3.3	
There is good alignment of goals across levels.	4.05	1.619	0	3.9	20.6	71.1	4.4	
Average	3.9	1.7	0.3	5.5	23.6	66.1	4.5	

Table 4.3.2 The Consistency Cultural Dimension at MOHA Soft Drinks Industry

Note: (SD=strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree)

Source: Survey, 2021

Patterns in consistency

The mean value of core values is around 3.92 which shows employees share a set of values that create a strong sense of identity and a clear set of expectations also leaders model and reinforce those values. Also the mean value of 3.5 shows there is reasonable understanding in the organization on how to reach on an agreement on critical issues and how to reconcile differences in a constructive way. Finally mean value of 3.9 shows employees from different parts of the organization share a common perspective that allows them to work effectively across organizational boundaries and also they work to eliminate “silos” and promote actions that are in the best interest of the organization as a whole.

On the other hand core values in the organization have a higher score than agreement and coordination & integration.

4.3.3. The Adaptability Cultural Dimension at MOHA Soft Drinks Industry

Indicators	Items	Mean	SD	Agreement scale in (%)				
				SD	D	N	A	SA
Creating change	The way things are done is very flexible and easy to change	3.73	1.663	1.6	12.5	22.8	57.6	5.4
	We respond well to competitors and other changes in the business environment	3.93	1.628	1.1	4.9	21.4	63.7	8.8
	New and improved ways to do work are continually adopted.	4.22	1.398	1.1	7.1	13.1	70.5	8.2
	Different parts of the organization often cooperate to create change	4.14	1.474	1.1	7.7	15.3	68.9	7.1
	Average	4.0	1.54	1.23	8.05	18.2	65.2	7.34
Customer focus	Customer comments and recommendations often lead to changes.	4.09	1.404	1.1	6	14.2	59	19.7
	Customer input directly influences our decisions.	3.78	1.441	0	6	18.7	39	36.3
	All members have a deep understanding of customer wants and needs.	3.95	1.388	0.5	5.5	15.4	47.3	31.3
	We encourage direct contact with customers	3.97	1.420	0.5	5.5	15.9	51.1	26.9
	Average	3.95	1.41	0.7	5.75	16.1	49.1	28.6
Organizational learning	We view failure as an opportunity for learning and improvement	3.64	1.753	0	10.9	27.7	58.2	3.3
	Innovation and risk taking are encouraged and rewarded	3.84	1.621	0.5	11.5	21.3	59.6	7.1
	Learning is an important objective in our day-to-day work.	4.49	1.111	0	6.6	7.1	76.5	9.8
	We make certain that everyone is informed about what is going on across the organization.	3.97	1.638	0.5	6	21.3	67.8	4.4
	Average	3.98	1.53	0.25	8.75	19.4	65.5	6.15

Table 4.3.3: The Adaptability Cultural Dimension at MOHA Soft Drinks Industry

Note: (SD=strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree)

Source: Survey, 2021

Patterns with involvement

There is also a high score for creating change, customer focus and organizational learning with the mean score of 4, 3.95 and 3.98 respectively. This shows employees can read the external environment and react to trends and changes and constantly look for new and improved ways to

do their work, the organization understand the needs of its customers and also has employees committed to responding to their ever-changing needs and customer focus a primary concern throughout the organization, and finally the organization places a very high importance placed on learning in the workplace, the organization also creates an environment where reasonable risk-taking and innovation can occur also share knowledge across the organization.

When it comes to the three variables creating change has the highest score. This means MOHA Soft Drinks Industry tend to give more attention to creating change than customer focus and organizational learning.

4.3.4. The Mission Cultural Dimension at MOHA Soft Drinks Industry

Indicators	Items	Mean	SD	Agreement scale in (%)				
				SD	D	N	A	SA
Strategic direction	There is a long-term purpose and direction.	4.52	.685	0	1.1	1.6	58.2	39.1
	Our strategy leads other organizations to change the way they compete in the industry	4.33	.982	0	1.1	6	51.4	41.5
	There is a clear mission that gives meaning and direction to our work.	4.36	.763	0	1.1	2.7	45.9	50.3
	There is a clear strategy for the future.	4.47	.685	0	1.1	1.6	53	44.3
	Average	4.42	0.78	0	1.1	2.9	52.1	43.8
Goals and objectives	There is a widespread agreement about goals	4.73	.857	0	0.5	4.3	86.4	8.7
	Leaders set goals that are ambitious, but realistic	4.54	.963	0	1.1	5.5	71.6	21.9
	The leadership has clearly stated the objectives we are trying to meet.	4.57	.939	0.5	0.5	4.9	72.7	20.3
	We continuously track our progress against our stated goals.	4.68	.795	0	1.1	3.3	79.2	16.4
	Average	4.63	0.89	0.1	0.8	4.5	77.5	16.8
Vision	We have a shared vision of what the organization will be like in the future.	4.70	.949	0	1.6	5.4	87.5	5.4
	Leaders have a long-term viewpoint.	4.58	.960	0	1.1	5.5	75.7	17.7
	Our vision creates excitement and motivation for our employees.	4.63	.921	0	1.1	5	78.5	15.5
	We are able to meet short-term demands without compromising our long-term vision.	4.09	1.569	0	1.1	19.3	68.5	11
	Average	4.5	1.1	0	1.2	8.8	77.6	12.4

Table 4.3.4: The Mission Cultural Dimension at MOHA Soft Drinks Industry
Note: (SD=strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree) Source: Survey, 2021

Patterns with Mission

There is a very high score for Strategic direction, Goals & objectives and Vision. This shows there is a high understanding among employees about the strategies identified by the organization and has the belief on the strategy that it will work. On the other hand, there is a short-term goal that help link what employees do on a day-to-day basis to the strategy and vision of the organization and employees also have high understanding in how their job fits in. Finally employees share a common desired future state for the organization, they understand the vision and it motivate and excite them.

4.4. Employee performance at MOHA Soft Drinks Industry

Item	N	Mean	SD	Agreement scale				
				SD	D	N	A	SA
It is easy to become engaged in my job	184	4.7	0.949	-	1.6	5.4	87.5	5.4
I would recommend The Company as a great place to work.	184	4.75	0.8114	-	0.5	3.8	87	8.7
My job provides me with a sense of meaning and purpose.	184	4.5924	0.965	-	2.2	5.4	77.2	15.2
I feel challenged and stretched in my job in a way that results in personal growth.	184	4.587	0.9711	-	2.2	5.4	77.2	15.2
Most days, I see positive results because of my work.	184	4.6033	0.9639	-	1.6	5.4	78.3	14.7
I feel like I belong here	184	4.5978	0.9650	-	2.2	5.4	77.2	15.2

Table 4.4. Employee performance

Source: survey 2021

Employees' of MOHA Soft Drinks Industry performance response rate was assessed with six performance indicator parameters. The sampled employees were asked to indicate whether they agreed or disagreed with the statements to rate with a five-scale agreement and it was presented in the above table.

The overall response rate which was found computing over the six questions requested about employee performance was mean score of (M=4.63, SD=0.94, whereas; among the questions about employee performance, the highest mean was 4.75. which was employees like to work at the organization and recommend the organization as a great place to work at.

The second score was (M=4.7) in MOHA Soft Drinks Industry it's easy for the employees to be engaged in their jobs. The third one (M=4.6) employees also feel they see positive results because of their work. Finally the remaining scores show that employees feel the job provides them with a sense of meaning and purpose, they feel like they belong in the organization, and finally they feel that they are challenged and stretched in the job in a way that results in personal growth with the mean scores of 4.5978, 4.5924, 4.587 respectively.

4.5. Correlation Analysis

Pearson correlation was used to explore relationships between the dependent and independent variables, specifically to assess both the direction (positive or negative) and strength of the relationship between the variables. This study sought to establish whether there were significant associations between Organizational Culture (Involvement, Consistency, Adaptability and Mission) and employee performance.

Cultural traits	Pearson correlation	Variables correlation with employee performance
Involvement	Pearson Correlation	.200
	Sig. (2-tailed)	.000
	N	184
Consistency	Pearson Correlation	.220
	Sig. (2-tailed)	.001
	N	184
Adaptability	Pearson Correlation	.297
	Sig. (2-tailed)	.000
	N	184
Mission	Pearson Correlation	.250
	Sig. (2-tailed)	.001
	N	184

Table 4.5: Correlation table

Source survey (2021)

The degree of association is measured by a correlation coefficient, denoted by r . It is sometimes called Pearson's correlation coefficient after its originator and is a measure of linear association. If a curved line is needed to express the relationship, other and more complicated measures of the correlation must be used.

The correlation coefficient is measured on a scale that varies from + 1 through 0 to - 1. Complete correlation between two variables is expressed by either + 1 or -1. When one variable increases as the other increases the correlation is positive; when one decreases as the other increases it is negative. Complete absence of correlation is represented by 0

Since the result show positive correlation in all the cultural traits, it shows there is a significant positive relationship between organizational culture and employee performance.

4.6. Regression analysis

4.6.1. Overall Regression Model

The following table shows the regression analysis between dependent and independent variables:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 ^a	.481	.296	.80885
Predictors: INVOLVEMENT, CONSISTENCY, ADAPTABILITY, MISSION				
Dependent variable: Employee performance				

Table 4.6.1. regression analysis

Source: Questionnaire and SPSS output (2021)

R-squared is measured the goodness of fit of the variables in explaining the variation in measures the variable Predictor: (Constant), Mission, Involvement, Consistency and Adaptability. As clearly described in Table 4.7.1. adjusted R-square value for the regression model was 0.296, this indicates the variables in this study explain 29.6 % of the variation in employee performance. The remaining 70.4 percent of the variation in employee performance in MOHA Soft Drinks Industry are explained by other variables which are not included in the model. Therefore, involvement, consistency, adaptability and mission are explanatory variables of employee performance.

4.6.2. Regression ANOVA

The following shows the regression ANOVA:

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.819	1	3.819	4.182	.042 ^b
	Residual	166.219	182	.913		
	Total	170.038	183			

a. Dependent Variable: Employee performance
b. Predictors: INVOLVEMENT, CONSISTENCY, ADAPTABILITY, MISSION

Table 4.6.2. ANOVA table

Source: Questionnaire and SPSS output (2021)

On the other hand table indicates that the regression model predicts the dependent variable significantly well. This is because on the "**Regression**" row at the "**Sig.**" column indicates the statistical significance of the regression model that was run. Here, $p < 0.042$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable.

4.6.2. Regression coefficient

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.766	.370		10.187	.000
	INVOLVEMENT	-.010	.095	-.019	-.107	.915
	CONSISTENCY	.022	.081	.038	.272	.786
	ADAPTABILITY	.105	.070	.176	1.491	.138
	MISSION	.080	.076	.080	1.055	.293

a. Dependent Variable: Employee performance

Table 4.6.3.: regression coefficient table

Source: survey (2021)

Based on the result shown above on Table 4.9, involvement has influence on employee performance negatively but not statistically significant ($\beta = -0.010$, $t = -0.107$, $p > .05$) and consistency has a positive influence on performance management but is also not statistically significant. ($\beta = 0.022$, $t = 0.272$, $p > .05$) while the other components i.e. adaptability and mission have positive and significant influence on performance management practices ($\beta = 0.105$, $t = 1.491$, $p > .05$), ($\beta = 0.08$, $t = 1.055$, $p > .05$) respectively.

The following shows the value of the regression weights:

$$P = 3.766 - 0.010I + 0.022C + 0.105A + 0.08M + E$$

P: Employee performance, I: Involvement, C: Consistency, A: Adaptability and

M: Mission

Involvement: The finding shows that there is no association with employee performance.

Consistency: This shows that there are committed employees who are motivated and are in control as associated with employee performance.

Adaptability: As associated with MOHA Soft Drinks Industry the finding indicates that the organization has a good culture of translating the demands of the employees into action. However, this contradicts looking Adaptability separately without the correlation; it is the highest when we compare it with other components average value of the participants' response.

Mission: The finding shows stronger association with employee performance. An organization's mission is its reason for existence. Therefore, knowing very well the reason why an organization exists will give an employee the motivation to achieve the organizational objectives. This study has shown that high-performing organizations have a committed workforce that is aligned with the organization's mission, vision and values.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the study findings and results of the study. Then the researcher made some conclusions and gave recommendations based on the key findings and results. The recommendations include interventions to improve Employee performance in MOHA Soft Drinks Industry (summit partners' branch) and also lay the way for further studies.

5.1 Summary of Findings

This section presents summary findings. The main objective of this research was to investigate the relationship between organizational culture and employee performance in MOHA Soft Drinks industry summit partners' branch using Denison organizational culture model. The study group was 200 staff members of the organization that worked in different departments. A questionnaire was used as data collection method. Then data was analyzed using the descriptive statistics (mean and standard deviation) using SPSS and the findings were presented through the use of tables.

The findings show the following results;

In terms of involvement, the company show high results in building human capability and creating a shared sense of ownership and responsibility throughout the organization.

Consistency results also show MOHA Soft Drinks Industry has a high capability in defining the values and systems that are the basis of the culture.

Adaptability results also show the company has a high tendency of translating the demands of the external environment into action.

Finally the organization shows a very high in score in terms of mission. This shows the organization is determined in defining meaningful long term direction for the organization.

In involvement pattern in MOHA Soft Drinks Industry the result show that Team Orientation is higher than Empowerment and Capability Development. For real teamwork to flourish in an organization, a number of things must be in place. People need to have the appropriate skills and

be able to use them; and they must be given the information and authority necessary in order to do their jobs. When these critical elements are missing, Team Orientation is simply a belief or a collection of words, which doesn't translate into actual teamwork.

On the employee performance results, high percentage of MOHA Soft Drinks Industry employees feel it is a great place to work at, feel they are engaged in their jobs, and they would also recommend the organization as a great place to work at.

Correlation analysis shows that there is a positive relationship between organizational culture and employee performance.

On the regression analysis test, the result shows that there is involvement has no influence on employee performance. On the other hand consistency, adaptability and mission results show they have positive influence on employee performance.

5.2 Conclusions

Based on the research findings, the data obtained from the empirical investigation was carried out in a manner that make it logical for the findings from the sample to be generated in all the general conclusion which can be drawn from the finding regarding organizational cultural influence on employee performance.

The results of the study have provided important implications on the relationship between organizational culture and employee performance.

This research demonstrates that when an organization have a clear set of values, expectations, and practices that guide and inform the actions of all team members, it's easy to attract employees who are willing to stay for long period of time in the and give their at most effort to the success of the organization.

There is a strong view from the literature that reveals the reliability of this study. The researcher is confident with the validity of Denison model. Human resources being the backbone of an organization, attention to organizational culture and employees should be seen as organizations competitive advantage. Strong organizational culture has a high tendency to influence the performance of an employee.

In order to be successful, an organization should be strong in all four cultural dimensions. The organization should be able to answer Do we know where we are going, are we listening to the marketplace, are our people aligned, engaged, and capable, do we have the values, systems and processes in place to execute.

Even if there is a shortage of knowledge among employees about culture and its importance for organization success, there is a culture created and practiced in MOHA Soft Drinks Industry (summit partners' branch) that grew to be extremely strong, reinforced by common values, behavior patterns and practices, with many close connections between deeply held assumptions and visible concrete behaviors. This strong culture, resulted in a very powerful consequence. It enabled groups to take rapid and coordinated action to respond to a competitor or to satisfy a customer.

5.3 Recommendations

Overall based on the findings MOHA Soft Drinks Industry scored a very health scores in all culture traits but as mentioned earlier in the involvement pattern, MOHA Soft Drinks Industry the result show that Team Orientation is higher than Empowerment and Capability Development. For real teamwork to flourish in an organization, a number of things must be in place. People need to have the appropriate skills and be able to use them; and they must be given the information and authority necessary in order to do their jobs. When these critical elements are missing, Team Orientation is simply a belief or a collection of words, which doesn't translate into actual teamwork. So in order to be successful the organization need to balance the team orientation to the other involvement traits (empowerment and capability development).

The result shows that organizational culture has a positive influence in the organization. But the results are not as high as expected and in order to have high performance the organization need give attention to culture even more.

Finally MOHA Soft Drinks is one of the most successful organizations in the country, in order to continue this trend they need to balance each of the traits mentioned in Denison model of organizational culture.

5.4. Suggestion for Further Study

As mentioned in earlier, this topic area (the influence of organizational culture on employee performance) has not been adequately researched. The research also was done on only one branch of MOHA Soft Drinks Industry and the research can be used in order to do further investigation about the topic area.

Organizational culture, influence organizations in many ways. From the overall organizational performance to subsets like financial performance, employee job satisfaction, leadership behavior, person-organizational fit, organizational change, customer satisfaction, and strategy implementation, among others. The Denison Model is based on over two decades of research linking culture to employee performance. The study area is enviable to do more on its own additionally, the research was designed this guide for the culture facilitators and leaders in any organization.

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APPENDICES

Appendixes
Addis Ababa University

School of Commerce

Human Resource Management

Questionnaire to be filled by employees of MOHA Soft Drinks Manufacturing Industry

Dear Respondent:

This questionnaire is designed to get the relevant information for the current study. The objective of the study is to assess the influence of organizational culture on employee's performance at MOHA Soft Drinks Manufacturing Industry. This study is only for academic purpose intended for the requirement of second degree in Human Resource Management. Your response is going to be kept strictly confidential. Your kind participation and timeous return of completed questionnaire is most valued and appreciated.

Thank you in advance!

General Directions

1. No need of writing your name
2. Please put a tick (√) mark in the box for your answer and for the number of your choice for the alternatives given.

Demographic data

1. Gender

Male

Female

2. Age

18-25 years 26-33 years 34-40 years 41-48 years ≥ 49 years

3. Educational background

Certificate

Diploma

BA/BSc

MA/MSc

PhD



Other _____




4. Work experience




≤1 year 1-5 years 6-10 years 11-15 years ≥ 16 years




Questions related to organizational culture


Please indicate the degree of your agreement/disagreement with the following statements associated with the **four** traits of organizational culture; Involvement, Consistency, Adaptability and Mission in MOHA Soft Drinks Industry (**put “√” the Alternative Number That Best Describes Your View**)

		Strongly disagree	disagree	neutral	Agree	strongly agree
Involvement	Empowerment 					
	5. Decisions are usually made at the level where the best information is available.					
	6. Information is widely shared so that everyone can get the information he or she needs when it's needed.					
	7. I believe that I can have a positive impact.					
	8. Business planning is ongoing and involves everyone in the process to some degree.					
	Team orientation 					
	9. Cooperation across different parts of the organization is actively encouraged.					
	10. People work like they are part of a team.					
	11. Teamwork is used to get work done, rather than hierarchy.					
	12. Work is organized so that each person can see the relationship					

	between his or her job and the goals of the organization.					
	Capability development 					
	13. Authority is delegated so that people can act on their own.					
	14. The "bench strength" (capability of people) is constantly improving.					
	15. There is continuous investment in the skills of employees.					
	16. The capabilities of people are viewed as an important source of competitive advantage.					
CONSISTENCY	Core values 					
	17. The leaders and managers "practice what they preach".					
	18. There is a clear and consistent set of values that governs the way we do business.					
	19. When people ignore our core values, they are held accountable.					
	20. There is an ethical code that guides the organization behavior and tells us right from wrong.					
	Agreement 					
	21. When disagreements occur, we work hard to achieve "win-win" solutions.					
	22. There is a clearly defined culture.					
	23. It is easy to reach consensus, even on difficult issues.					
	24. There is a clear agreement about the					

	right way and the wrong way to do things.					
	Coordination and integration 					
	25. Our approach to doing business is very consistent and predictable.					
	26. People from different parts of the organization share a common perspective.					
	27. It is easy to coordinate projects across different parts of the organization.					
	28. There is good alignment of goals across levels.					
ADAPTABILITY	Creating change 					
	29. The way things are done is very flexible and easy to change.					
	30. We respond well to competitors and other changes in the business environment.					
	31. New and improved ways to do work are continually adopted.					
	32. Different parts of the organization often cooperate to create change.					
	Customer focus 					
	33. Customer comments and recommendations often lead to changes.					
	34. Customer input directly influences our decisions.					
35. All members have a deep						

	understanding of customer wants and needs.					
	36. We encourage direct contact with customers.					
	Organizational learning 					
	37. We view failure as an opportunity for learning and improvement.					
	38. Innovation and risk taking are encouraged and rewarded					
	39. Learning is an important objective in our day-to-day work.					
	40. We make certain that everyone is informed about what is going on across the organization.					
MISSION	Strategic direction and intent 					
	41. There is a long-term purpose and direction.					
	42. Our strategy leads other organizations to change the way they compete in the industry					
	43. There is a clear mission that gives meaning and direction to our work.					
	44. There is a clear strategy for the future.					
	Goals and objectives 					
	45. There is widespread agreement about goals.					
46. Leaders set goals that are ambitious, but realistic.						
47. The leadership has clearly stated the						

	objectives we are trying to meet.					
	48. We continuously track our progress against our stated goals.					
	Vision 					
	49. We have a shared vision of what the organization will be like in the future.					
	50. Leaders have a long-term viewpoint.					
	51. Our vision creates excitement and motivation for our employees.					
	52. We are able to meet short-term demands without compromising our long-term vision.					

Employee performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
53. I would recommend The Company as a great place to work.					
54. Most days I look forward to coming to work					
55. My job provides me with a sense of meaning and purpose.					
56. I feel challenged and stretched in my job in a way that results in personal growth.					
57. Most days, I see positive results because of my work.					
58. I feel like I belong here					

አዲስ አበባ ዩኒቨርሲቲ

የንግድ ትምህርት ቤት

የሰው ኃይል አስተዳደር

በ MOHA ለስላሳ መጠቦች ማምረቻ ኢንዱስትሪ ሰራተኞች የሚሞላ መጠይቅ

ውድ ተጠራ-

ይህ መጠይቅ ለአሁኑ ጥናት ተገቢውን መረጃ ለማግኘት የተቀረበ ነው ። የጥናቱ ዓላማ ወደ ለመገምገም ነው ተጽዕኖ ሠራተኛ ላይ ድርጅታዊ ባህል ' s አፈጻጸም ላይ MOHA የለስላሳ መጠቦች አምራች ኢንዱስትሪ. ይህ ጥናት በሰው ሃብት አስተዳደር ለሁለተኛ ዲግሪ መመዘኛ የታሰበ የ ወይም አካዳሚክ ዓላማ ብቻ ነው ፡ የእርስዎ ምላሽ በጥብቅ በሚሰጥ ሊቀመጥ ነው ። የእርስዎ ደግ ተሳትፎ እና የተጠናቀቀ መጠይቅ በጊዜ መመለስ በጣም ዋጋ ያለው እና አድናቆት አለው።

የቀደመ ምስጋና!

አጠቃላይ አቅጣጫዎች

1. ስምዎን መጻፍ አያስፈልግም
2. እባክዎን ለመልስዎ እና ለተሰጡት አማራጮች ለመረጡት ቁጥር የሳጥን (√) ምልክት በሳጥኑ ውስጥ ያድርጉ ፡

የስነህዝብ መረጃ

1. ፆታ ወንድ ሴት

2. ዕድሜ

18-25 ዓመት 26-33 ዓመት 34-40 ዓመት 41-48
ዓመት ≥ 49 ዓመት

3. የትምህርት ደረጃ

የምስክር ወረቀት

ዲፕሎማ

ቢ.ኤ / ቢ.ኤስ.ሲ.

ኤም.ኤ / ኤም.ኤስ.




ፒኤችዲ

4. የስራ ልምድ




≤ 1 ዓመት 1-5 ዓመት 6-10 ዓመት 11-15 ዓመት
16 ዓመት




ክድርጅታዊ ባህል ጋር የተያያዙ ጥያቄዎች

እባክዎን ከአራት የድርጅት ባህል ባህሪዎች ጋር ተያያዥነት ያላቸውን ከሚከተሉት መግለጫዎች ጋር የስምምነት / አለመግባባትዎን ያመልክቱ ፤ በ MOHA ለስላሳ መጠቦች ኢንዱስትሪ ውስጥ ተሳትፎ ፤ ወጥነት ፤ ተጣጣፊነት እና ተልእኮ (እይታዎን በተሻለ ሁኔታ የሚገልጽ አማራጭ ቁጥር “√” ያድርጉ)

ተሳትፎ	ነፃነት መስጠት 	በጣም አልሰማማም	አልሰማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ	
	5. ውሳኔዎች ሲደረጉ ብዙውን ጊዜ የተሻለ መረጃ በሚገኝበት ደረጃ ነው ፡						
	6. ሁሉም ሰው አስፈላጊ በሚሆንበት ጊዜ የሚፈልገውን መረጃ እንዲያገኝ መረጃው በስፋት ይሰጣል ።						
	7. እኔ አምናለሁ ድርጅቱ የእኔ አዎንታዊ ተጽዕኖ ሊኖረው ይችላል.						
	8. የንግድ ሥራ እቅድ ማውጣት በሂደት ላይ ያለ እና በተወሰነ ደረጃ በሂደቱ ውስጥ ሁሉንም ያካትታል ።						
	የቡድን አቅጣጫ 						
	9. በተለያዩ የድርጅቱ ክፍሎች ውስጥ መተባበር በንቃት ይበረታታል ።						
	10. ሰዎች እንደ አንድ ቡድን አካል ሆነው ይሰራሉ ።						
	11. ከተዋረድነት ይልቅ የቡድን ሥራ ሥራን ለማከናወን ይጠቅማል ።						
	12. እያንዳንዱ ሰው በሥራው እና በድርጅቱ ግቦች መካከል ያለውን ግንኙነት እንዲመለከት ሥራ የተደራጀ ነው።						
ችሎታ ማሳደግ 							
13. ሰዎች በራሳቸው ብቻ እንዲሠሩ ሥልጣን ተሰጥቶታል ፡							
14. የሰዎች ችሎታ በየጊዜው							

	እየተሻሻለ ነው ::					
	15. በሠራተኞች ችሎታ ላይ ቀጣይነት ያለው ኢንቨስትሜንት አለ ::					
	16. የሰዎች ችሎታ እንደ ተወዳዳሪ ጠቀሜታ አስፈላጊ ምንጭ ተደርገው ይታያሉ ::					
ወጥነት	ዋና እሴቶች 					
	17. መሪዎቹ እና ሥራ አስኪያጆቹ “የሚሰብኩትን ይተገብራሉ” ::					
	18. በንግድ ሥራ የምንመራበትን መንገድ የሚመራ ግልጽና ወጥ የሆነ የእሴቶች ስብስብ አለ ::					
	19. ሰዎች ዋና እሴቶቻችንን ችላ ብለው ሲያዩ ተጠያቂ ይሆናሉ ::					
	20. የድርጅቱን ባህሪ የሚመራና ከቀኝ እና ከስህተት የሚነግረን የሥነ ምግባር ሕግ አለ :					
	ስምምነት 					
	21. አለመግባባቶች በሚፈጠሩበት ጊዜ “ሁሉን ተጠቃሚ የሚያደርጉ” መፍትሄዎችን ለማግኘት ጠንክረን እንሰራለን ::					
	22. በግልጽ የተቀመጠ ባህል አለ ::					
	23. በአስቸጋሪ ጉዳዮች ላይ እንኳን መግባባት ላይ መድረስ ቀላል ነው ::					
	24. ነገሮችን ለማከናወን በትክክለኛው መንገድ እና በተሳሳተ መንገድ ላይ ግልጽ ስምምነት አለ ::					
	ማስተባበር እና ውህደት 					
25. የንግድ ሥራ ለመስራት ያለን አቀራረብ በጣም ወጥነት ያለው እና ሊገመት						

	የሚችል ነው ::					
	26. ከተለያዩ የድርጅቱ አካላት የመጡ ሰዎች አንድ የጋራ አመለካከት አላቸው ::					
	27. በተለያዩ የድርጅቱ ክፍሎች ውስጥ ፕሮጀክቶችን ማስተባበር ቀላል ነው ::					
	28. በሁሉም ደረጃዎች ግቦች ጥሩ አሰላለፍ አለ::					
አመቻችን ት	ለውጥን መፍጠር 					
	29. ነገሮች የሚከናወኑበት መንገድ በጣም የተለየ እና ለመለወጥ ቀላል ነው::					
	30. ለተወዳዳሪዎቹ እና በንግዱ አካባቢ ውስጥ ለሚከሰቱ ሌሎች ለውጦች ጥሩ ምላሽ እንሰጣለን ::					
	31. አዲስ እና የተሻሻሉ ሥራዎችን ለመሥራት ያለማቋረጥ በንቃት ይሠራል::					
	32. የተለያዩ የድርጅቱ አካላት ብዙውን ጊዜ ለውጥን ለመፍጠር ይተባበራሉ ::					
	የደንበኞች ትኩረት 					
	33. የደንበኞች አስተያየቶች እና ምክሮች ብዙውን ጊዜ ለውጦችን ያስከትላሉ ::					
	34. የደንበኞች ግብዓት በቀጥታ በእኛ ውሳኔዎች ላይ ተጽዕኖ ያሳድራል::					
	35. ሁሉም አባላት ስለ ደንበኛ ፍላጎቶች እና ፍላጎቶች ጥልቅ ግንዛቤ አላቸው ::					
	36. ከደንበኞች ጋር ቀጥተኛ ግንኙነትን እናበረታታለን ::					
	የድርጅታዊ ትምህርት 					
	37. ውድቀትን እንደ መማር እና መሻሻል እንደ እድል እንመለከታለን ::					
38. ፈጠራዎች ይበረታታሉ እናም ይሸለማሉ						

	39. በዕለት ተዕለት ሥራችን መማር አስፈላጊ ዓላማ ነው ።					
	40. በመላው ድርጅቱ ውስጥ ስለሚከናወነው ነገር ሁሉም ሰው እንዲያውቀው እናደርጋለን ።					
ተልእኮ	የስትራቴጂክ አቅጣጫ እና ዓላማ 					
	41. የረጅም ጊዜ ዓላማ እና አቅጣጫ አለ ።					
	42. የእኛ ስትራቴጂ ሌሎች ድርጅቶች በኢንዱስትሪው ውስጥ የሚወዳደሩበትን መንገድ እንዲቀይሩ ያደርጋቸዋል					
	43. ለሥራችን ትርጉም እና መመሪያ የሚሰጥ ግልጽ ተልእኮ አለ ።					
	44. ለወደፊቱ ግልጽ የሆነ ስትራቴጂ አለ ።					
	ግቦች እና					
	ዓላማዎች 					
	45. ስለ ግቦች ሰፊ ስምምነት አለ ።					
	46. መሪዎች ተጨባጭ የሆኑ ግቦችን ያወጣሉ።					
	47. ልናሳካቸው የምንሞክራቸውን ዓላማዎች አመራሩ በግልፅ አስቀምጧል ።					
	48. ከተገለፁት ግቦቻችን አንጻር እድገታችንን በተከታታይ እንከታተላለን ።					
	ራዕይ 					
49. ለወደፊቱ ድርጅቱ ምን እንደሚመስል የጋራ ራዕይ አለን ።						
50. መሪዎች የረጅም ጊዜ አመለካከት						

	አላቸው ::					
	51. ራዕዮችን ለሰራተኞቻችን ደስታ እና ተነሳሽነት ይፈጥራል ::					
	52. የረጅም ጊዜ ራዕዮችን ሳንነካ የአጭር ጊዜ ጥያቄዎችን ማሟላት ችለናል ::					

የሰራተኛ የሥራ አፈፃፀም መጠይቅ

	በጣም አልሰማማም	አልሰማማም	ገለልተኛ	እሰማማለሁ	በጣም እሰማማለሁ
53. ከባንደውን ለመስራት ጥሩ ቦታ እንዲሆን እመክራለሁ ::					
54. ብዙ ቀናት ወደ ሥራ ለመምጣት በጉጉት እጠብቃለሁ					
55. ሥራዬ ትርጉም እና የዓላማ ስሜት ይሰጠኛል ::					
56. የግል እድገትን በሚያስገኝ መንገድ በሥራዬ ውስጥ ተፈታታኝ እና እንደተሰጠጥኩ ይሰማኛል ::					
57. ብዙ ቀናት ፣ በሥራዬ ምክንያት አዎንታዊ ውጤቶችን አያለሁ ::					
58. እዚህ እንደሆንኩ ይሰማኛል					