



**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS MANAGEMENT**

**THE EFFECT OF ORGANIZATIONAL CULTURE ON THE
PERFORMANCE OF EMPLOYEES IN ADDIS ABABA CITY
ADMINISTRATION: THE CASE OF YEKA SUB CITY**

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY, COLLEGE OF
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ADMINISTRATION**

By

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance and support of Dr. Zelalem G/Tsadik. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Statement of Certification

This thesis entitled “The Effect of Organizational Culture on the Performance of Employees in Addis Ababa City Administration: the Case of Yeka Sub City” which is done by Zewdu Makonnen has been submitted to Addis Ababa University, College of Business and Economics for examination with my approval as a university advisor.

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This is often to certify that this research paper entitled “The Effect of Organizational Culture on the Performance of Employees in Addis Ababa City Administration: the Case of Yeka Sub City” is done by Zewdu Makonnen Wassie under the supervision of Zelalem G/Tsadik (PHD) and submitted in partial fulfillment of the requirements for the degree of master of arts in MBA Management complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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Abstract

Culture is not an initiative, but the enabler of all initiatives. Culture is like the wind. It is invisible; yet its effect can be seen and felt. It is the more profound level of fundamental assumptions and beliefs that are shared by individuals of an organization. The objective of this study was to look at the impact of organizational culture (clan culture, hierarchy culture, adhocracy culture and market culture) on the performance of employees at Yeka Sub City Administration. The study aspired to show the existing dominant culture at Yeka Sub City Administration and the relationship between organizational culture and employee performance. The study included a sample size of 311 employees. Data was collected using questionnaires, interviews, and document analysis. The collected data was analyzed using statistical tools like frequency, mean, standard deviation, Spearman's rho coefficient and Multiple Regression. The major findings of this study are 1) the dominant organizational culture in the sub city is hierarchy culture, 2) employee performance at the sub city has positive relationship between clan culture, adhocracy culture, market culture and hierarchy culture and their correlation is statistically significant, 3) All other culture types except hierarchy culture have positive and significant effect on employee performance, while hierarchy culture has negative and significant effect on employee performance, 4) The study indicates that clan culture, with a beta value of $\beta = 0.611$ have significant and greater positive influence on employee performance, and 5) employee performance is higher at Yeka Sub City. Based on these findings and the conclusion, the sub city administration is recommended to apply the characteristics of clan culture and to enhance the advantages of the dominant hierarchical culture traits, to build and maintain positive culture and to work effectively and efficiently to improve the performance of its employees.

Key words: *Organizational culture, Clan culture, Adhocracy culture, Market, Hierarchy culture and Employee job performance.*

CHAPTER ONE

INTRODUCTION

This introductory chapter contains the background, overview of organization under study, statement of the problem, objectives, significance, research question, scope and organization of the study.

1.1 Background of the Study

This paper examined the impact of organizational culture on the performance of employees in Yeka Sub-city administration. It undertakes a positive and strong organizational culture will improve employee's performance. In addition the aim of this research is to address the degree of the relationship between organizational culture traits (Clan culture, Adhocracy culture, Market, Hierarchy culture) and employee's job performance.

Organizational culture can be understood as the values, beliefs, underlying assumptions, attitudes, and behaviors shared by a group of people. Organizational culture is the behavior that emerges when representatives arrives at a set of for the most part implicit and unwritten shared rules for working together. (Neeraj Kumari and Devi Singh, 2018)

Organizational culture or climate is one of the opportunities to develop human resources through aspects of changing attitudes and behaviors, which are anticipated to be able to alter current and future challenges. Organizational culture is an undetectable social drive that can move individuals in an organization to carry out work exercises. Organizational culture reflects individual's understandings of occasions and circumstances in an organization. In addition organizational culture refers to a system of common meanings of values held by employees of an organization that differentiates one organization from another (Robbins, 2011).

Culture has a significant role in organizations. It is a major element of organizational performance and source of sustainable acceptance by the customers it serves. The commitment and performance of the employees in the organization is crucial to ensure the achievement of the organizational goals and objectives.

Different literary works agreed that organizational culture has impact on worker states of mind (Cameron & Quinn, 2011). Besides, distinctive inquires on the issue described the impact of

organizational culture on representative execution and organizational commitment (Cameron & Freeman, 1991; Goodman, Zammuto, & Gifford, 2001). This culture shows the way how employees in an organization perform their obligations and how they are committed to the realization of organizational objectives. Each organization can have diverse highlights that recognize their sort of culture (Lund, 2003). This definition differs in cross cultural organizations. The diversity of employees plays a major part; the more diverse employees in an organization, the more diverse is the definition would be explored (Bellé 2018).

An organizational culture is related to employee performance. According to Robbins and Judge (2017), the one specific outcome of a strong organizational culture is declining rate of employee turnover. In arrange to extend employee's work fulfillment there by organizational viability, supervisors ought to get it the effect of culture on the employees' fulfillment level and ought to moreover be taking advantage of it. This requests comprehending of the existing standards and behaviors through intermittent appraisal.

Concerning government sectors, local government as a provider of public services always demands organizational culture to improve the quality of services, to set service standards that have dimensions to maintain the quality of life, protect the safety and welfare of the people. In carrying out public services, Local government is required to change the mindset and performance of its organizers, adjusted to the purpose of providing regional autonomy by providing and improving services that satisfy the community (Kuswati, 2020)

Based on the above facts, it is important to see the relationship between organizational culture and employee performance in Yeka Sub City Administration. To that conclusion, this think about will attempt to illustrate how types of culture particularly clan, hierarchy, adhocracy, and market influence the performance of employees at the sub city. By analyzing measurement mechanism tools created by Cameron and Quinn, this model is used to assess the correlation between culture and employee performance at the sub city.

1.2 Background of the Study Area

Yeka Sub-City Administration is one of the 11 sub cities (including the newly added one) in Addis Ababa City Administration. It is located in the north east part of Addis Ababa. The total population of the sub city is estimated 424,217. This makes the sub city one of the highly populated sub cities in the capital.

The sub city is responsible for the administrative, municipal and political activities. In order to manage these activities there are about 33 major sectors with different and in some cases with interrelated responsibilities. The question of land management, education, health, kebele house administration, job creation, dry waste management and other municipal activities, trade and industry, environmental protection, youth and sport and other issues are managed by the sub city. As per the information obtained from the public service sector, the sub city is performing all the above mentioned activities by the total number of 1726 employees.

It is clearly understood that the question of good governance, the major head ache of the city administration as well as the sub city administration, lies in the hands of the administration and its employees. This issue intern lies in the nature of the organizational culture the sub city builds. Therefore, this paper tried to assess the existing organizational culture of the sub city and to show the importance of building a positive organizational culture.

1.3 Statement of the Problem

As depicted on the introductory part, diverse researchers and analysts stated that there's positive and significant relationship between organizational culture and employee performance. Organizational culture is the major important factor for the success of any organization; it gives an identity to employees and also an important source of stability and continuity to the organization. In addition to this the introducing the organizational culture of the institution helps newly recruited employees to understand the culture of organization. Since organizational culture is the social bond that interconnected workers together which makes them part of the organizational involvement, it is important in achieving organizational goals and objectives.

Organizational culture defines the way employees complete tasks and interact with each other in an organization. The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. Organizational culture binds the

workforce together and provides a direction for the institution. In times of change, the biggest challenge for any organization may be to change its culture, as the employees are already accustomed to a certain way of doing things. The key to a successful organization is to have a culture based on a strongly held and widely shared set of beliefs that are supported by strategy and structure. When an organization has a strong culture, three things happen: Employees know how top management wants them to respond to any situation, employees believe that the expected response is the proper one, and employees know that they will be rewarded for demonstrating the organization's values.

In order to build a positive organizational culture, the existing culture of an institution should be identified and assessed. But the existing organizational culture of the sub city is not identified and its contribution to the performance of employees is not scientifically addressed. Therefore this study helps the sub city administration to know its dominant culture and to adjust its focus towards building a positive culture.

In addition, when the writer of this thesis investigates different researches done on the subject, he couldn't find any literature or paper on the effect of organizational culture on employee performance in government administration like Yeka Sub City Administration. Although there are some papers done on private firms, banks and industries, there is a gap in studying the underlying organizational culture and its effect on employee performance in governmental administrative offices. Therefore this paper for the first time will try to address this huge gap. As the study is an icebreaker in investigating the organizational culture of government administration offices, it could be used as a reference for those who will be interested to assess the same issue in similar organizations.

Thus, based on the above facts, the objective of this thesis is to investigate the impact of organizational culture on employee's performance at Yeka Sub City Administration by using appropriate scientific model and organizational culture assessment tools. In this thesis, I have tried to show the relationship between organizational culture and performance. Organizational culture is treated here as an independent variable while performance is treated as dependent variable.

1.4 Research Questions

There are a number of factors that have either positive or negative influence on the performance of employees. In this study we will consider the most frequently overlooked factor, particularly by government offices in Addis Ababa, which is the effect of organizational culture on employees performance at yeka sub city; therefore based on the problems discussed above, the research will be concerned with the following research questions:

1. What is the existing dominant organizational culture at Yeka Sub City Administration?
2. What is the relationship between organizational culture and employee performance?
3. Which organizational culture factor influences more the performance of employees at Yeka Sub City Administration?

1.5 Objectives of the Study

This research was conducted by identifying the general and specific objectives. This is described as follows.

1.5.1 General Objective

The major objective of the study is to assess the effect of organizational culture on the performance of employees at Yeka Sub City Administration.

1.5.2 Specific Objectives

- To identify the dominant existing organizational culture at Yeka Sub City Administration.
- To identify the effect of **clan** culture on the performance of employees at Yeka Sub City Administration.
- To find out the effect of **hierarchy** culture on the performance of employees at Yeka Sub City Administration.
- To identify the effect of **adhocracy** culture on the performance of employees at Yeka Sub City Administration.

- To find out the effect of **market** culture on the performance of employees at Yeka Sub City Administration.

1.6 Research Hypothesis

The research hypotheses are formulated by deeply investigating the research literature to show the correlation between the four culture traits and employee performance.

- H₁: There is significant relationship between **clan culture** and employee's performance.
- H₂: There is significant relationship between **hierarchy culture** and employee's performance.
- H₃: There is significant relationship between **adhocracy culture** and employee's performance.
- H₄: There is significant relationship between **market culture** and employee's performance.

1.7 Significance of the Study

Organizational culture is among the major components that improve the accomplishment of organizational mission, objectives and destinations. It is very important to build positive organizational culture which will help Yeka Sub City Administration to meet its strategic goals and objectives. Above all it is significant to resolve the good governance problems the sub city faces.

The research might advantage the organization by deciding which sort of organizational culture has most noteworthy impact on employee's execution. This might too lead to advancements in working environments to assist employees to be more committed to their jobs which in turn could contribute a lot to improve the problem of corruption and in general to address the question of good governance.

As to my investigation, although there are some studies related to companies and manufactures in Ethiopia, there is a gap in studying the effect of organizational culture on government administration offices like Yeka Sub City Administration. Therefor the thesis will contribute a lot to fill this gap by identifying the dominant culture and by showing the relationship between organizational culture and employee performance in the sub city.

Effect of organizational culture on the performance of Yeka Sub City employee is not evidently known. Therefore, this study can help the sub city administration to identify and enrich its organizational culture and to amend its emphasis on the best important organizational culture type that can increase the performance of its employees.

Lastly, similar sub cities including the city administration might use it as an input to improve their employee performance and the study will give an idea for those who have interests to make further research on similar topics.

1.8 Scope of the Study

The research was conducted on the sub city administration only because the major authoritative issues and decisions are taken care of at this level and the larger part of the workforce is found at the sub city. Hence the analyst accepts that an agent test might be drawn from this target population.

The study involved four organizational culture traits which are; clan, hierarchical, adhocracy and market. These organizational cultures, which are adapted from Cameron and Robert Quinn's model is preferred to the study. The reasons for adoption of this model are Firstly; this model allows the measurement of organizational culture in terms of different dimensions but has broad implications compared to other models because it can integrate most organizational culture dimensions, particularly value dimension related to effectiveness. This can facilitate a comparison of cultures listed in the model in Yeka Sub City Administration.

Secondly, the model provides empirical validity and reliability due to the standard questions which has been used by many empirical studies. Finally, the model is considered to be an appropriate model to explore the culture of the government sector. Jingjit and Fotaki (2010) emphasize that Cameron and Robert Quinn's model is appropriate to investigate the extent of bureaucratic culture or hierarchy model. Therefore this model is, used to degree the culture of the sub city administration with regards to which types of culture influence the performance of its employees most.

1.9 Limitation of the Study

In carrying out this study, the researcher faced few limitations. Among which, during data collection the concept of organizational culture was not clear for some of my respondents. The researcher faced problems such as shortage of sufficient source documents particularly documents related to organizational culture in Ethiopian government administration and lack of cooperation from few respondents. Above all the health problem the researcher faced during the study was very tempting.

Moreover, since most of my respondents were mainly senior and middle level officers, it was difficult to get them on time because they were busy and engaged in meetings of different programs, it was expected that the data collection will take long time. Due to COVID 19, the course Econometrics was not given properly, so the researcher was forced to teach himself using the internet and particularly how to use SPSS software was time taking. Beyond these and other constraints that could rise during the research, the researcher has tried his best to find comprehensive results which helped to address the objectives of the study.

1.10 Definition of Terms

Organization: is a social substance where more than one individuals are working together agreeably inside identifiable boundaries to achieve a common objective or objective (Lubis, 2019).

Organizational culture: is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization (Robbins, 2018).

Clan culture: A clan culture is a family-like or tribe-like type of corporate environment that emphasizes consensus and commonality of goals and values (Kim S. Cameron and Robert E. Quinn, 2011).

Hierarchy culture: An organizational culture that focuses on the development and maintenance of stable organizational rules, structures, and processes, by implementing a hierarchical system of power and management. (Kim S. Cameron and Robert E. Quinn, 2011).

Adhocracy Culture: is a flexible, adaptable and informal form of organization that is defined by a lack of formal structure that employs specialized multidisciplinary teams grouped by functions. (Kim S. Cameron and Robert E. Quinn, 2011).

Market Culture: is a sort of organization that capacitates as a showcase itself. It is situated toward the outside environment rather than inside undertakings (Kim S. Cameron and Robert E. Quinn, 2011).

Employee performance: signifies employees job accomplishment after exerting essential effort on the work which is associated with having a meaningful work, engaged profile, and sympathetic colleagues or employers around (Hellriegel, Jackson, & Slocum, 2009)

1.11 Organization of the Study

This study paper is organized in five chapters. The first chapter deals with the general background of the study, statement of the problem, research question, objectives, research hypothesis, significance of the study and delimitation of the study. The second chapter addresses the detailed review of theoretical and empirical literatures. The third chapter presents the detail of methodology used in the study such as research design, population and sampling techniques. The fourth chapter dedicated to the detail analysis and interpretation of the data collected for the study. Finally, the summary of findings, the conclusions, the limitations and recommendations discussed in chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Definition of Organizational Culture

Organizational culture has been widely studied and defined in various ways. Different authors have defined organizational culture using their own understanding. Organizational culture can be understood as the values, beliefs, underlying assumptions, attitudes, and behaviors shared by a bunch of individuals. Culture is the behavior that comes about when a bunch arrives at a set of for the most part implicit and unwritten rules for working together (Neeraj Kumari and Devi Singh, 2018)

Kumari and Singh further argued that although values are an important element of organizational culture, organizational culture is more of the shared perceptions of organizational practices and that value are merely expressed in organizational practices. They also found that organizations differ more strongly on practices than on values. They therefore do not include values in their definition of organizational culture, but define organizational culture as “shared perceptions of organizational work practices within organizational work practices.

.

Organizational cultures are symbols, languages, ideologies, rituals, and myths “organizational culture is defined by norms, values and common assumptions (Buinhut Vuong, 2019). Organizational culture is organizational ideology and the behavior of each member of the organization is dependent on the organizational ideology. In addition to this, organizational ideology shows the relationship between individuals and the organization. Harrison also believes that organizational ideology will create the methods for dealing with the external situation which is also explained by previous McGuire (2003).

2.1.2 Levels of Organizational Culture

Numerous researchers within the field embraced Schein’s (2006) classification of social levels. Schein’s model comprises of three layers that contrast with respect to their visibility inside an organizations and their awareness among organizational individuals.

The primary level of Schein's (2006) classification course of action comprises of artifacts and practices. In social artifacts, the essential presumptions, values and behavioral standards of the organization are visualized. In any organization, the particular images will be special and related to the shared point of view of individuals. Images can moreover recognize status and control contrasts between people and bunches at the same level. The second level consists of values and norms. Values are markers of what organizational individuals accept to be great, right or appealing. Values are considered as guidelines of allure; they reflect what is conceived to be critical to seek after or worth endeavoring for in organization (Maslowski, 2015).

The third level of culture comprises of essential suspicions shared by organizational individuals, which comprises the center of organizational culture. Suspicions allude to taken-for-granted convictions that staff individuals seen to be "true" (Schein, 2006). These suspicions are likely to stay oblivious until other organizational individuals and other outside body challenges them (Maslowski, 2015). By and large, it is clearly appeared that organizational culture components can be analyzed at diverse levels based on the slant to which the social components are unmistakable to people.

2.1.3 Types of Organizational Culture

2.1.3.1 Cameron and Robert Quinn (1999 further elaborated in 2011) Organizational Culture Typology

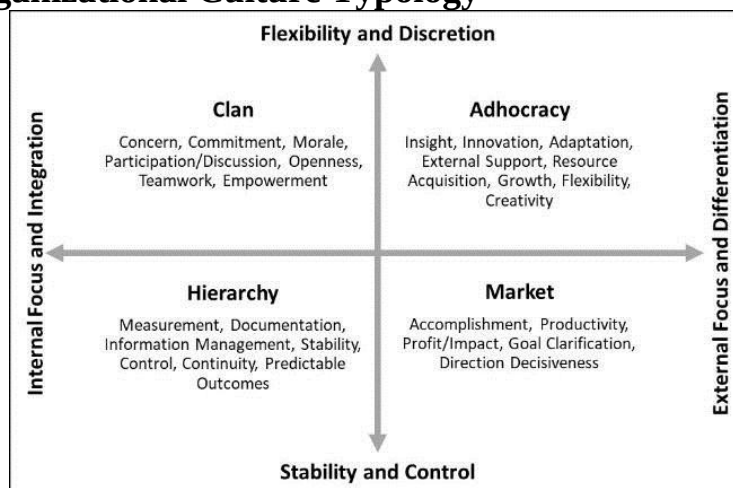


Fig 1: the competing values framework of Cameron and Quinn (2011)

Cameron and Quinn (2011) wrote the competing values framework for cultural assessment and classified culture into two dimensions, that is horizontal and vertical dimensions. The horizontal dimension shows the degree to which the organization centers inwards or outwards. To the cleared out, consideration is essentially inwards, inside the organization, whereas to the proper, it is outwards, towards clients, providers and the outside environment.

The vertical axes determine who makes decisions. At the lower end control is with the management, while at the upper end, it is left to employees who have been authorized to make decision for them. Based on the above dimensions Cameron and Robert Quinn (2011) classified culture as clan, adhocracy, hierarchy and market culture.

Clan: The Clan organization has fewer focuses on structure and control and a greater concern for flexibility. Rather than rules and procedures, people are motivated through vision, shared goals, outputs and outcomes. Contrary to Hierarchies, clans have flat organizations and employees individually and as a team act more autonomously.

Adhocracy: The adhocracy has better adaptability than the clan, which is fundamental in a quickly changing working environment. It will use prototyping and investigating rather than long, big-bang projects and development. The management in an adhocracy culture is visionary and innovative who take risks to make substantial achievements.

Hierarchy: The hierarchy has an outdated approach to structure and control that flows from a strong chain of command. This was considered for years as the only actual way of organizing and still it is a basic element of the majority of organizations. Hierarchies have respect for position and power. They have strong policies, processes, guidelines, laws and procedures.

Market: In a result-oriented organization, whose key concern is getting the work done, people in these organizations are competitive and goal oriented. The management is hard driver and stick to producers and competitors are tough and demanding. Success is measured in terms of market share and penetration.

Organizational culture assessment instruments which is described by Cameron and Quinn (2011) assess the organizational culture by using six key dimensions of organizational culture, and these are:

1. **Dominant Characteristics** - the degree of collaboration and sense of belongingness, level of inventiveness and dynamism, center on objectives and competition, dependence upon frameworks and accentuation on productivity.
2. **Organizational Leadership** - leadership style and approach that permeates the organization. The management here is supporter, organizer, innovator, producer, director and coordinator.
3. **Management of Employees** - How employees are treated, degree of consultation, participation and consensus.
4. **Organizational Glue** – holding instruments that hold the organization together such as cohesion and collaboration, dependability and commitment, enterprise and adaptability, rules and approaches, objective introduction and competitiveness.
5. **Strategic Emphasis** - organizational strategy drivers, concerned with sustainable development of human resources, the emphasis given here are for issues like competitive advantage, stability and accomplishment of goals.
6. **Criteria for Success** – how is success characterized and who gets compensated benefits, showcase share and market penetration, affectability to clients and concern for individuals, improvement of unused items and administrations, constancy and ideal fetched.

The researcher found the competing values framework is very suitable to assess and identify the dominant organizational culture in an organization. Therefore in this thesis the researcher will use the type of cultural assessment tool described by Cameron and Quinn. The nature of those culture types is very good to measure the organizational culture of yeka sub city administration, because the dimensions explained under this culture are closely related with the activities of the sub city when we compare with other types of culture topology.

2.1.3.2 Deal and Kennedy's Organizational Culture Typology

Deal and Kennedy (2000) developed two specific features of organizational culture. First, they describe four types of culture, which are based on the effects of the degree of risk and speed of feedback that comes from the environment on decision-making. Then they added a perspective that includes the existence of strong and weak cultures. According to these scholars culture is categorized as follows.

Work and play hard culture: Organization having this culture works and plays devotedly and tends to be unified. Organizations with little risk but quick feedback will have work and play hard culture, which Emphasizes pleasure and action.

Process culture: This culture gives emphasis on the systems, guidelines and procedures within the organization. This is typically found in organizations in a low risk environment, with slow feedback, that determines the fate of the organization which comes from attention to detail. The lack of feedback means that employees focus more on how they perform a task, as opposed to what task they perform.

Macho culture: is one that gives emphasis to individual employee and the ability of that employee to achieve the organization's objectives. This culture will be found in organizations where risk is high, and feedback for the performance and decisions is rapid.

Bet your company culture: This cultural type emphasizes technical skill, and can be found in organizations where the risks are very high, yet the feedback is slow when coming from the environment. Because of the slow feedback, this classification relies profoundly on the knowledge of technical experts to get it right within the directional guidelines put forward.

Deal and Kennedy's second viewpoint of culture is that of strong and weak cultures. A strong culture exists when almost all members support it, or if it is composed of deeply held value and belief sets. Some characteristics that are associated with a strong culture are a widely shared philosophy, concern for employees, and recognition of best performers, belief in ritual and ceremony and recognition of significance of individual role to the entire organization (Deal and

Kennedy, 2000). On the other hand, a weak culture is one that is not strongly supported or rooted in the activities and value systems of the group.

The major types of culture explained by those authors tells us, work and play culture type indicates that employees do their work by minimizing there risk rather they are enjoying when they are doing the job, whereas the process culture type implies employees follow the work procedure and system of their organization and they take more attention for the procedure of the job. The same to Work and play hard culture, they fear risk and they want to do in the low risk environment

Macho culture differs from the two types of culture explained before, because in macho culture, the individual contribution is highly appreciated for the attainability of the objective of the organization. The last classification of culture is bet your company culture; in this culture type the organization take more emphasis for technical skill in order to rapidly adopt the change from the environment so there work efficiency is determined by the technical professionals which may increase their risk.

2.1.3.3 Harrison and Stokes Organizational Culture Typology

Harrison (1992: 121-123) established a typology for understanding organizational culture. This typology proposes four organizational cultural orientations: power orientation, role orientation, task orientation and person orientation (Harrison, 1992: 121).

The Power Orientation: Power orientation culture is usually found in small organizations where the entire thing revolves around the employee. Power derived from one source where inspiration arises which is connected departments that facilitate co-ordination, spread throughout the organization. They enhances that all important decisions are made by that person who has the single source of power, and that person holds absolute authority in all matters.

The major feature of a power culture depends on the management of the organization and dominated by the leaders and their personality; with a lack of bureaucracy in operations. The greatest strength of the power culture is the ability of the organization to react quickly, although

the success is largely dependent upon the abilities of the leader, or persons at the center of power.

The Role Orientation: The role culture focuses on the existence of rules, procedures and job descriptions, as opposed to the sole power of the leaders found in the power culture (Harrison and Stokes, 1992). The struggle for power is managed by the rules, and these rules lead to the idea that the role culture is a bureaucracy and the underlying principles are rationality, systemic order and faithfulness. In the role culture, official working environment, authority and accountability are cascaded downwards, and each and every level in the organization has a clear line of authority (Harrison and Stokes, 1992).

The Achievement Orientation: brings together employees with a shared vision or purpose (Harrison and Stokes, 1992). The achievement orientation appreciates the organization's common vision or purpose by using the organizations mission to sustain and release employees' personal effort in search of common goals, where the organization's mission is applied to give emphasis on the personal energy of the organization's employees (Harrison and Stokes, 1992). Structures are important in a result-oriented organization, and usually they are implemented to attain the organization's mission (Harrison and Stokes, 1992). These structures will be changed when change in the mission happen, therefore this culture is more flexible than the rules of law of the role orientation.

The Support Orientation: The support organizational culture is grounded on common trust between the employee and the organization (Harrison and Stokes, 1992). Workers working within a support orientated organizational culture conceived that they are valued as human beings, not just as contributors to a task. An organization that has a support culture has a warm and caring atmosphere, hence workers will struggle for result and they will contribute a lot within the organization.

2.1.4 The Importance of Organizational Culture

Robbins and Judge argued that organizational culture has several functions. Determinants of boundaries, meaning that culture creates a difference between one organization and another, facilitates better commitment to something that is bigger than individual interests, increasing the

stability of the social system, by providing standards for what members of the organization should accept or reject and culture defines rules of behavior, vague, intangible, but every organization develop a core set of assumptions, understandings and intangible rules that govern daily behavior in the workplace. (Robbins and Judge, 2017).

In addition, Kondalrk (2007) has described the importance of culture to the organization and workers. It is described as Shared standards, values and discernments that deliver representatives a sense of closeness that makes a difference to empower a feeling of common reason. Fourth, it helps different individuals to understand the working environment around them.

The other significance of organizational culture is concerned with representative inspiration. When the workers are propelled, it upgrades the amount and quality of yield created. This can be due to the inspiration comes about from individual exertion and devotion on the portion of the workers. In expansion, representative inspiration diminishes the rate of employee's turnover and truancy within the organization (Matko and Takacs, 2017).

2.1.5 Organizational Culture with in the Public Sector

Organization culture considered as a critical factor when organization needs to enhance or pursue their goals and objectives (Adam, 2020). In terms of the framework developed by Cameron and Quinn (2011), the organizational culture of the public sector tends to be closer to hierarchy and clan than to market and adhocracy cultures. Hierarchy is seen as intrinsic to bureaucratic culture. This is because, by their nature, public sector organizations are governed by guidelines and regulations for accountability and unwritten ethics and habits of the organizational system (Rong and Hongwei, 2012). This means that, in the government office, leadership has an actual significance as an important element in shaping public organizations culture, such as norms and values in terms of decision making.

In government offices, legitimate power and appointments to positions are the major factors to success and power (Dick and Ellis, 2006). Thus, the hierarchy culture appears to be embedded in the public sector and seems to be challenging to change, for example the cultures of several government agencies are frequently affected by the norms and values of the parent government

offices. The hierarchy culture is a challenge to public sector improvement, for example reform needs power redistribution (Dooren, Bouckaert and Halligan, 2015) and political decentralization is important in attempting public sector transformation in developing countries. Inflexible hierarchy offers advantages to attain good governance such as transparency, accountability and equity. Leadership culture or hierarchy culture provides both positive and negative influences on employees' performance and work satisfaction that is participative leadership positively affects the group and cultural development department while directive leadership negatively affects employees' behavior.

Clan culture also, by its nature, inclines to be related with the public sector. It refers to the degree of employee unity and commitment (Cameron and Quinn, 2011). A degree of commitment is perceived as strong culture so as to improve an organization to achievement its objectives (Luhman and Cunliffe, 2013). Clan culture is positively associated to the performance of organizations in terms of the outcomes (Eisend, Evanschitzky and Gilliland, 2016) and job satisfaction (Lovas, 2007). Thus, Rong and Hongwei (2012, p. 48) proposed that the public sector in contemporary society should establish a people-oriented management like legitimate individual interests and personal abilities. This raises the question of whether there is a universal civil service culture. To this extent why some organizations function well and why and how such organizations challenge norms (Owusu, 2012). Understanding organizational culture offers many advantages, such as enhancing effectiveness and efficiency of the public services, developing effective strategies in increasing work satisfaction, and producing policy proposals in the government offices.

2.1.6 Employee Performance

2.1.6.1 Definition of Performance

Performance is the process and the results of the efforts of individual and group organizations in a certain period. The abilities and talents possessed by each employee have different results; an organization needs employees who have the talent and ability to complete their work (Kurniawan, 2018).

Dessler (2016) defines employee performance as the result of the employee's actual performance compared to the employee's expected performance. Expected employee performance, achievement is a standardized achievement that is formed as a reference in order to see the performance of each individual employee in accordance with the predetermined position standards.

Performance is the level of success in carrying out the task and ability to achieve goals that have been detected knowledge. It refers to achieving the objectives of the organization concerned legally, not violating the law, and in accordance with the moral and ethical (Barasan, Gunawan, and Sumali, 2018). Employee performance is considered as a measure of human resource in an organization. It could impact the organization negatively or positively. When employees start performing poorly, it worries the management as it affects the entire operation (Shamsuddin, 2020).

2.1.6.2 Performance as a Multi-dimensional Concept

There is a difference between task and contextual performance. Task performance is concerned with individual's ability with which the employee accomplishes tasks in line with achievement of the objective of the organization. This participation can be both direct and indirect. Contextual performance is concerned with actions which do not contribute to the major activity but helps the working atmosphere in which accomplishment of organizational goals are desired.

Three fundamental suppositions are associated with the difference between task and contextual performance. Activities pertinent for task performance differ between occupations whereas contextual performance activities are relatively similar across jobs; task performance is related to capability, whereas contextual performance is concerned with personality and motivation.

2.1.6.5 Employee Performance and Organizational Culture

The factors that affect employee performance in profit and non-profit organizations may differ but in nonprofit organization the factors originate from the employer organization or the socio-

economic environment. These factors include performance evaluations, remuneration, organizational leadership style, technical training, and career movement.

According to Kokilia (2015), employees are the basic building blocks of an organization. The success and development of an organization depends on how effectively and efficiently its employee performs and culture is a means through which employees discover and correspond what is suitable or undesirable in an organization in the light of values and norms. Culture can be found in any organization, no matter how small or large the organization could be. Organization culture sets a framework within which individual and group behavior takes place in terms of employees' communication whether it is open or closed or they are given autonomy or recognition for their achievements. The authors further described Organizational culture as it is the vital aspect of successful organization. There must be a positive culture to attract and retain loyal and committed employees, which, in turn, can strengthen relationships with customers and other partners. Just like any other asset, organizational culture must be monitored and nurtured to ensure that it reflects the organization and its vision.

According to Armstrong (2011), organizational culture was presented as it can be a source of powerful instruments for controlling behavior that how we can perceive our environment. 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. Work place culture is a very prevailing force that influences an employee's work life. Hence, managers and employees do not work in a value free environment; rather they are governed, directed and tempered by the organization's culture (Kotter, 1992). Thus, organizational culture has a strong influence on employees' performance and work attitude. For employees, it is like glue which has the strength to maintain their attachment with an organization or what drives them away.

According to Kandula (2006) the key factor to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may discourage outstanding employee to underperform and end up with no

achievement. Therefore; organizational culture has an active and direct role in employee performance.

A successful organization is the result of the inputs of the employees, those organization that value their employees can develop a great customer relation and enhances a sustainable profits and employees performance, thereby the more organizations values their employees, the high profit they get due to high performance of the employees (Timothy and LerzanAksoy, 2015). A culture of an organization can encourage high performance or low performance. It is the organizational culture that helps to influence the behavior of the employees towards this. Martins (2003) agreed that organizational culture plays an indirect role in influencing behavior by using reasonable managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision-making, cooperation and interpersonal relationships, and so forth, which are all designed to do things.

2.2 Empirical Literatures on Organizational Culture and Employee Job Performance

2.2.1 Organizational Culture and Performance

Several studies related to the effect of organizational culture on employee performance are conducted by different researchers in different parts of the world. But there are limited numbers of studies done in Ethiopia.

Addisalem Zewdie (2019) did his research on the impact of organizational culture on organizational performance in Bank of Abyssinia. He used Denison's model to ascertain the extent to which organizational culture affects non-financial performance of Bank of Abyssinia using BSC for the measurement of its non-financial performance. The findings of this study show the existence of a significant relationship between organizational culture and organizational performance. Therefore, the study concludes that all basic components of organizational culture affect organizational performance and the researcher recommends that management of Bank of Abyssinia to have a system that helps the bank to create and maintain strong organizational culture consistently in order to ensure sustainable growth.

Aschalew Mulugeta (2020), in his research entitled “The Effects of Organizational Culture on Employee Performance of public service organization of Dire Dawa administration” has an objective of testing whether organizational culture variables have a relation with employee job performance. It is a survey based research study. Variables like Employee participation, Openness to communication, risk taking & innovation, customer service orientation, Reward system, level of education and experience are considered for this study. The researcher found that except experience and level of education all variables of organizational culture have contributed to employee job performance. Particularly employee participation and innovation have a significant contribution to employee job performance.

Merson Bizunehe, (2016) in his thesis he has tried to assess the impact organizational culture traits the commitment of employees at Ethiopia Air Lines. After detailed analysis he concluded that organizational culture measurement tool positively related with employee’s commitment.

Zerihun Kinde and Dr. Navjot Kaur (2017) studied the effect of organizational culture on organizational performance at public hospitals in Addis Ababa. The researcher after detailed analysis showed that hierarchy culture is the most dominant culture at public hospital in Addis Ababa, Ethiopia. The analysis of organizational performance exposed that affective and normative commitment was low, whereas continuance commitment was moderate. At the conclusion government hospitals in Addis Ababa are recommended to give more weight on enhancing positive culture instead of rigid administrative culture as the later showed no significant effect on employee commitment.

Dima H. Aranki, Taghrid S. Suifan & Rateb J. Sweis (2019) did their research with the purpose of investigating the relationship between organizational culture and organizational commitment, in Information Technology companies in Jordan. A convenience sample was selected from employees working in 24 IT companies in Jordan. A total of 711 questionnaires were distributed among them; 371 were returned, and 342 were valid for statistical analysis. The results of the analysis confirmed the strong correlation between culture and commitment.

According to Kandula (2006) the key to effective and efficient performance is a strong culture. A positive and strong culture can make a moderate performer employee to achieve effectively whereas fragile culture may discourage an outstanding employee.

Ekpenyong Nkereuwem Stephen (2016) has also conducted a research on organizational culture and its impact on employee performance. The data is analyzed by simple percentage and tables. Chi square was used to test the hypotheses formulated to guide the research. The finding showed that majority of the respondents' agrees that organizational culture does have an impact on performance of employees. It was also revealed that the typology of organizational culture implemented in an organization can determine the degree of employee performance.

2.3 Conceptual Framework of the Study

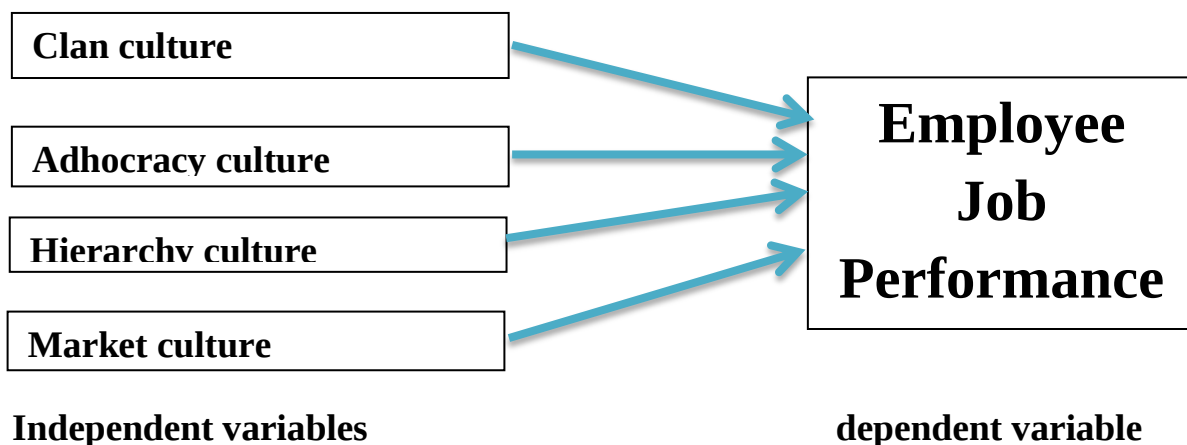


Fig. 2: Conceptual Framework of the study

Source: The Researcher: based on Cameron and Robert Quinn organizational culture typology

Though there are different models and frameworks for organizational culture, I preferred to take the Cameron and Robert Quinn's organizational culture model. The reasons for adoption of this model are:

- It is Practical: It captures key dimensions of culture that have been found to make a difference in organizations success.

- It is involving: The steps in the process can include every member of the organization, but they especially involve all who have a responsibility to establish direction, reinforce values, and guide fundamental change.
- It is both quantitative and qualitative: The process relies on quantitative measurement of key cultural dimensions as well as qualitative methods including stories, incidents, and symbols.
- It is valid: The framework on which the process is built not only makes sense to people as they consider their own organization but is also supported by an extensive empirical literature and underlying dimensions that have a verified scholarly foundation.

In addition this model allows the measurement of organizational culture in terms of different dimensions particularly the value dimension in relation to effectiveness. This can facilitate a comparison of the four types of culture in Yeka sub city. The model provides empirical validity and reliability due to the standard questions which has been used by many empirical studies. Plus, the model is taken as an appropriate model to explore the culture of the public sector and to study cross-cultural research. Jingjit and Fotaki (2010) underlined that the model is appropriate to investigate the degree of bureaucratic culture or hierarchy model. Therefore this model is, used to measure the sub city administration with regards to which types of culture influence the performance of the employees.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents details of the research design and methodology which were used in the research. This includes the research design, sample size and sampling technique, data source and collection method, measuring instrument and method of data analysis. Finally the validity, reliability and ethical considerations are presented.

3.1 Description of the Study Area

This research paper aimed to evaluate the effect of organizational culture on the performance of employees at Yeka Sub City Administration. The sub city is one of the eleven sub cities found in Addis Ababa. It is located in the north east part of Addis Ababa. The total population of the sub city is estimated to be 424,217. This makes the sub city one of the highly populated sub cities in the capital. The sub city is responsible for the administrative, municipal and political activities. In order to manage these activities there are about four major pools with different and in some cases with interrelated responsibilities. As per the information obtained from the public service sector, the sub city is performing all the above mentioned activities by a total of 1726 employees. The sub city is selected because the researcher was one of the sector leaders in the sub city so that it is easy to have access to information, it was not difficult to collect the required number of primary and secondary data and there was a possibility to gain various types of support like printing and photocopy from colleagues.

3.2 Research Design

According to C.R. Kothari (2004) a research design is the planning of activities for collection and analysis of data. In fact, the research design is the conceptual framework within which a certain study is conducted.

With the view to address the research objectives, in this study the researcher used quantitative and qualitative method. This research paper is descriptive in nature since its purpose is to identify how organizational culture impact employee performance. Structured questionnaire was used to collect primary data and analyze the impact of organizational culture on employee

performance. The researcher moreover utilized correlational inquire about method in deciding relationship between the distinctive sorts of organizational culture and performance of employees. Secondary sources are also analyzed to arrive at a concrete conclusion.

3.3 Target Population

The issue to be addressed by this research is concerned with administrative matters. Therefore members ought to have an introduction to such issue within the sub city. In like manner, the researcher used experience and his acquaintance in the sub city to distinguish the correct respondents who had related information, encounter, and capacity to supply reaction for the research questions. In this way, the analyst has focused on professional employees.

Therefore, professional employees with more than one year and with education level of college diploma and above have been identified as target population of the study as they have experienced the sub cities organization culture better. Hence, reaction from such different management members and experts on the connection between the culture and employee performance enables to have more reliable data.

3.4 Sample Size and Sampling Techniques

The sub city has four major pules with a total of 1726 employees of which 917 are males and 809 are females. The public sectors pull with a total of 247 employees (male 119 and Female 128), chief executive office pull with 443 employees (male 258 and female 185), Land management pull with 612 employees (male 374 and female 238) and construction sectors pull with 424 employees (males 166 and 258 females). Therefore the sample is determined based on this information.

The researcher used the following sample size determination formula to decide the sample size of the population in the four pulls. The formula was developed by Taro Yamane (1973). Due to the nature of the study population which is finite and easiness of this formula is an appropriate selection to apply it for this particular study. According to Yamane for any sample given the estimated population proportion of 0.05 and 95% confidence level, the sample size is given by:

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

Where,

n = the sample size

N = the total population

e = level of precision or acceptable sampling error (0.05). Therefor the sample size will be

$$n = \frac{1726}{1+1726(0.05^2)} = 325$$

Stratified sampling method is used to allocate the questionnaires using the four pulls found in the sub city. The following equation is applied to proportionately determine the sample size from each pull that in sum that makes up a total of 325 sample size.

$$n1= N1/ (N1+N2+N3+N4)*n$$

$$n2=N2/ (N1+N2+N3+N4)*n$$

$$n3=N3/ (N1+N2+N3+N4)*n$$

$$n4=N4/ (N1+N2+N3+N4)*n,$$

where n=sample size from all stratum, N1 = population in stratum 1 (Public Sector), N2=population in stratum 2 (Chief Executive), N3=population in stratum 3 (Land Management) and N4= population in stratum 4 (Construction), n1= sample in stratum 1 (Public Sector), n2= sample in stratum 2 (Chief Executive), n3= sample in stratum 3 (Land Management) and n4= sample in stratum 4 (Construction)

Table 3.1 Sample size distribution

Major Pulls	Total number of employees				Total questioners distributed	% from total sample size
	Male	Female	Total	% from total employee		
Public sector	119	128	247	14.31	47	14.46
Chief Executives office	258	185	443	25.67	83	25.53
Land Management	374	238	612	35.46	115	35.4
Construction	166	258	424	24.56	80	24.61
Total	917	809	1726	100	325	100

Source: Yeka Sub City Public Service Sector, 2021

3.5 Data Analysis Tool and Interpretation

The background characteristics of respondents were analyzed by using frequencies. Descriptive and statistical regression was used to analyze the data. Means and standard deviation are applied so as to identify the dominant organizational culture in the sub city. Spearman's rho correlation is used to determine the relationship between organizational culture (independent variable) and employee performance (dependent variable). Finally multiple regression method was employed to identify the effect of culture on employee performance at the sub city. The researcher entered and processed the data collected by questioners into SPSS (Statistical Package for the Social Sciences) version 23.

3.5.1 Questioner

A standard questionnaire of Cameron and Quinn's (2011) with little modification was used in this research (Appendix A). This Organizational Culture Assessment Instrument (OCAI) permits identifying the dominant culture of an organization based on the four culture types. The purpose of this organizational culture assessment instrument is to measure six dimensions of organizational culture framed by these two authors that is dominant characteristics, organizational leadership, and management of employees, organizational glue, strategic emphasis, and criteria of success.

In each organizational culture dimension there are four choices that represent clan, adhocracy, market and hierarchy cultures. In each dimension, the first alternative depicts clan culture, the second statement indicates adhocracy culture, the third and fourth alternative indicates market culture and hierarchy culture respectively.

In order to be more clear and understandable the questions in the questioner are translated into Amharic (Appendix B) and were framed using Likert scale of measurement ranging from strongly agree to strongly disagree (Strongly agree 5, Agree 4, Neutral 3, Disagree 2 and Strongly Disagree 1).

3.5.2 Interviews

In order to cross check the findings of the analysis, the researcher has conducted an interview with five persons who are working at the sub city. Three individuals from the management group and five employees are interviewed and the input is included in the study.

3.6 Ethical Considerations

The researcher reflects on the ethical issues in every aspects of the activity doing this study. Furthermore, when distributing the questionnaire, respondents are guaranteed that the information they provide is confidential and used for academic purpose only. Moreover a statement conform the prohibition of including any identity detail or personal references in the questionnaire. This was to avoid any biased response or unauthentic data provided by respondents and to make participants safer in filling the questionnaire. As the result the gathered data was kept confidential and would not be used for any personal interest and also the whole process of the study controlled to be within acceptable professional ethics. In addition while revising the literature which is done previously by different scholars the researcher attempted to acknowledge each of the literatures sources.

3.7 Validity and Reliability Test

Validity and reliability of the measurements need to be tested before using the instrument of data collection. The organizational culture assessment instrument tools reliability and validity was checked by researchers who did their research in the area and taken as standardized questionnaire to assess the culture of an organization. For instance reliability of the instrument has been tested by Quinn and Spreitzer (1991) by Cronbach alpha coefficients and the coefficients were more than .7 for all culture types (Cameron & Quinn, 2011).

In spite of the fact that the researcher utilized standardized survey questioners, as setting shifts from nation to nation the analyst was constrained to perform a pilot test. For this purpose 40 individuals were identified from each pull and asked to fill the questioner using a five point Likert scale extending from Strongly Disagree (1) to Strongly Agree (5). As shown in table 3.2 the pilot test result is .920 which is excellent (Appendix C).

The researcher has tested the reliability using Cronbach's Alpha (α) which is an internal consistency test that measures the degree to which the items or measurements consistently measures the underlying construct. Based on George and Mallery (2003) classification of reliability test for Cronbach's alpha, $>.9$ is excellent, $>.8$ is good, $>.7$ is acceptable, $>.6$ is questionable, $>.5$ poor and $<.5$ unacceptable. Therefore the test prevails that all the organizational dimensions and employee performance scale were more than 0.70, the result of the Cronbach's coefficient of reliability test is indicated in the table below

Table: 3.2 Reliability Analysis of Variance for Culture Type

Organizational culture dimensions	Cronbach's Alpha Coefficient	Number of items	Internal Consistency
Clan culture	.928	6	excellent
Adhocracy culture	.858	6	excellent
Market culture	.722	6	acceptable
Hierarchy culture	.730	6	acceptable
Employee performance	.936	10	excellent

Source: own survey, 2021

Table: 3.3 Reliability Analysis of Variance for Cultural Dimension

Organizational culture dimensions	Cronbach's Alpha Coefficient	Number of items	Internal Consistency
Dominant characteristics	.738	4	acceptable
Organizational leadership	.711	4	acceptable
Management of employees	.717	4	acceptable
Organizational glue	.735	4	acceptable
Strategic emphasis	.753	4	acceptable
Criteria of success	.711	4	acceptable
Employee performance	.936	10	excellent

Source: own survey, 2021

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

The next chapter described discussion of the results of the primary data which is gathered through structured questionnaire and interviews. First descriptive statistics was used to analyze the background characteristics of the respondents and to decide the dominant culture type in the sub city. Then correlational and regression results are discussed in detail.

Among the 325 questioners which were disseminated, 318 surveys were collected. Of which, 8 exaggerated reactions and 4 in part filled and underrated reactions were recognized. Hence, the analyst has prohibited these reactions and minimized the number of esteemed survey to 306 which gives a reaction rate of 94.15%. In expansion five people, of whom two are administration gather and the rest three from center supervisors and specialists were included by interviews.

4.1 Descriptive Analysis

4.1.1 Demographic Profile of Respondents

Age group characteristics of respondent's shows majority of the sub city's employees (57.2%) are young (that is 6.9% are aged from 18-25 and 50.3% are with in age group 26 – 35). The remaining 35.3% are between the age of 36-45 and 7.5% respondents are 46 years and above. Concerning gender 54.6% of the sample size was males and 44.8% are females. With regard to employment group 30.1% of the sample population is within the management category while the rest 69.3% are non-management. Of the valid respondents 26.1% are single, 70.9% are married and 2.6% are widowed.

When we see the education level of respondents, only 30 respondents (9.8%) are diploma holders. Majority of the respondents, that is 227 (74.2%) are employees with BA/BSC degree while the rest 49 (16%) employees are MA/MSc holders. From this result we can conclude that the whole respondents are capable of providing sufficient response concerning the organizational culture of the sub city,

The work experience trend shows out of 306 respondents, only 22 (7.2%) employees have 1-2 years of experience. 126 or 41.2% employees are within the range of 3-5 years of experience, 77

(25.2%) respondents have 6-8 years of experience and the rest 26.2% or 81 respondents have been working in the sub city for 9 years and above. Again the work experience characteristics of respondents clearly indicates that majority of the respondents have been working in the sub city for more than one year and this experience enables them to understand the organizational culture they are working in.

Table: 4.1 Characteristics of Respondents by age

Respondents characteristics		Frequency	Percent
Age in years	18 – 25	21	6.9
	26 - 35	154	50.3
	36 - 45	108	35.3
	46 and above	23	7.5
	Total	306	100.0
Gender	Male	167	54.6
	Female	137	44.8
	Total	304	99.3
	System	2	0.7
	Total	306	100.0
Education label	Diploma	30	9.8
	BA/BSC	227	74.2
	MA/MSc and Above	49	16.0
	Total	306	100.0
Work Experience	1 - 2 years	22	7.2
	3 - 5 Years	126	41.2
	6 - 8 years	77	25.2
	9 years and above	81	26.5
	Total	306	100.0
Employment Group	Management	92	30.1
	Non-management	212	69.3
	Total	304	99.3
	Missing system	2	0.7
	Total	306	100.0
Marital Status	Single	80	26.1
	Married	217	70.9
	Widowed	8	2.6
	System	1	0.4
	Total	306	100

Source: own survey, 2021

4.1.2 Descriptive Statistics of Organizational Culture Dimensions

So as to distinguish the prevailing culture within the sub city, analysis was done using SPSS version 23. The common discernment of the respondents with respect to the chosen organizational culture in Yeka Sub City has been summarized by utilizing means and standard deviations. In this way, the mean demonstrates to what degree the test gather averagely concurs or does not concur with the diverse articulations.

The following list of tables' shows the detailed descriptive result and analysis of each dimensions based on the inputs given by respondents.

Table: 4.2 Descriptive Statistics of Dominant Characteristics

Descriptive Statistics	N	Mean	Std. Deviation
The sub city is exceptionally a private place. It is like a big family. Individuals share numerous things at work	306	4.25	.827
The sub city is a very dynamic working environment. workers are eager to take risk	306	4.28	.755
The sub city centers on outcomes. Workers are exceptionally competitive and yearn for accomplishment.	306	4.03	1.046
The sub city is a very ordered and structured place. Processes, strategies, rules and policies govern what people do.	306	4.41	.777
Valid N (listwise)	306		

Source: own survey, 2021

Table 4.2 shows the reaction rate of respondents for the questions concerning the dominant characteristics traits that they believe was present at Yeka Sub City. The respondents' rated Hierarchy culture type was highest with a mean score of 4.41 and standard deviation of .777. This implies that the dominant characteristics of the organization dimension are characterized by a very ordered and structured work place. Processes, strategies, rules and policies govern what people do. The second rated trait was Adhocracy culture type with a mean of 4.28. This result shows that next to the characteristics of hierarchy culture, the sub city is a very dynamic working environment. Workers are eager to take risk. Clan culture with mean 4.25 and market culture with mean 4.03 were reported by respondents as third and fourth culture types respectively.

Table: 4.3 Descriptive Statistics of Organizational Leadership

Organizational Leadership	N	Mean	Std. Deviation
The leadership of the sub city is for the most part considered to embody mentoring, encouraging or supporting	306	4.25	.834
The leadership of the sub city is for the most part considered to embody innovation or risk taking	306	4.30	.751
The leadership of the sub city is for the most part considered to embody results-orientated focus	306	4.23	.930
The leadership of the sub city for the most part considered to embody organizing, managing, or smooth running effectiveness.	306	4.42	.782
Valid N (list wise)	306		

Table 4.3 indicates the reaction rate of respondents for the questions concerning the cultural dimension of organizational leadership. The respondents' rated Hierarchy culture type was highest with a mean score of 4.42. This implies that the leadership of the sub city is for the most part considered to embody organizing, managing, or smooth running effectiveness. The second rated trait was Adhocracy culture type with a mean of 4.30. This result shows that next to the characteristics of hierarchy culture, the sub city leadership for the most part considered to embody innovation or risk taking. Clan culture with mean 4.25 and market culture with mean 4.23 were reported by respondents as third and fourth culture types respectively.

Table: 4.4 Descriptive Statistics of Management of Employees

Management of Employees	N	Mean	Std. Deviation
The management system with in the sub city is characterized by teamwork, consensus and participation	306	4.40	.775
The management system with in the sub city is characterized by risk taking, autonomy and exceptionality	306	4.27	.765
The management system with in the sub city is characterized by competition and job accomplishment	306	4.18	.951
The management system with in the sub city is characterized by security of employment, conformity and steadiness in relationships	306	4.24	.834
Valid N (list wise)	306		

Source: own survey, 2021

Table 4.4 shows the reaction rate of respondents for the questions concerning the cultural dimension of Management of Employees that they believe was present at Yeka Sub City. The

respondents' rated Clan culture type was highest with a mean score of 4.40. This implies that the management style in the sub city is characterized by teamwork, consensus and participation. The second rated trait was Adhocracy culture type with a mean of 4.27. This result shows that next to the characteristics of hierarchy culture, the management style in the sub city is characterized by risk taking, autonomy and exceptionality. Hierarchy culture with mean 4.24 and market culture with mean 4.18 were reported by respondents as third and fourth culture types respectively.

Table: 4.5 Descriptive Statistics of Organizational Glue

Organizational Glue	N	Mean	Std. Deviation
The bond that holds the sub city together is dependability and common believe. There is commitment to the organization.	306	4.25	.839
The glue that holds the sub city together is commitment to innovation and improvement.	306	4.28	.767
The bond the holds the sub city together is commitment to advancement and improvement.	306	4.15	.979
The bond that holds the sub city together is clear rules and procedures. In addition maintaining a stable working environment is important	306	4.39	.787
Valid N (list wise)	306		

Source: own survey, 2021

Table 4.5 shows the reaction rate of respondents for the questions concerning the cultural dimension of organizational glue that they believe was present at Yeka Sub City. The respondents' rated Hierarchy culture type was highest with a mean score of 4.39. This implies that the bond that holds the sub city together is clear rules and procedures. Maintaining a stable working environment organization is important. In this regard maintaining a smooth-running organization is important. The second rated trait was Adhocracy culture type with a mean of 4.28. This result shows that next to the characteristics of hierarchy culture, The glue that holds the sub city together is commitment to innovation and improvement. Clan culture with mean 4.25 and market culture with mean 4.15 were reported by respondents as third and fourth culture types respectively.

Table: 4.6 Descriptive Statistics of Strategic Emphasis

Strategic Emphasis	N	Mean	Std. Deviation
The sub city stresses on human resource improvement. There is sustainable trust, openness and participation.	306	4.25	.840
The sub city emphasizes securing modern assets and making modern challenges. Attempting new things and prospecting for openings are esteemed	306	4.27	.735
The sub city emphasizes competitive activities and accomplishment. Hitting extended targets and winning within the competition are overwhelming	306	3.99	1.050
The sub city emphasizes stability of employees. Efficiency, control and smooth working environment are important	306	4.40	.800
Valid N (list wise)	306		

Source: own survey, 2021

Table 4.6 shows the reaction rate of respondents for the questions concerning the cultural dimension of the strategic emphasis that they believe was present at Yeka Sub City. The respondents' rated Hierarchy culture type was highest with a mean score of 4.40. This implies that the sub city emphasizes stability of employees. Efficiency, control and smooth working environment are important. The second rated trait in this case becomes Adhocracy culture type with a mean of 4.27 while Market culture with mean 3.99 were reported by respondents as the fourth culture type.

Table: 4.7 Descriptive Statistics of Criteria of Success

Criteria of Success	N	Mean	Std. Deviation
The sub city characterizes success on the premise of the improvement of human assets, collaboration, worker commitment and concern for individuals	306	4.24	.829
The sub city characterizes success on the basis of having the most prompt service.	306	4.27	.783
The sub city characterizes success on the premise of winning within the competition. Competitive administration important	306	4.12	1.000
The sub city characterizes success on the premise of efficiency and effectiveness. Reliable service delivery, stable scheduling and low cost service are basic	306	4.37	.779
Valid N (list wise)	306		

Source: own survey, 2021

Table 4.7 shows the reaction rate of respondents for the questions concerning the cultural dimension of criteria of success that they believe was present at Yeka Sub City. The respondents' rated Hierarchy culture type was highest with a mean score of 4.37. This implies the sub city characterizes success on the premise of efficiency and effectiveness. Reliable service delivery, stable scheduling and low cost service are basic. The second rated trait was Adhocracy culture type with a mean of 4.27. This result shows that next to the characteristics of hierarchy culture, the sub city characterizes success on the basis of having the most prompt service. The leader in this case is a service leader and innovator. Clan culture with mean 4.24 and market culture with mean 4.12 were reported by respondents as third and fourth culture types respectively.

4.1.2.1 Dominant Culture of Yeka Sub City

Research Question 1

The first question to be addressed by this research was "What is the existing dominant organizational culture at Yeka Sub City Administration?" Based on the descriptive analysis the total mean value obtained from the six organizational dimensions, clan culture has a mean of 4.27, adhocracy culture has 4.28, market culture has 4.12 and hierarchy culture has 4.40 mean values. Therefore the dominant culture in the sub city is Hierarchy Culture while the least dominant culture is Market Culture.

Table: 4.8 Total Mean and Standard Deviation of Organizational Culture

Organizational Culture type	dominant characteristics		organizational leadership		Management of Employees		Organizational Glue		Strategic Emphasis		Criteria of Success		Total	
	mean	SD	mean	SD	mean	SD	mean	SD	mean	SD	mean	SD	mean	SD
Clan	4.26	0.8	4.27	0.795	4.25	0.814	4.26	0.812	4.27	0.802	4.25	0.809	4.27	0.824
Adhocracy	4.28	0.736	4.3	0.743	4.27	0.757	4.28	0.754	4.27	0.739	4.27	0.783	4.28	0.759
Market	4.04	1.033	4.24	0.914	4.19	0.942	4.15	0.965	3.99	1.037	4.17	0.939	4.12	0.992
Hierarchy	4.42	0.744	4.43	0.736	4.41	0.751	4.4	0.754	4.41	0.756	4.38	0.755	4.40	0.793

Note: SD stands for standard deviation.

Source: own survey, 2021

Table 4.8 shows the total mean and standard deviation value of each organizational culture. It is clear that the dominant culture in the sub city is Hierarchy Culture with total mean 4.40 and standard deviation .793. This implies that the dominant organizational culture in the sub city has the following characteristics at each dimension.

Dominant characteristics: the dominant characteristics of the sub city are characterized is a very ordered and structured place. Processes, strategies, rules and policies govern what people do.

Organizational Leadership: The leadership of the sub city for the most part is considered to embody organizing, managing, or smooth running effectiveness.

Management of Employees: The management system with in the sub city is characterized by teamwork, consensus and participation.

Organizational Glue: The bond that holds the sub city together is clear rules and procedures. In addition maintaining a stable working environment is important.

Strategic Emphasis: The sub city emphasizes stability of employees. Efficiency, control and smooth working environment are important.

Criteria of Success: The sub city characterizes success on the premise of efficiency and effectiveness. Reliable service delivery, stable scheduling and low cost service are basic.

In general, hierarchy culture is characterized by stability and an internal focus; it is made up of a formal structured chain of command and control that emphasizes constancy, predictability, and efficiency. The sub city is highly structured and controlling, the leadership style can be identified by its nature of coordination, mentoring and organizers, and the values are time lines, efficiency, consistency and uniformity. Their theory of effectiveness is control and efficiency they believe that with capable process they can achieve effectiveness (Cameron and Quinn, 2011).

This finding was supported by both employees and management members who gave an interview to the researcher. All are agreed that the working culture in the sub city is governed by laws, guidelines, procedures and manuals.

This research finding was supported by various scholars. For example Cameron and Quinn (2011), argued that the organizational culture of the public sector tends to be closer to hierarchy than to other cultures types. Hierarchy is seen as intrinsic to bureaucratic culture. This is because, by their nature, public sector organizations exist in the context of written guidelines and regulations for accountability and unwritten ethics and habits of the organizational system. Drumm (2010) concluded that public sector organizations tend to adopt a hierarchical type of culture where control and stability is given precedence over innovation and risk taking. Additionally, the public sector is characterized by a culture that is reactive to political agendas, often to the detriment of outcomes, and is one where change initiatives can be restricted by short-term budgets. In general this culture type has the following advantages and disadvantages (Bhasin, 2020).

Advantages

- The career path is clearly defined with every employee working towards achieving the level higher than his own.
- Power is centralized, and everyone is aware who holds authority over whom. As more authority is granted, so are the responsibilities.
- There are diverse tasks in a hierarchical organization, and the structure enables creating several departments where particular skills and knowledge is appreciated.
- The hierarchical organization has defined lines of communication that applies to everyone. Employees at the entry-level report to a direct supervisor. And it becomes easy to implement organizational strategies effectively.
- The structure makes it possible and easy to determine the teams that are sharing resources and thus identify duplication and responsibilities that are overlapping.
- There is no scope for indecisiveness as there is always someone heading a department. Employees cannot hide from owning their responsibilities and accountability in a hierarchal organization

Among the disadvantages are

- Information flow is from the bottom to the top but very little from top to bottom. This can restrict any initiative shown by the lower levels.

- It takes a lot of time in making and implementing viable decisions as the chain of command has to be followed, and it moves gradually and slowly.
- There is very little flexibility as the structure is not at all adaptable to change. It also reduces the chance of internal innovation as managers do not encourage the sharing of ideas from their subordinates.
- The organization is slow in reacting to environmental and competitive pressures.
- Decisions are made for the department as everyone is concerned about his role and responsibility, not the ultimate vision and goal of the organization. There is a lack of collaboration as teams stay in their comfort zone within their defined structures. It becomes very difficult to accomplish collaboration outside the departments
- Managers tend to become territorial. Instead of looking at the organization as a whole they are worried about their department only and often create a competitive atmosphere that is not fruitful for the sub city.

Table: 4.9 Descriptive Statistics of Employee Performance

	N	Mean	Std. Deviation
I rated the quality of my work in the last performance excellent.	306	4.21	.871
I managed to plan my work so that it was done on time.	306	4.49	.858
I often expand extra effort in carrying my job.	306	4.71	.536
I have a complete knowledge and understanding of my tasks.	306	4.30	.873
I always reach my objective set (Performance target).	306	4.42	.855
I review my performance continuously for improvement.	306	4.04	.981
I have the required skills to perform my task.	306	4.29	1.039
I have the required level of motivation to perform the tasks.	306	4.76	.537
I do my job independently.	306	4.33	.955
I could manage more responsibilities in my job than typically assigned to me.	306	3.70	1.284
Valid N (list wise)	306		

Table 4.9 indicates the response rate of respondents for the questions concerning the performance of employees. Among the 10 questions presented to the sample population, respondents highly believed that they have the required level of motivation to perform their tasks (mean 4.76) and they exert extra effort in carrying their job (mean 4.71). Next to these highly rated responses, the issues of managing their tasks to perform on time (mean 4.49) and about achievement of objectives given as a duty are rated in the second category. They have rated

moderately about doing their jobs independently (mean 4.33), concerning having the required skill to perform their tasks (mean 4.29), about having a complete knowledge and understanding of their tasks (4.30) and the confidence they have on the quality of their performance excellence (mean 4.21). Relatively, respondents rated lower with regard to the capability and willingness in managing more responsibilities in their job than typically assigned to them (mean 3.70), and about reviewing their performance continuously for improvement (mean 4.04).

When we see the general performance of employees as rated by respondents (sum the rate of the 10 questions and divide the result by 10), their performance is high with mean score of 4.32. This indicates that respondents considered their performance higher. But still the response/data shows that there is a need to assess some of the issues they rated moderately. Particularly emphasis shall be given to improving the quality of their performance excellence, enabling employees to review performance continuously for improvement, and above all the capability and willingness of employees in managing more responsibilities in their job than typically assigned to them shall be given serious attention.

In order to cross check the finding with the real performance situation in the sub city, the researcher checked the recent performance evaluation of about 208 employees from different sectors and it is proved that the performance of employees at the sub city is high. The performance is measured from 100% (score card 80%, Employee behavior 6%, self-evaluation 4% and immediate supervisor evaluation 10%) and the result from the sample 208 shows that 92 employees (44.3%) scored 91 and above, 78 employees (37.5) scored 86 to 90, 30 employees (14.4%) scored 80 to 85 and only 8 employees (3.8%) scored under 80. (Appendix E) interview with management team also showed that even though there are problems with regard to performance in some employees most of them are high performers.

4.2 Correlation Analysis between Organizational Culture Types and Employee Performance

According to Marczyk, Dematteo & Festinger correlations the most widely used measure of relationship between two or more variables. Expressed in a single number called a correlation coefficient (r), correlations provide information about the direction and intensity of the relationship. The closer it gets to 1.0 (whether it is negative or positive), the stronger the relationship.

In order to assess the relationships between the dependent and independent variables, Spearman correlation was conducted. Spearman rank correlation is a non-parametric test that is used to measure the degree of association between two variables. The Spearman rank relationship test does not carry any presumptions almost the dissemination of the information and is the suitable correlation analysis when the factors are measured on a scale that's at least ordinal. This was done in order to assess both the direction positive or negative and strength of the relationship that is weak, moderate and strong between the variables. In this analysis the researcher wanted to establish whether there were significant relationship between Organizational Culture (Clan, Adhocracy, Market and Hierarchy) and Employee Performance in Yeka Sub City. Therefore Spearman's rho correlation coefficient was used to determine the following hypothesis.

- There is significant relationship between clan culture and employee's performance.
- There is significant relationship between hierarchy culture and employee's performance.
- There is significant relationship between adhocracy culture and employee's performance.
- There is significant relationship between market culture and employee's performance.

Table: 4.10 Spearman's rho Correlation Analysis between Organizational Culture Types and Employee Performance

		Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture	Total performance
Clan Culture	Correlation Coefficient	1.000	.816**	.240**	.856**	.675**
	Sig. (2-tailed)	.	.000	.000	.000	.000
	N	306	306	306	306	306
Adhocracy Culture	Correlation Coefficient	.816**	1.000	.233**	.853**	.604**
	Sig. (2-tailed)	.000	.	.000	.000	.000
	N	306	306	306	306	306
Market Culture	Correlation Coefficient	.240**	.233**	1.000	.240**	.280**
	Sig. (2-tailed)	.000	.000	.	.000	.000
	N	306	306	306	306	306
Hierarchy Culture	Correlation Coefficient	.856**	.853**	.240**	1.000	.505**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	306	306	306	306	306
Total performance	Correlation Coefficient	.675**	.604**	.280**	.505**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.
	N	306	306	306	306	306

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

Table: 4.11 Correlation Analysis between Total Organizational Culture and Employee Performance

		Total performance	Overall Culture
Spearman's rho	Total performance	Correlation Coefficient	1.000
		Sig. (2-tailed)	.632**
		N	.000
	Overall Culture	Correlation Coefficient	.632**
		Sig. (2-tailed)	1.000
		N	.000

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

Source: own survey, 2021

Research Question 2

Along with the hypothesis, the second research question to be addressed by this thesis is concerned with the relationship between organizational culture and employee performance.

Concerning classification of correlation results, Marczyk, Dematteo & Festinger suggested correlations output between .01 to .30 are weak, correlations output between .30 to .70 are moderate, correlations output between .70 to .90 are strong, and correlations output between .90 to 1.00 are taken as very strong. Concerning the direction of a correlation, if two variables tend to move in the same direction, they would be considered to have a positive or direct relationship. Alternatively, if two variables move in opposite, they are considered to have a negative or inverse relationship (Marczyk, Dematteo & Festinger, 2005 pp. 217).

Eacron proposed more detail classification for interpretation correlation statistical results (Eacron, 1982). These are

- > 0.00 to 0.20; < -0.00 to -0.20 Very weak or very low
- > 0.20 to 0.40; < -0.20 to -0.40 Weak or low
- > 0.40 to 0.60; < -0.40 to -0.60 Moderate
- > 0.60 to 0.80; < -0.60 to -0.80 Strong or high
- > 0.80 to 1.0; < -0.80 to -1.0 Very high or very strong

For this research Eacron's classification is used because of its detail nature to interpret the result. Therefore the Spearman's rho Correlation was conducted and as it is shown in table 4.10 and 4.11, it is indicated that employee performance has positive relationship between clan culture, adhocracy culture, market culture and hierarchy culture and their correlation is statistically significant. Clan culture and Adhocracy culture have strong relationship with employee performance with $r=.675$ and $.604$ respectively. The dominant culture type in yeka sub city, that is Hierarchy culture has moderate relationship with employee performance with $r=.505$ and Market culture has weak relationship with employee performance with $r=.280$.

In order to explore the relationship between organization cultures in general and employee performance, spearman rho correlation was conducted. As it is indicated in table 4.11 there is a

significant and positive relationship between the organizational culture in general and employee performance with $r=.632$.

4.3 Regression Analysis between Organizational Culture and Employee Performance

The assumptions of the Spearman rho are that data must be at least ordinal and the scores on one variable must be monotonically related to the other variable. The researcher applied likert scale measurement technique which is ordinal. It is proved by a scatter matrix plot that there is a monotonic relationship between variables (Appendix D).

Research Question 3

The third research question to be addressed by this research was which organizational culture factor influences more the performance of employees at Yeka Sub City Administration?

Table: 4.12 Multiple Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 ^a	.551	.545	.49294

a. Predictors: (Constant), Hierarchy Culture, Market Culture, Clan Culture, Adhocracy Culture
Source: own survey 2021

Therefore the regression analysis (table 4.12) explains the extent to which the independent variable predicts employee performance at yeka sub city. Given R Square .551 and adjusted R square .545; the model summary reveals that employee performance at yeka sub city is explained by organizational culture by R square 55.1%. The remaining 44.9% of the variance is explained by other unexplored variables which are not included in this study.

Table: 4.13 Regression Coefficients of the Variables.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.012	.216		4.683	.000
	Clan Culture	.611	.070	.592	8.713	.000
	Adhocracy Culture	.545	.087	.514	6.262	.000
	Market Culture	.126	.034	.145	3.661	.000
	Hierarchy Culture	-.492	.086	-.451	-5.724	.000

The result of multiple regressions coefficient, as presented in table 4.13 depicts that all other culture types except hierarchy culture have positive and significant effect on employee performance, while hierarchy culture has negative and significant effect on employee performance.

The researcher further examined which variable from the independent variables, have greater influence on employee performance at yeka sub city. So from the result, we can conclude that Clan culture with a beta value of with $\beta = 0.611$, at 95% confidence level ($p < 0.05$), have a significant and greater positive influence on employee performance. The other three organizational culture traits, that is adhocracy culture with $\beta = .545$, market culture with $\beta = .126$ and hierarchy culture with $\beta = -.492$ are making significant to the prediction of employee performance.

The finding is supported by many scholars who did their research on the same issue. Davis and Cates (2018) argued that the regression output in their study showed that clan culture had a significant influence on employee performance with ($\beta = .153$, $t = 1.848$, $p < .05$) and they concluded that there is a significant relationship between clan culture and performance in public sectors of Kenya.

Daniel Mamo (2020) examined the link between organizational culture and the employee effectiveness of some selected public universities in Ethiopia and he concluded that Clan organizational type exhibits significant relationship with academic and morale domains of employee effectiveness. Hierarchy culture, on the other hand, showed weak, negative but significant relationship with academic domain of organizational effectiveness

Soheil Gityforoze (2018) after deep investigation on the effect of organizational culture on the performance of employees in the county of California, he concluded that the clan and hierarchal cultures were dominant culture types within the county agency. Nonetheless, only the clan culture, a focus on mentoring, collaboration, togetherness, teamwork, and internal maintenance had a significant effect on the key components of employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter summarizes the major findings in detail. A conclusion drawn from these findings and finally recommendations are presented.

5.1 Summary of Findings

The major objective of this study was to assess the effect of organizational culture on the performance of employees at Yeka Sub City Administration. In order to address this objective, the issue of identifying the dominant culture in the sub city, assessing the relationship between organizational culture and employee performance and analyzing the effect of organizational culture on employee performance have to be addressed. Based on the inputs obtained from respondents through structured questioners and interviews the following major findings are identified.

- 1) Regarding background information of respondents, Age group characteristics of respondent's shows majority of respondents (57.2%) are young (that is 6.9% are aged from 18-25 and 50.3% are with in age group 26 – 35). The remaining 35.3% are between the age of 36-45 and 7.5% respondents are 46 years and above. Males in the sample represent 54.6% while 44.8% are females. With regard to employment group 30.1% of the sample population is within the management category while the rest 69.3% are non-management. When we see the education level of respondents, 9.8% were diploma holders. Majority of the respondents, that is 74.2% are employees with BA/BSC degree while the rest 16% employees are MA/MSc holders. The work experience trend shows 7.2% respondents have 1-2 years of experience. 41.2% respondents are within the range of 3-5 years of experience, 25.2% respondents have 6-8 years of experience and the rest 26.2% have been working in the sub city for 9 years and above. Regarding marital status 26.1% are single, 70.9% are married and 2.6% are widowed.
- 2) The result from the descriptive analysis showed that the dominant organizational culture in the sub city is Hierarchy Culture with a total mean of 4.40 and standard deviation .793.

- 3) Concerning the level of overall employee performance in Yeka Sub City, although there are some issues to be considered, it was proved that there is high performance. The average mean value for the job performance surveys was 4.32.
- 4) The result from Spearman's rho correlation indicated that employee performance at the sub city has positive relationship between clan culture, adhocracy culture, market culture and hierarchy culture and their correlation is statistically significant. Clan culture and Adhocracy culture have strong relationship with employee performance with $r=.675$ and $.604$ respectively. The dominant culture type in yeka sub city, that is Hierarchy culture has moderate relationship with employee performance with $r=.505$ and Market culture has weak relationship with employee performance with $r=.280$. The result also showed that the relationship between overall organization culture and employee performance was positive and significant with $r=.632$.
- 5) Based on the regression analysis result, employee performance at yeka sub city is explained by organizational culture by R square 55.1%. All other culture types except hierarchy culture have positive and significant effect on employee performance, while hierarchy culture has negative and significant effect on employee performance. The study also showed that clan culture, with a beta value of $\beta = 0.611$ have a significant and greater positive influence on employee performance.

5.2 Conclusion

The effect of organizational culture on the performance of employees at Yeka sub city was assessed in detail. After analyzing the results obtained from the descriptive analysis, Spearman's rho correlation and multiple regressions analysis, the researcher arrived at the following conclusions.

- 1) The dominant organizational culture in Yeka sub city is Hierarchical Culture. The dominant characteristics of the sub city are characterized by a very controlled and structured work place. Employees in this environment are governed by formal rules, guidelines and procedures. The leadership of the sub city is generally considered to

exemplify coordinating, organizing, or smooth running efficiency. The glue that holds the sub city together is formal rules, procedures and policies. The sub city emphasizes permanence and stability and also emphasized the importance of efficiency, control and smooth operations. The sub city defines success on the basis of efficiency, dependable service delivery and smooth scheduling. The management style in the sub city is characterized by teamwork, consensus and participation.

- 2) Job performance of employees at Yeka sub city is very high. Based on the result of the analysis done by the researcher, we can conclude that most of the employees have the required level of motivation to perform their tasks and they are willing to exert extra effort in carrying out their job. They are capable of managing their tasks to perform on time and able to do their jobs independently. We can also conclude that most of them have the required skill to perform their duty and have basic knowledge and understanding of their tasks.
- 3) In Yeka sub city, there is a positive and significant relationship between clan culture, adhocracy culture, market culture and hierarchy culture and their correlation is statistically significant. Clan culture and Adhocracy culture have strong relationship with employee performance; Hierarchy culture has moderate relationship while Market culture has week relationship with employee performance. The result also showed that the relationship between overall organizational culture and employee performance was positive and significant.
- 4) Clan culture, adhocracy culture, market culture and hierarchy culture have significant effect on employee performance; among all clan culture have a significant and greater positive influence on employee performance.

5.3 Recommendations

Based on the summary and conclusions, the following major issues are recommended. The sub city administration is advised to apply these recommendations where ever they are appropriate.

- 1) In the public sector like Yeka Sub City where everything is done through regulations, formal procedures and guidelines, it is difficult to apply a complete cultural change. But there is still a room for improvement. All culture types have positive and significant relationship with employee performance. Therefore it is recommended to apply selectively the alternatives from each cultural dimension. Particularly clan culture has greater effect on the performance of employees. Therefore it is recommended to apply its major characteristics that are compatible with the dominant hierarchical culture.

The major characteristics of clan culture type are the management of the sub city shall be people-focused in the sense that the sub city feels like one big happy family. It is important to build a highly collaborative work environment where every individual is valued and communication is a top priority. This approach helps high rates of employee engagement that could enhance greater performance. Clear communication and transparency are important. Employees shall be appreciated for their good work and also criticized constructively without hurting their sentiments.

- 2) In general organizational culture in the public sector tends to be hierarchy culture type; this study also arrived at the same conclusion. It is almost impossible to change this organizational culture at the sub city level because most of the rules, procedures, guidelines and policies are done at the city administration level. Therefore along with improvements that could be done at the sub city level it is recommended to maximize the above mentioned (in the correlation topic) advantages that could be obtained from hierarchy culture and to minimize its disadvantages.
- 3) The performance of employees as rated by respondents is very high. But still the data showed that there is a need to assess some of the issues that are rated moderately. Particularly emphasis shall be given to improving the quality of their performance excellence, enabling employees to review their performance continuously for improvement, and above all the capability and willingness of employees in managing more responsibilities in their job than typically assigned to them shall be given serious attention.

- 4) The sub city management is recommended to build a positive organizational culture with in the domain of its authority.

Procedures to build a positive culture are Establish trust, Determine the current culture, Define the ideal workplace culture, Set clear expectations and goals, Measure goals and give feedback frequently, Recognize and reward good work, Focus on employee engagement. Align everything that is pulls, sectors, departments, working guidelines and procedures to support the culture of the sub city, and remind employees that they are invited to contribute to that culture through collaboration and innovation. It is better to remain transparent in all dealings. Build trust with employees by being transparent about everything going on behind the scenes. Celebrate the successes of all. Recognize achievements big and small. If the sub city has achieved its goals, let everyone bask in the glory. It is also recommended to set clear goals, measure goals and to give feedback frequently. In order to enhance performance it is recommended to establish a culture of continuous learning, employee engagement and appreciate diversity.

- 5) The sub city management is recommended to maintain the positive organizational culture.

The basic procedures to perform cultural audit are performing cultural audit that is by checking the communication method, assessing the way decisions are made, evaluating the way employees are treated and by introducing the sub city's culture to newly hired employees, the management at every level shall be exemplary in practicing and respecting the culture of the sub city and responsive to employee needs.

- 6) Finally there are some suggestions for future research based on the findings of the current study. Future researches that investigate the effect of organizational culture on employee performance in different sub cities and offices at city level are very important in order to cross check the findings. This study focused at the sub city level and it will be conclusive if future study will be conducted that incorporates some of the woredas found within that sub city. The model used in this study is Cameron and Quinn's model; therefore it is suggested to assess the impact of organizational culture on employee performance using other models.

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Appendices

Appendix A – Questioner English

Addis Ababa University
College of Business and Economics
Department of Business Management
Questionnaire to be filled by employees of Yeka Sub City Administration

Dear Respondent:

I am Zewdu Makonnen a graduate student at Addis Ababa University, College of Business and Economics. Currently, I am undertaking a research to identify the effect of organizational culture on employee's Performance. The result of the study will assist the case organization (Yeka Sub City Administration) by determining which type of organizational culture has greater effect on employee's performance and to adjust its focus on the most important organizational culture type. Your participation in this survey is voluntary. The information you provide will be used only for the purpose of the study and will be kept strictly confidential. Therefore, I kindly request you to fill the questionnaire carefully as much as possible.

Thank you in advance for your kind cooperation.

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.
3. If you require further clarification or details, please contact me with the following address: Email: zewdumakonnen@gmail.com or by phone number: 0911434596.

Part I. General Background of Respondents (Demographic Information)

1. Age ☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ 46 years and above
2. Sex ☐ Male ☐ Female
3. Educational level ☐ Diploma ☐ BA/BSc ☐ MA/MSc and above
4. Work Experience at Yeka Sub City Administration)
 ☐ 1-2 years ☐ 3-5 years ☐ 6-8 years ☐ 9 years and above
5. Marital Status; ☐ Single ☐ Married ☐ Divorced
6. Employment Group: ☐ Management ☐ Non-Management

Part II. Organizational Culture of Yeka Sub City Administration

This part of the questionnaire consists of items to assess six key dimensions of organizational culture in your organization i.e. dominant characteristics, institutional leadership, management of employee, organizational glue, strategic emphasis, criteria of success. Judge how frequently each statement fits the institutional culture in your organization. Use the following rating scale, and put “√” mark for each rating. 1: **Strongly Disagree**, 2: **Disagree**, 3: **Neutral**, 4: **Agree** and 5: **Strongly Agree**

1	DOMINANT CHARACTERISTICS	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
A.	The sub city is exceptionally a private place. It is like a big family. Individuals share numerous things at work					
B.	The sub city is a very dynamic working environment. workers are eager to take risk					
C.	The sub city centers on outcomes. Workers are exceptionally competitive and yearn for accomplishment.					
D.	The sub city is a very ordered and structured place. Processes, strategies, rules and policies govern what people do.					
2	ORGANISATIONAL LEADERSHIP	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
A.	The leadership of the sub city is for the most part considered to embody mentoring, encouraging or supporting					
B.	The leadership of the sub city is for the most part considered to embody innovation or risk taking					
C.	The leadership of the sub city is for the most part considered to embody results-orientated focus					
D.	The leadership of the sub city for the most part considered to embody organizing, managing, or smooth running effectiveness.					
3	MANAGEMENT OF EMPLOYEES	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
A.	The management system with in the sub city is characterized by teamwork, consensus and participation					

B.	The management system with in the sub city is characterized by risk taking, autonomy and exceptionality					
C.	The management system with in the sub city is characterized by competition and job accomplishment					
D.	The management system with in the sub city is characterized by security of employment, conformity and steadiness in relationships					
4	ORGANISATIONAL GLUE	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
A.	The bond that holds the sub city together is dependability and common believe. There is commitment to the organization.					
B.	The bond that holds the sub city together is commitment to innovation and improvement.					
C.	The bond the holds the sub city together is commitment to advancement and improvement.					
D.	The bond that holds the sub city together is clear rules and procedures. In addition maintaining a stable working environment is important					
5	STRATEGIC EMPHASIS	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
A.	The sub city emphasizes on human resource improvement. There is sustainable trust, openness and participation.					
B.	The sub city emphasizes securing modern assets and making modern challenges. Attempting new things and prospecting for openings are esteemed					
C.	The sub city emphasizes competitive activities and accomplishment. Hitting extended targets and winning within the competition are overwhelming					
D.	The sub city emphasizes stability of employees. Efficiency, control and smooth working environment are important					

6	CRITERIA OF SUCCESS	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
A.	The sub city characterizes success on the premise of the improvement of human assets, collaboration, worker commitment and concern for individuals					
B.	The sub city characterizes success on the basis of having the most prompt service.					
C.	The sub city characterizes success on the premise of winning within the competition. Competitive administration important					
D.	The sub city characterizes success on the premise of efficiency and effectiveness. Reliable service delivery, stable scheduling and low cost service are basic					

Part III. Employee Performance

Employee Performance		1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
1.	I rated the quality of my work in the last performance excellent.					
2.	I managed to plan my work so that it was done on time.					
3.	I often expand extra effort in carrying my job.					
4.	I have a complete knowledge and understanding of my tasks.					
5.	I always reach my objective set (Performance target).					
6.	I review my performance continuously for improvement.					
7.	I have the required skills to perform my task.					
8.	I have the required level of motivation to perform the tasks.					
9.	I do my job independently.					
10.	I could manage more responsibilities in my job than typically assigned to me.					

Interview Questions

- 1) How do you explain the organizational culture of the sub city?
- 2) Is there a framework of presenting the organizational culture of the sub city to the recently enlisted workers?
- 3) How do you clarify the organizational culture of the sub city from the point of each organizational dimension?
- 4) How do you depict the relationship between the existing organizational culture of the sub city and execution of workers at the sub city?
- 5) Do you think that the execution of workers at the sub city is exceptionally high? If it is high or low what are the reasons?

Appendix B – Questioner Amharic

አዲስ አበባ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጂ ቢዝነስ ማኔጅመንት ዲፓርትመንት

ውድ የዚህ መጠይቅ መላሾች፡-

ዘውዱ መኮንን እባላለሁ፡፡ በአዲስ አበባ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጅ የሁለተኛ ዲግሪ ተማሪ ነኝ፡፡ በአሁኑ ወቅት የካ ክ/ከተማ የስራ ባህል በሰራተኞች አፈፃፀም ላይ ውጤት የትኛው አይነት ተቋማዊ ባህል በሰራተኞች ላይ የበለጠ ተፅእኖ እንዳለው እንዲለይና ገንቢ በሆነው የሥራ ባህል ላይ ትኩረት እንዲያደርግ ያግዘዋል፡፡

በዚህ መጠይቅ ላይ የሚሰጡት መረጃ ለዚህ ጥናት ዓላማ ብቻ የሚውል ሚስጢራዊነቱ የተጠበቀ መሆኑን አረጋግጣለሁ፡፡ ስለዚህም ይህን መጠይቅ በጥንቃቄ እንዲሞሉልኝና በተቻለ መጠን በፍጥነት እንዲመልሱልኝ በትህትና እጠይቃለሁ፡፡

አጠቃላይ መመሪያ

1. ስምዎን መፃፍ አያስፈልግም
2. እባክዎ ከተሰጡት አማራጮች ውስጥ የእርስዎ ምላሽ ላይ ይህን ምልክት (✓) ያድርጉ
3. ተጨማሪ ማብራሪያ ከፈለጉ በስልክ ቁጥር 0911434596 ወይም በኢሜል Zewdumakonnen@gmail.com ሊያገኙኝ ይችላሉ፡፡

ክፍል 1 - የመልስ ሰጭዎች አጠቃላይ መረጃ

7. እድሜ ☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ ከ46 ዓመት በላይ
8. ፆታ ☐ ወንድ ☐ ሴት
9. የትም/ት ደረጃ ☐ ዲፕሎማ ☐ የመጀመሪያ ዲግሪ ☐ ሁለተኛ ዲግሪና ከዚያ በላይ
10. በክ/ከተማው ያለ የሥራ ልምድ ☐ 1-2 ዓመት ☐ 3-5 ዓመት ☐ 6-8 ዓመት ☐ 9 ዓመትና ከዚያ በላይ
11. የጋብቻ ሁኔታ ☐ ያላገባ/ች ☐ ያገባ/ች ☐ የፈታ/ች
12. የሥራ መደብ: ☐ አመራር ☐ ከአመራር ውጭ

ክፍል 2 - የየካ ክ/ከተማ አስተዳደር የሥራ ባህልን በተመለከተ

የዚህ መጠይቅ ክፍል የክ/ከተማውን ተቋማዊ የሥራ ባህል ለመዳሰስ የሚያስችሉ ስድስት መገምገሚያ ነጥቦችን ይዟል፡፡ እነርሱም የክ/ከተማው ዋና ዋና ባህርያት፣ የክ/ከተማው አመራር ሰጭነት፣ የሰራተኛ አስተዳደር፣ ተቋማዊ ትሥሥር፣ ስትራቴጂያዊ ትኩረት እና የስኬታማነት መስፈርት ናቸው፡፡ ከክ/ከተማው የሥራ ባህል ጋር የሚስማማውን በመምረጥ ይህን ምልክት (✓) ያድርጉ፡፡ የቀረቡ አማራጮች 1. በጣም እስማማለሁ 2. አልስማማም 3. ለመወሰን እቸገራለሁ 4. እስማማለሁ 5. በጣም እስማማለሁ

1.	የክ/ከተማው ዋና ዋና ባህርያት	1 በጣም አልስማማም	2 አልስማማም	3 ለመወሰን እቸገራለሁ	4 እስማማለሁ	5 በጣም እስማማለሁ
A.	ክ/ከተማው ምቹ የሥራ ቦታ ነው፡፡ እንደ አንድ ቤተሰብ ነው፡፡ ሰራተኞች ብዙ የሚጋሯቸው ጉዳዮች አሏቸው					
B.	የክ/ከተማው አሰራር እንደ ወቅቱ ሁኔታ የሚቀያየርና ሥራ ፈጠራ ላይ ትኩረት ያደረገ ነው፡፡ ሰራተኛው በድፍረት ለሚሰሩ ሰራዎች እራሱን አሳልፎ ለመስጠት ፍቃደኛ ነው፡፡					
C.	ክ/ከተማው ውጤት ተኮር ነው፡፡ ሥራ ላይ መሆን ዋናው የትኩረት አቅጣጫ ነው፡፡ እንዲሁም ሰራተኛው በጣም ተወዳዳሪና ስኬት ተኮር ነው፡፡					
D.	ክ/ከተማው መዋቅራዊ ነው፡፡ ሰራተኛው በመደቦች የአሰራር ሁኔታዎች ይገዛል (መመሪያዎች፣ ህጎች፣ ደንቦች) ይገዛል፡፡					
2.	የክ/ከተማው አመራር ሰጭነት	1 በጣም አልስማማም	2 አልስማማም	3 ለመወሰን እቸገራለሁ	4 እስማማለሁ	5 በጣም እስማማለሁ
A.	የክ/ከተማው አመራር በአጠቃላይ በማማከር፣ በእንክብካቤና በቀልጣፍ አሰራር ረገድ አርአያ ነው፡፡					
B.	የክ/ከተማው አመራር በአጠቃላይ በሥራ እድል ፈጠራ፣ አዳዲስ ሃሳብ በማስተናገድ ወይም በድፍረት ውሳኔ በመስጠት አርአያ መሆን ይችላል፡፡					
C.	የክ/ከተማው አመራር በአጠቃላይ ውጤት ተኮር በመሆን ሥራን በጥራት በማከናወንና በታታሪነት አርአያ ነው፡፡					

D.	የክ/ከተማው አመራር በአጠቃላይ በማስተባበር፤ አደራጅቶ በመምራት እና በተረጋጋ ሁኔታ በመምራት ብቃት አርአያ ነው፡፡					
3.	የሰራተኛ አስተዳደር	1 በጣም አልስማማም	2 አልስማማም	3 ለመወሰን እቸገራለሁ	4 እስማማለሁ	5 በጣም እስማማለሁ
A.	የክ/ከተማው የሰራተኛ አስተዳደር ዘይቤ በቡድን ሥራ፤ በመግባባትና በሰራተኛ ተሳትፎ የሚገለፅ ባህርይ አለው፡፡					
B.	የክ/ከተማው የሠራተኛ አስተዳደር ዘይቤ በግለሰብ ደረጃ በድፍረት በመወሰን፤ አዳዲስ ሃሳብ በማመንጨት፤ በነፃነት በመስራት እና በአይነቱ የተለየ በመሆን ይገለጻል፡፡					
C.	የክ/ከተማው የሰራተኛ አስተዳደር ዘይቤ ተወዳዳሪነትን በማበረታታት ከፍተኛ ፍላጎት ያለውና በስኬታማነቱ ይገለጻል፡፡					
D.	የክ/ከተማው የሰራተኛ አስተዳደር ዘይቤ በሰራተኛ ደህንነት እርስ በእርስ ሰምምነት የተረጋጋ የእርስ በእርስ ግንኙነት እና በPredictability የሚገለፅ ነው፡፡					
4.	ተቋማዊ ትሥሥር	1 በጣም አልስማማም	2 አልስማማም	3 ለመወሰን እቸገራለሁ	4 እስማማለሁ	5 በጣም እስማማለሁ
A.	ክ/ከተማውን እንደ አንድ ተቋም ያስተሳሰረው ታማኝነትና የእርስ በእርስ መተማመን ነው፡፡ በተጨማሪም ለተቋሙ ሰራተኛው ያለው ቁርጠኝነት ከፍተኛ ነው፡፡					
B.	ክ/ከተማውን እንደ አንድ ተቋም ያስተሳሰረው ሰራተኛው ለፈጠራና ለተቋሙ እድገት ያለው ቁርጠኝነት ነው፡፡ በተጨማሪም ሰራተኛው ለሥራ ጥራት ትኩረት የሚሰጥ መሆኑ ነው፡፡					
C.	ክ/ከተማውን እንደ አንድ ያስተሳሰረው ለውታማነትና ለግብ ስኬት ትኩረት የሚሰጥ መሆኑ ነው፡፡ በተጨማሪም ታታሪነትና የአሸናፊነት መንፈስ የጋራ ገፅታዎች ናቸው፡፡					

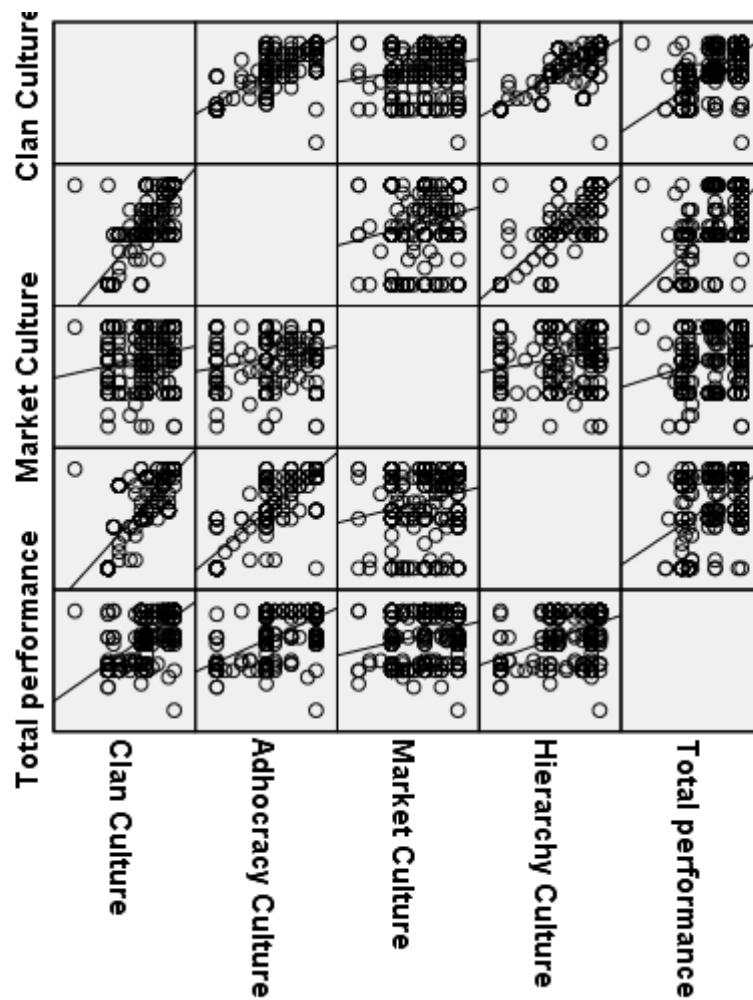
D.	ክ/ከተማውን እንደ አንድ ያስተሳሰረው በስራ ላይ ያሉ ህጎችና ፖሊሲዎች ናቸው፡፡ እንዲሁም ተቋሙ ስራውን በቀጣይነት በተረጋጋ ሁኔታ እንዲያከናውን ማድረግ አስፈላጊ ነው፡፡					
5	ስትራቴጂያዊ ትኩረት	1 በጣም አልሰማማም	2 አልሰማማም	3 ለመወሰን እቸገራለሁ	4 እስማማለሁ	5 በጣም እስማማለሁ
A.	ክ/ከተማው ለሰው ሃይል ልማት፣ ለግልፀኝነት፣ ለተሳትፎ እና ለሰራተኛ መተማመን ትኩረት ይሰጣል፡፡					
B.	ክ/ከተማው አዳዲስ ሃብቶችን ማሰባሰብና ተግዳሮቶችን መጋፈጥ ላይ ትኩረት ያደርጋል፡፡ እንዲሁም አዳዲስ ነገሮች መሞከርና መልካም አጋጣሚዎችን መሻት ዋጋ ይሰጣቸዋል፡፡					
C.	ክ/ከተማው ስኬታማነትንና ተወዳዳሪነት ላላቸው ድርጊቶች ትኩረት ይሰጣል፡፡ የተለጠጡ ግቦችን ማሳካትና በገበያ ውድድር ማሸነፍ ወሳኝ ጉዳዮች ናቸው፡፡					
D.	ክ/ከተማው ለሰራተኛው መረጋጋትና የሥራ ላይ ቆይታ ትኩረት ይሰጣል፡፡ በተጨማሪም የሰራተኛው ብቃትና ቁጥጥር አስፈላጊ ናቸው፡፡					
6	የስኬታማነት መስፈርቶች	1 በጣም አልሰማማም	2 አልሰማማም	3 ለመወሰን እቸገራለሁ	4 እስማማለሁ	5 በጣም እስማማለሁ
A.	ክ/ከተማው ስኬታማነትን የሚገልፀው በሰው ሃይል ልማት፣ በቡድን ሥራ፣ በሰራተኛው ቁርባኝነት እና ለሰራተኛው በማሰብ ላይ በመመስረት ነው፡፡					
B.	ክ/ከተማው ስኬታማነትን የሚገልፀው በጣም ለየት ያሉና አዳዲስ አገልግሎቶች በመኖራቸው ላይ ተመስርቶ ነው፡፡					
C.	ክ/ከተማው ስኬታማነትን የሚገልፀው ገበያ ላይ በማሸነፍና በውድድር የበላይነት ላይ ተመስርቶ ነው፡፡ በተጨማሪም በገበያ ተወዳዳሪነት ብቁ ሆኖ መገኘት ቁልፍ ጉዳይ ነው፡፡					
D.	ክ/ከተማው ስኬታማነትን የሚገልፀው በብቃት ላይ ተመስርቶ ነው፡፡ እንዲሁም አስተማማኝ አገልግሎት፣ ወጥ የሆነ ፕሮግራም እና ወጪ ቆጣቢ አገልግሎት ወሳኝ ጉዳዮች ናቸው፡፡					

ክፍል 3 - የሰራተኛ የሥራ አፈፃፀም		1 በጣም አልስማማም	2 አልስማማም	3 ለመወሰን እቸገራለሁ	4 እስማማለሁ	5 በጣም እስማማለሁ
1.	የምሰራውን ሥራ ጥራት በጣም የተሻለ የሥራ አፈፃፀም ነው ብዬ አምናለሁ፡፡					
2.	በእቅድ ስለምመራ ስራዬ በወቅቱ አጠናቅቃለሁ፡፡					
3.	ሥራዬን በአግባቡ ለማከናወን ከፍተኛ ጥረት አደርጋለሁ፡፡					
4.	ስለምሰራው ሥራ በቂ እውቀትና ግንዛቤ አለኝ፡፡					
5.	የተቀመጠልኝን ግቦች ሁል ጊዜ አሳካለሁ፡፡					
6.	ለተሻለ ውጤታማነት ይረዳኝ ዘንድ የሥራ አፈፃፀሜን በቋሚነት እገመግማለሁ፡፡					
7.	ሥራዬን ለማከናወን አስፈላጊው ክህሎት አለኝ፡፡					
8.	ሥራዬን ለማከናወን አስፈላጊው መነሳሳት አለኝ					
9.	የሌሎች እርዳታ ሳያስፈልገኝ ስራዬን አከናውናለሁ፡፡					
10.	ከተመደበልኝ ሥራ በተጨማሪ ሌሎች ሃላፊነቶችን መወጣት እችላለሁ፡፡					

Appendix C – Reliability Statistics of Pilot Test

Cronbach's Alpha	N of Items
.920	40

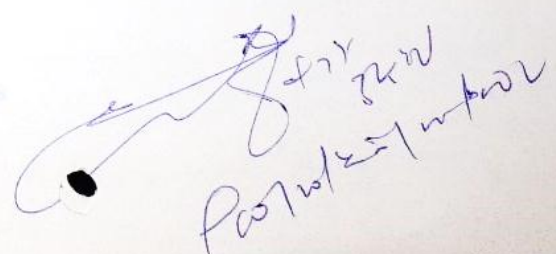
Appendix D – Scatter Plot of Monotonic Relationship



Appendix E - Performance Evaluation of Employees

Note: for security purpose the names of employees is not included.

የክፍል ከተማ ፈጣሪዎች ምዘና						
የስራ መደብ	ከስኬርካር ድ አንፃር 80 %	6% የሰራተኛ የባህሪ መመዘኛ በስራ ሂደቱ አባላት	4%በፈጣሪው በራሱ የሚሞላ	10% በቅርብ ሀላፊ የሚሞላ	የተጠቃለለ ውጤት ከ100%	ምርመራ
ዳርክቴር	78.5	6	4	10	98.5	
ቡድን መሪ	77.75	6	4	10	97.75	
ቡድን መሪ	77.75	6	4	10	97.75	
ቡድን መሪ	77.75	6	4	10	97.75	
ቡድን መሪ	76.5	6	4	9	95.5	
ቡድን መሪ	76.75	6	4	9	95.75	
ባለሙያ	75.8	5.9	4	9	94.7	
ባለሙያ	76.2	6	4	9.7	95.9	
ባለሙያ	76.6	6	4	9.7	95.9	
ባለሙያ	77.2	6	4	9.7	96.9	
ባለሙያ	74.8	6	4	9	93.8	
ባለሙያ	74	6	4	8	92	
ባለሙያ	72.8	6	4	8.5	91.3	
ባለሙያ	72.8	6	4	9	91.8	
ባለሙያ	74	6	4	9	93	
ባለሙያ	75.5	6	4	8.8	94.3	

	ሴ	72.2	4.5	3.5	7.7	87.9
	ወ	73	5	3.5	6.4	87.9
	ሴ	57.92	5.9	4	9.9	87.72
	ወ	68.2	6	4	9.5	87.7
	ሴ	69.42	5	3.5	9	87.42
	ሴ	72.5	5	3.5	6.4	87.4
	ሴ	72.5	5	3.5	6.4	87.4
	ወ	70	5.8	4	7.5	87.3
	ወ	70	5.8	3.9	7.5	87.2
	ወ	70	5.59	4	7.5	87.09
	ወ	70	5.9	3.68	7.5	87.08
	ሴ	70	5.58	4	7.5	87.08
	ወ	67.55	6	4	9.4	86.95
	ወ	72	5	3.5	6.4	86.9
	ሴ	72	5	3.5	6.4	86.9
	ሴ	72	5	3.5	6.4	86.9
	ወ	66.99	5.98	3.98	9.9	86.85
	ወ	70	5.3	3.9	7.5	86.7
	ሴ	71.8	4.1	3.5	7.1	86.5
	ሴ	71.8	4.1	3	7.1	86.5
	ወ	66.57	5.95	3.9	9.9	86.32
	ሴ	71	4.4	3.5	7.3	86.2
	ወ	71.8	4	3.5	6.8	86.1
	ሴ	68.57	5.5	3.5	8.5	86.07
	ወ	69.86	4.8	3.6	7.8	86.06
	ወ	68.24	5.5	4	8.1	85.94
	ሴ	71	5	3.5	6.4	85.9
	ሴ	65.9	5.9	4	9.9	85.7
	ሴ	68.53	5.5	4	7.5	85.53
	ሴ	67.42	5.8	3.6	8.6	85.42
	ሴ	71	4	3.5	6.8	85.3
	ሴ	71	4	3.5	6.8	85.3
	ሴ	68	5.5	3.5	8	85.25
	ሴ	70	4.3	3.55	7.3	85.15
	ሴ	68.25	5.5	3.5	7.9	85.15
	ወ	68.53	5.5	3.5	7.5	85.03
	ወ	68.09	5.5	3.5	7.8	84.89
	ወ	68.27	5.5	3.5	7.5	84.77
	ወ	67.93	5.5	3.5	7.8	84.73
	ወ	67.93	5.5	3.5	7.7	84.63
	ወ	67.93	5.5	3.5	7.7	84.63

	ወ	64.4	6	3.93	8.8	83.17	
	ወ	72.4	5.96	4	7.4	89.76	
	ሴ	76.6	5.88	3.72	8.01	94.21	
	ወ	72.5	5.8	4	7.4	89.72	
	ሴ	72.6	5.8	4	7.4	89.8	
	ወ	72.7	5.94	3.75	7.6	90.01	
	ወ	76.8	6	4	8.01	94.81	
	ሴ	52.3	5.9	3.8	9.4	71.37	
	ሴ	72.3	5.97	3.9	7.4	89.55	
	ወ	73.9	5.84	3.9	7.6	91.22	
	ወ	78.66	5.9	3.492	9	97.05	2ኛ
	ሴ	76.17	5.9	4	9.93	96	
	ሴ	76.27	5.9	4	9.8	95.97	
	ወ	76.16	6	3.9	9.3	95.36	
	ወ	75.75	5.75	4	9.4	94.9	
ባተ	ወ	75.84	6	3.9	8.5	94.24	
	ወ	75.18	5.9	4	9	94.08	
	ሴ	74.5	6	4	9.5	94	
	ሴ	75.19	5.5	4	9.3	93.99	
	ወ	75.36	6	3.8	8	93.16	
	ሴ	75.15	6	4	9.9	95.05	
	ወ	75.15	6	3.9	9.9	92.14	
	ሰ	73.35	5.72	3.7	9.2	91.97	
	ሴ	73.66	5.8	3.8	8.7	91.96	
	ወ	73.28	6	4	8	91.28	
	ሴ	72.95	5.3	4	8.9	91.15	
	ወ	73.59	5.7	3.8	7.5	90.59	
	ሴ	75	5	3.5	7	90.5	
	ሴ	72	5.65	4	8.5	90.15	
	ወ	74.5	5	3.5	6.8	89.8	
	ወ	74.5	5	3.5	6.8	89.8	
	ወ	70.3	5.9	4	9.5	89.7	
	ሴ	71.9	5.6	4	8	89.5	
	ሴ	69.49	5.98	4	9.9	89.37	
	ሴ	73.4	4.6	3.5	7.8	89.3	
	ሴ	69.45	5.94	4	9.5	88.89	
	ሴ	69.3	5.9	4	9.6	88.8	
አው አሰፋ-	ወ	70.65	5.5	4	8	88.15	
	ወ	71.8	4.9	3.5	7.9	88.1	
	ወ	73	5	3.5	6.6	88.1	

ሴ	73.84	5.96	8.5	4	
ወ	75.8	5.95	9	4	92.3
ወ	67.6	5.9	7	4	94.75
ወ	61.72	5.93	8	4	84.5
ወ	76.4	5.6	9.5	4	79.65
ሴ	74.4	5.6	9	4	95.5
ወ	74.6	5.9	8	4	93
ወ	70	5.5	8	3.6	92.1
ወ	71.2	5.4	8.5	4	87.5
ወ	70	5.5	8	3.9	89
ወ	76.4	5.6	9.5	4	87.5
ሴ	65	6	3.92	8	95
ሴ	75	6	5	9	82.92
ወ	61	6	5	7	94
ሴ	73	6	5	9	79
ወ	74	6	5	8	93
ሴ	65	6	5	8	93
ወ	68	6	3.9	8	83
ወ	74	6	5	9	85.9
ወ	69	6	5	8	93
ወ	71	6	5	8	88
ወ	62	6	5	7	90
ወ	76.9	6	4	10	80
ወ	74.8	5.95	4	4	96.9
ወ	74.6	5.95	3.98	9.93	94.68
ወ	73.28	5.95	3.7	9.91	94.46
ወ	74.6	5.95	3.86	7.33	92.84
ሴ	72.4	5.95	3.94	9.75	91.74
ወ	72	5.9	4	9.88	92.04
ሴ	74.6	5.95	3.98	9.93	91.78
ወ	72.4	5.9	4	7.4	94.46
ሴ	65.7	4	4	9.01	89.74
ሴ	73.6	6	4	9	82.72
ሴ	66.7	6	4	8.3	92.65
ሴ	74.8	5.95	3.9	9	85.02
ሴ	73	5.9	3.9	7.4	93.65
ሴ	74.8	6	4	9.01	90.2
ሴ	76.2	6	4	9.2	93.76
ወ	68	5.94	4	8.8	95.42
ሴ	61.9	6	4	7.9	86.74
ወ	76.3	6	4	9.2	79.78
					95.48

ዕለት ልማትና ማኔጅመንት ጽ/ቤት የ2013 በጀት ዓመት
 መረጃ 6 ወር የፈፃሚዎች ምዘና ውጤት:-

ጾታ	ከስኮር ካርድ አንፃር 80 %	6% የሰራተኛ የባህሪ መመዘኛ በስራ ሃይቱ	4% በፈፃሚ ው በራሱ የሚሞላ	10% በቅርብ ሀላፊ የሚሞላ	የተጠቃለለ ውጤት ከ100%	ምርመራ
ሴ	73.5	6	4	8.5	92	
ሴ	74.5	6	3.9	9	93.4	
ሴ	76.5	6	3.2	9.5	95.2	
ሴ	75.5	6	4	9.5	95	
ወ	70.5	6	4	8.5	89	
ወ	70.5	6	3.8	8.5	88.8	
ሴ	74.5	6	3.9	8.5	92.9	
ወ	69.5	6	4	8.5	88	
ሴ	72.5	6	4	8.5	91	
ሴ	71.5	5.9	3.8	8	89.2	
ሴ	75.5	5.9	4	9	94.40	
ሴ	77	5.9	4	8.9	95.80	
ሴ	75.5	5.9	4	9	94.40	
ወ	68.5	5.9	4	8.7	87.10	
ወ	77	5.95	3.95	9.1	96.00	
ሴ	75	5.97	4	8.7	93.67	
ወ	75	5.95	4	8.8	93.75	
ሴ	77.5	5.99	4	9.2	96.69	
ሴ	76.5	5.99	4	9	95.49	
ወ	75	5.95	3.95	9	93.90	
ወ	69.5	5.94	3.9	8	87.34	
ወ	68.5	5.93	3.92	8	86.35	
ወ	73.5	5.98	4	9	92.48	
ወ	78.5	5.97	4	9.2	97.67	1ኛ
ሴ	77.5	5.95	4	9.1	96.55	
ወ	68.5	5.98	4	8	86.48	
ወ	73.5	5.97	4	9	92.47	
ወ	69.5	5.7	4	8.7	87.90	
ወ	71	5.6	4	9	89.60	
ወ	69.5	6	3.9	8.7	88.10	
ወ	77.5	6	4	9.5	97	3ኛ
ወ	77.5	6	4	9	96.5	
ሴ	71.5	6	3.9	8.8	90.2	
ወ	71.64	5.91	8	4	89.55	
ወ	63.32	5.93	8	3.9	81.15	
ወ	69.8	5.65	8	3.8	87.25	

የም	ወ	67.93	5.5	3.5	7.7	84.63
	ሴ	68.53	5	4	7	84.53
	ሴ	70	4	3.5	7	84.5
	ወ	67.93	5.5	3.5	7.5	84.43
	ሴ	64.36	6	4	9.6	83.96
	ወ	67.03	5.5	3.5	7	83.93
	ወ	67.93	5.5	3.5	7	83.93
	ወ	64.78	6	4	9.1	83.93
	ሴ	64.28	6	4	9.1	83.38
በ.ም.ረ.ጠ.	ወ	64.92	5.6	4	8.1	82.62
	ወ	88.55	5.5	3.5	7	82.55
	ሴ	65.55	5.5	3.5	7.5	82.05
	ሴ	65	5.5	3.5	7.5	81.5
	ሴ	64.84	5.5	3.4	6.9	80.64
	ወ	61.73	5.5	3.5	5	75.73
	ሴ	59.68	5.5	3.5	5	73.68
	ሴ	76.74	6	4	9.8	96.54
	ሴ	76.07	6	4	9.7	95.77
	ሴ	69.67	5.1	4	8.5	87.22
	ሴ	72.44	5.9	4	8.86	91
	ሴ	74.82	6	3.59	9.7	94.47
	ሴ	53.16	4.5	3.9	7.7	69.26
	ወ	65.8	5.98	3.99	9.93	85.7
	ወ	71.45	5.9	4	10	91.35
	ሴ	67.15	5.94	3.91	9.95	86.95
	ሴ	67.56	5.9	3.95	9.95	87.36
	ወ	67.44	5.95	4	9.94	87.33
	ሴ	68.43	5.9	4	9.99	88.32
	ወ	67.64	5.9	4	9.94	87.48
	ወ	63.42	5.9	3.9	9.2	82.42
	ወ	63.47	5.9	4	9.45	82.82
	ወ	65	5.9	4	10	84.9
	ወ	65.57	5.9	4	9.75	85.22
	ወ	61.2	5.9	4	9.7	80.8
	ወ	64.76	5.9	4	10	84.66
	ሴ	62.2	5.9	3.9	9.55	81.55
	ሴ	72.34	5.99	4	9.9	92.23
	ሴ	71.816	6	4	9.67	91.486
	ሴ	70.748	5.96	3.8	9.68	90.188
	ሴ	69.436	5.97	4	9.67	89.076
	ሴ	68.17	6	4	10	88.17
	ሴ	68.17	6	6	10	88.17