



College of Business and Economics School of Commerce

The Effect of Corporate Culture on Employees’ Engagement

The Case of Addis International Bank s.c

By :- Misganaw Tamir

**A Research proposal submitted to Addis Ababa University in
partial fulfillment of the requirements for Master of Arts degree
in Business Leadership.**

Advisor Worku Mekonnen (PhD)

June, 2021

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DECLARATION

I, Misganaw Tamir hereby declare that the research project entitled “The effect of corporate culture on employees’ engagement the case of Addis International Bank” is my own work, that has not been submitted for any degree or any other consideration in any other university. And all the sources that I have used or quoted have been acknowledged as complete reference. It is submitted for Masters of Art in Business leadership Addis Ababa University, College of Business and Economics School of Commerce in Addis Ababa.

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Date

APPROVAL

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Approved by:

Worku Mekonnen (PhD)

Advisor

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June, 2021

Date

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Approved by Board of Examiners

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Acronyms

AdIB – Addis International bank

DOCS – Denison organizational culture survey.

Abstract

The objective of the study was to examine the effect of corporate culture on employees' engagement the case of Addis International Bank. To investigate such effect, the Daniel Denison models or traits of culture which were Adaptability, Consistency, and Involvement and Mission cultures were used. Data were collected from the population of 180 samples, with convenience sampling technique, and 146 of them responded to the self administered questionnaire. The study has applied explanatory type of research design and quantitative research approach. Pearson correlation and multiple linear regressions were proof or assess the cause and effect relationship of the independent and dependent variable. The findings of the study shown that there was a significant relation or effect of Consistency, Involvement and mission traits of culture on employees' engagement with a significance of (α) is less than 0.05 but effect of Adaptability has no significant effect on employees engagement as $\alpha > 0.05$ in the regression analysis. Therefore it is possible to conclude that the independent variables, (involvement, consistency and mission) have significant relationship with the dependent variable employee's engagement. But the adaptability trait of corporate organizational culture has no statistically significant relationship with employees' engagement. Adaptability was found to be not significantly related with employee engagement. The bank shall also keep on investing on the skills of employee's. The bank shall also give due emphasis on innovative and technology based way of doing business. Findings suggest that future research shall be done using other variable and other mediating variables to measure engagement.

Key words: Corporate culture, Employee engagement. Addis International Bank

CHAPTER ONE

1.1. Background of the study

In the current competing and dynamic business environment, culture is considered as an organization's DNA which is difficult to detect with the naked eye but very influential pattern that can shape what is happening in the work place (Davenport 1998). According to Ducan(1989), corporate culture is defined as the way that members of the organization understand things, set of standards and guiding viewpoints that is commonly shared by members of the organization and can be transferred to the new comers. This means that culture can be transmitted from one group or generation to another group or generation without thinking or instinctively. This entails that culture can be learned (McShane and Von-Glinow, 2006).

As Schein (1990) stated organizational principles or standards, view points, assumptions, prospects, approaches, thinkings and their customs or norms form the root or the foundation of organizational culture. A culture is strong when its members or participants recognizes and considers the organization's targets, main concerns, customs and when it encourages the members and development of all participants of the organization will be one of the most valuable assets (Denison, 2007).

According to Abhijit and Debalina (2010), corporate culture has a vital role in bringing employee engagement. So as to make employees engaged both in their tasks and organization, it must have a culture that results in employee engagement. Denison (2010) formulated four basic models of corporate culture which are involvement, consistency, mission and adaptability. The elements under these models measure the organizations corporate culture that in turn has a basic influence in bringing employee engagement.

As per the Denison organizational culture survey (2016), organizations with low scores on culture have also low scores on engagement and those organizations with high scores in culture also score high points on engagement. This shows that there existed a strong relationship between organization's culture and employee's engagement.

As stated by Robinson (2006), higher organizational performance, lower employee turnover and health are results of better employee engagement which in turn can be emanated from an organizational atmosphere with constructive passion like participative, self reliance and expectant environment.

Engagement is an affirmative, satisfying condition of mind regarding to work which is described by heartiness, commitment and amalgamation rather than a specific task or condition. Engagement refers to a constant and long lasting and persistent that doesn't pay attention to any specific case, situation and phenomena or activity (Schaufeli et al., 2002). Employees awareness of the meaning or sense of the organization or work place has an association with the magnitude of their engagement and out come to the organization Holbeche and Springett (2003) . This implies that there is a link between employee engagement, customer reliability and organizational growth or profit maximization the Gallup Organisation (2004).

An organization without engaged employees cannot achieve its strategy, cannot make changes on the business process as well as cannot meet its final target Saks, (2006). According to Schaufeli & Bakker,(2004), Employees with high level of engagement have wisdom of vigorous and successful link with their work behavior and they perceive themselves as they are capable what they are intended to perform within the organization.

According to Abhijit and Debalina (2010), high organizational performance is the result of engaged employees. As stated by (Xanthopoulou et al.2009), service rendering organization's performance highly dependent on what is delivered by the employees.

Therefore since banks are service giving organizations their employees should be engaged and their organizational culture should be formulated in such a way that it has to promote employee engagement. This study aims to assess the effect of corporate culture on employee engagement in one of Ethiopian Private Banks Addis International Bank sc.

1.2 Company Profile

Addis International Bank S.C. was established on February 21, 2011 with paid up capital of Birr 109.4 million and on May 30, 2011 the bank has been started banking operation with five branches. As stated in the website, the corporate or prominent share holders of the bank are employee associations, like Ethio- telecom and Ethiopian air lines and different kinds of Idirs .

According to the banks report of February 2020, the total paid-up capital of the bank reached Birr 912.9 million, total Asset of Birr 5.9 billion, total number of braches 90 and 731 total number of employees.

1.3 Statement of the Problem

A solid organizational culture draws in better ability and, all the more critically retains that ability. At the point when individuals feel like they have a place with an organization, they're bound to stay as long as possible which results in lower turnover and less fresh recruits, (Forbs 2017)

In the worldwide situation, empowering a cutting edge style of management that considers work commitment or engagement will foresee efficiency both in an individual level and organization in general; since research has reliably shown that engagement is intensely connected to a scope of business achievement factors, for example, execution/effectiveness, profitability, wellbeing, client center assistance or service and fulfillment, unwaveringness, maintenance, productivity and contribution (Macey and Schneider, 2008)

Low job satisfaction, high turnover rate, lower productivity, and lower quality of customer service are manifestations of lower employee engagement and organizations must realize that the organizational working atmosphere and the culture should meet employee needs, (Abhijit and Debalina 2010).

Empirically tested literatures argue that organizations with strong culture can have better engaged work force. However, though the bank has made so many pay adjustments and salary increments, still the human resource management report shows that the turnover rate was very high and the job satisfaction survey made on 2021 also shows that there was low job satisfaction

rate. Taking these things in to account the researcher has made a preliminary interview with selected branch managers and head office directors and also the leaving staffs and found that there was no organizational culture that can make employees engaged, passionate about the organization.

Therefore the study has tried to fill the knowledge gap to understand the effect of corporate culture on employee's engagement using the Denison's model of organizational culture.

1.4. Objectives of the study

1.4.1 General objective

The basic objective of the study was to investigate the effect of corporate culture on employees' engagement of Addis international Bank.

1.4.1.2 Specific Objectives

The specific objectives of the study were:

- To measure the effect of all traits of culture (consistency, involvement, adaptability and mission) on employee engagement of the Bank.
- To identify the dominant culture of Addis International bank.

1.5. Research question

Since the study tried to assess the effect of corporate culture on employee engagement using the Denison's models of culture, it tried to answer the following specific questions.

- How do the traits of culture (consistency, involvement, adaptability and mission) affect employee engagement?
- Which culture is dominant in Addis international bank?

1.6. Research hypothesis

So as to investigate corporate culture effect on employee engagement of Addis international Bank, the following hypotheses will be driven.

- H1: Mission Culture has a positive relation with employees' engagement of the bank.
- H2: Involvement culture has positive relations with employees' engagement of the bank.
- H3: Consistency Culture has positive relation with employees' engagement of the bank.
- H4: Adaptability culture has positive relation with employees' engagement of the bank.

1.7 .Significance of the study

The study have some contributions to the banking sector in assessing the effect of corporate culture on employee engagement as employees are bases of competency for service rendering companies like banks. Further the study can add a broader understanding to the concept how culture affects employee engagement and it will serve as a base to carry further studies on the subject matter.

1.8. Scope of the study.

This study will concentrate on the effect of corporate culture using the Denison's models which are Mission culture, Involvement culture Consistency culture and Adaptability culture on employee engagement of Addis international bank. As the study will be conducted as a project level, it will cover only a particular organization that is the case of Addis international bank.

During conducting this study the bank has 90 branches in both the capital city Addis Ababa and regional areas and 732 number of staffs but this study is limited only in Addis Ababa which has 55 branches and 326 staffs again among these, using an Yemane formula 180 samples was selected . Due to the current COVID 19 pandemic and connection interruptions, the researcher was forced to minimize the sample size. Customer service officers, accountants and senior officers was the units of analysis in the study because the turnover ratio report shows these groups are highly volatile and they were directly connected to the customer face to face.

1.9. Limitation of the study.

The current Covid 19 pandemic had significantly affected the research process in collecting the data and getting some important people to get advices and help in organizing the study.

1.10. Organization of the study.

The research project has been organized into five chapters. The first chapter comprised of the general background of the study, background of the organization taken as a case study, problem statement identifying the gaps to be addressed, research questions, significance, scope and delimitation of the research. The second chapter dealt with review of related literatures on the relationship between strategic orientation and organizational performance including the conceptual and theoretical framework on the subject. Chapter three discusses about the research methodology including research design, sample design, data collection techniques, and data reliability test and data analysis. Chapter four comprised of result and discussion of findings and interpretation. The final chapter five draws summary of findings and conclusions and discussions on research questions and hypothesis and forward recommendation

CHAPTER TWO

2. Literatures Review

2.1 Theoretical review

2.1.1. Concept of Corporate organizational culture.

Culture is considered as an organization's DNA which is difficult to detect with the naked eye but very influential pattern that can shape what is happening in the work place (Davenport 1998). According to Ducan(1989), corporate culture is defined as the way that members of the organization understand things, set of standards and guiding viewpoints that is commonly shared by members of the organization and can be transferred to the new comers. This means that culture can be transmitted from one group or generation to another group or generation without thinking or instinctively. This entails that culture can be learned (McShane and Von-Glinow, 2006).

The term corporate culture got to be broadly known within the business world in the late 1980s and early 1990s. Corporate culture was as of now utilized by directors, sociologists and organizational scholars by the starting of the 80s This included generalized convictions and behaviorscompanywide esteem frameworks, administration strategies, representative communication and relations, work environment and state of mind. Corporate culture continues in the strategy through the charismatic CEOs, or thought the trademarks and trade names of organizations. Organizational culture is the organization's identity, expressed by its individuals through their behavior (Schein, 2009).

Culture performs a number of capacities inside an organization. To begin with, it features a boundary-defining part; that is, it separates one organization from the other (McShane and Von Glinow, 2006). It makes refinement between one organization and others. Moment, it passes on a sense of character for organization individuals (Timmerman, 1996). People have a sense of having a place to the organization. Third, culture encourages the generation of commitment to

something bigger than one's personal self-interest (Weiner, 1998). Culture generates understanding among people approximately the organization's center values. Fourth, it improves the solidness of the social framework (Robbins, 2003). It characterizes the rules of the amusement (Bargain and Kennedy, 2000).

2.1.2. Definitions of corporate culture

Organizational culture may be a framework of shared presumptions, values, and convictions, which oversees how people carry on in organizations. These shared values have a solid impact on the individuals within the organization and manage how they dress, act, and perform their occupation. (Karthikeyan C Karthikeyan 2019)

According to Needle (2004), organizational culture corresponds to the collective values, convictions or beliefs and standards of organizational members and could be a result of such components as history, product, advertise, innovation, technique, sort of representatives, a ministration fashion, and national culture; culture incorporates the organization's vision, values, standards, frameworks, images, dialect, presumptions, convictions, and habits.

Two common models and their related measurement tools have been created by O'Reilly et al. and Denison. O'Reilly, Chatman & Caldwell (1991) created a model based on the conviction that culture can be recognized by values that are strengthened inside organizations.

Their Organizational Culture Profile (OCP) may be a self-announcing instrument which makes qualifications agreeing eight categories which are Development Supportiveness, Regard for individuals, Result Orientation, Consideration to Detail, Team Orientation, and Forcefulness. The show is additionally suited to degree how organizational culture influences organizational execution because it measures most productive employees suited to an organization and as such organizations can be named as having great organizational culture. Employee values are measured against organizational values to anticipate representative eagerness to remain, and turnover. This is often done through an instrument like Organizational Culture Profile (OCP) to degree representative commitment.

2.1.3. The role of Culture

The part of culture affecting workers conduct appear to be progressively critical within the work-place nowadays as pointed out by Case (1996). The shared meaning given by a solid corporate culture tend to guarantee that employees are pointed within the right course in organizations which have wide span or organizational control, straightened structure, cohesive teams, decreased formalization and engaged workers .organizations utilize solid culture, upheld by formal rules and directions to guarantee that representatives act in a generally uniform and predictable way (Robbins, 2003).

2.1.4. Models of corporate culture

2.1.4.1. *The Deal and Kennedy Model*

Deal and Kennedy (1982) describe organizational culture as the way things get done around here. Deal and Kennedy made a model of culture that's based on 4 diverse sorts of organizations. They each center on how rapidly the organization gets criticism, the way individuals are rewarded, and the level of dangers taken:

Work-hard, play-hard culture: This has fast feedback/reward and moo hazard coming about in: Stretch coming from amount of work instead of vulnerability. High-speed activity driving to high-speed recreation. For instance: Restaurants and program companies.

Tough-guy macho culture: This has fast feedback/reward and high hazard, coming about in the taking after: Push coming from high probability of loss and potential loss/gain of compensate. Concentrate on only the short term rather than long term. Cases: police, specialists, sports.

Process culture: This is known by sluggish advice/prize and low probability of loss which intern results in low pressure, slow work rate, ease and safety. Stress resulted in inside politics and lack of common sense of the system. Financial sector like banks and insurance may be examples of this type,

Bet-the-company culture: has slow comment/prize and high probability of loss. The longest path is followed. Oil extracting companies and air craft producers are examples.

2.1.4.2. Charles Handy Model

Charles Handy (1976), as discussed by Roger Harrison (1972) with connecting organizational structure to Organizational work culture and described four cultures which are: power culture, Role culture, Person culture and Task culture.

Power culture-the power of decision making is at the center in the hands of small group of people. Any decision is emanated from the center and need no system of governance or bureaucracy.

Role culture- Power or specialties are appointed as such inside a exceedingly characterized structure. These organizations shape various leveled bureaucracies, where control infers from the individual position and seldom from a master control. Control is made by strategies (which are highly esteemed), strict parts depictions and specialist definitions. These organizations have steady frameworks and are exceptionally unsurprising.

Task culture- work groups are shaped to tackle specific issues. Control is inferred from the group with the ability to execute against duty. This culture validates a little group approach, where individuals are exceedingly talented and specialized in their possess region of skill. Moreover, these societies frequently highlight the numerous announcing lines seen in a network structure.

Person culture- shaped when all people accept themselves predominant to the company. It can end up troublesome for such organizations to proceed to function, since the notion of a firm recommends that collection of like-minded people seek after organizational objectives. In any case, a few proficient organizations work well as individual cultures, since each accomplice brings a specific skill and clientele to the company.

2.1.4.3. Edgar Schein Model

Dolan and Lingham (2012), has summarized Edgar Schein Model as if the organizational culture has three cognitive stages of organizational culture. Organizational characteristics that can be observed, sensed and perceived by an inexperienced observer can be included under the first group which includes facilities& furniture and other visible materials. And also the way of dressing by thee members are also categories of this group.

Mission statement, company motto and other operational convictions are apparent cultures of organizational members that can be perceived and they are categorized under the second level.

In the third and sincere level the company's implicit or unspoken suppositions are found. These fundamentals of company culture are unnoticed and cannot be identified in the day to day operation of the organization or in the day to day communications of company members,

2.1.4.4. Denison Model

Denison's model (1990), states that, organizational culture can be explained by four general measurements which are mission, adaptability, involvement and consistency. Each of these common dimensions is in turn depicted by the the following three sub-dimensions:

Mission – Vital Heading or strategic direction and Expectation, Objectives & Goals and Vision

Adaptability – Making modification or change, Client Center and Organizational Learning

Involvement – Strengthening, Group Introduction and Capability Development

Consistency – Center Values, Consensus, Coordination /Integration

Denison's model allows cultures to be depicted broadly as remotely or inside centered as well as adaptable versus steady. The model has been regularly utilized to analyze social problems in organizations. To elaborate the above four cultural traits more, it is recommended to see them one by one,

As per the Denison organizational culture survey (2016), organizations with low scores on culture have also low scores on engagement and those organizations with high scores in culture also score high points on engagement. This shows that there existed a strong relationship between organization's culture and employee's engagement.

Involvement

This is one aspect of culture which organizations make their members participate or involved while making decisions. This has further also sub-dimensions like Empowerment, capacity development and team orientation. Employees in organizations with low level of involvement have tendencies of showing only what is expected of them regardless of felling they have much control over their task.

H1: Involvement culture positively affects Employee Engagement

Consistency

Generally acknowledged view points, principles and frames of orientations are main areas of concentration of consistency. It also deals with the effectiveness and efficiency so as to minimize costs. It deals with how an organization organizes major tasks and activities which need to be made so as to meet the final goal of the company. Consistency is there when employees of an organization have the same understanding and share similar principles.

H1: Consistency culture positively affects Employee Engagement

Adaptability

This trait of culture examines an organization's strength in bringing change and changing ideas into actions. Companies with this trait have a main target of learning even from their mistakes. It makes a SWOT analysis and takes actions accordingly.

H1: Adaptability culture positively affects Employee Engagement

Mission

An organization with this trait tries to align employees with the direction of the organization and takes and justifies immediate actions and tasks.

H1: Mission culture positively affects Employee Engagement.

2.1.2 Meaning and Definition of Employee Engagement

As per the definition given by Gison (2006) engagement is the mental and physical connection of an employee with his organization which in turn has an impact on the level that makes the employee exert his maximum effort to the best interest of the organization. As Gallup consulting (2008) defines engagement is the degree that an employee is connected to someone in the organization. Engagement is more than promise rather more than that having a constructive approach towards the organization and its values. (Robinson et al. 2004)

As per the argument by Buckingham and Coffman (1999) the root of the term 'employee engagement' still waits subtly without positive answers in spite of the fact that accepted to be to

begin with utilized by Gallup organization in the 1990s. The term has been inter-changeably utilized with 'worker engagement' indeed in spite of the fact that worker engagement is seen to be more concerned with relationship relative to the organization while, laborer engagement includes relationship with one's work (Bordia et al, 2008).

Engagement is an affirmative, satisfying condition of mind regarding to work which is described by heartiness, commitment and amalgamation rather than a specific task or condition. Engagement refers to a constant and long lasting and persistent that doesn't pay attention to any specific case, situation and phenomena or activity (Schaufeli et al., 2002). Employee's awareness of the meaning or sense of the organization or work place has an association with the magnitude of their engagement and out come to the organization Holbeche and Springett (2003). This implies that there is a link between employee engagement, customer reliability and organizational growth or profit maximization the Gallup Organization (2004).

An organization without engaged employees cannot achieve its strategy, cannot make changes on the business process as well as cannot meet its final target Saks, (2006). According to Schaufeli & Bakker,(2004), Employees with high level of engagement have wisdom of vigorous and successful link with their work behavior and they perceive themselves as they are capable what they are intended to perform within the organization.

Hewitt Organization (2001) alluded to worker engagement as the degree representatives are willing to remain within the company and work difficult for the company, reflected in three angles: 1) —Stay): workers utilize a positive dialect to depict their company, colleagues, and their occupations. 2) —Stay): workers unequivocally trust to be a part of the company, want to remain within the company for a long time, rather than utilizing existing occupations as a transitory move. 3) —Strive): representatives are willing to give additional exertion to work for the victory of the company. Towers organization (2001) defined employee engagement as the degree of readiness and capacity of representatives to assist companies succeed, isolating it into judicious engagement and arousing engagement. Judicious engagement by and large includes and large includes the relationship between people and companies, such as the degree of employees' understanding of their parts and departmental parts.

A solid organizational culture draws in better ability and, all the more critically retains that ability. At the point when individuals feel like they have a place with an organization, they're bound to stay as long as possible which results in lower turnover, less fresh recruits, (Forbs 2017)

2.1.2.1 Models of employee engagement.

2.1.2.2. Kahn's Model

According to this model, Meaningfulness, availability and security are the three psychological or mental circumstances related with employee engagement. According the study made by Kahn the more safe and meaningful the organization the more engaged the employees are. Kahn has elaborated the above three conditions as follows:-

Meaningfulness:- the result of the investment by the organization which can be described by the positive outcome of the employee to the organization.

Safety:- the employees felling to be safe or free from any negative aspects regarding self image or any carrier within the organization.

Availability: the level of belongingness of the employee for the resources of the organization both mentally and physically that are valuable to accomplish the task.

2.1.2.3 Maslach, Schaufelli and Leiter Model

This model most of the time concentrates on job burnout. There are six features that lead to engagement which is prize and credit, control, work volume, societal support, equality and moral and the model suggests that engagement has a mediating value of work life balance and work performance

2.1.2.4 The Gallup Model

According to this model, there are three types of employees which are: - engaged, not engaged and actively not engaged.

Those employees which are displeased and spread sadness in the organization are actively disengaged type of employees. These employees are very pessimist and spread un constructive things about the organization.

The other group of employees is not engaged group and this group is governed by the policies and procedures of the organization but not committed to the organization and the task they are in charge of. They are not willing to walk extra miles to the organization, they are not also self motivated rather they wait for instructions and directions to be given.

The third category or group of employees is the engaged group. This group of employees is dedicated both to the organization and to the task or assignment which they are in charge off. They walk extra miles to wards to the direction of the organization and they have formed physiological contract with the organization. They are loyal to the organization and spread constructive things about the organization.

2.1.2.3 Outcomes of Employee Engagement

According to Armstrong (2010), Engaged employees can escalate performance as they can go extra miles than what is expected from them. Therefore the higher the performance of employees, the higher the organizational performance will be. Engaged employees show three characteristics within an organization which are:

Stay- Employees are supporters of the organization.

Stay-Employees are loyal to the company and they stay longer.

Strive-Employees give their maximum best to the organization to achieve the organizational goals. (Markos and sridevi 2010).

2.2. Empirical Review

Empirically tested researches have realized that companies with better management of organizational culture can achieve 30% higher level of innovation and 40 % higher level of employee retention. Thus organizational leaders should focus on improving organizational

corporate culture so that they can retain or engage their employees and also can make their employees more innovative and performance at large (Josephine and Emmanuel (2018)).

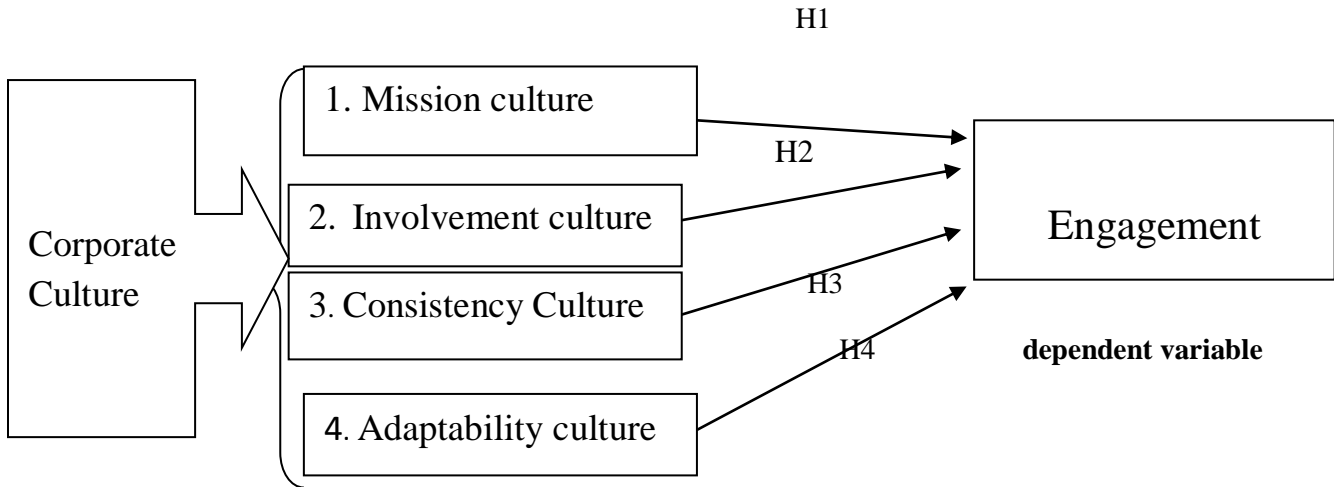
According the study conducted by Richared & Theresa(2017) on the Ghanaian public organizations, organizational culture contributes moderately on employee engagement. The research was conducted considering the four dimensions of corporate culture which are hierarchy and constructive culture. The study comes to conclusion that except role culture, the other dimensions of culture have significant relation with employee engagement. According to Davy(2009), the more the organization bother about the individual needs of employees the better the employee engagement will be. A lot of researches have shown that job resources such as self-sufficiency, team work, leadership assistance and performance recognition and feedback, taking part in decision making, and chances to continues learning and development are associated positively with employee engagement (Hakanen, et al. 2006; Xanthopoulou et al. 2007; Bakker Et al. 2012).

Sok and colleagues (2014) argue that positive organizational cultures reduce unfavor arable work-home allow flexibility of work arrangements and attract and retain high quality professional employees. Strong organizational cultures were also can establish to safeguard the consequences of bad news (French and Holden, 2012), which is mainly active during the change progression. As not all change is supposed as being beneficial to the employees , constructive organizational change is considered as any change that can benefit the organization than harm it (Avey, et al., p. 50).

The Denison organizational survey (DOCS 2016) has shown that organizational culture (involvement, mission, consistency and adaptability have significant relations with employee engagement under their study by taking 9,464 samples and 90 organizations. They have came up with a conclusion that organizations with stronger cultures have better engaged workforce. This implies that organizational culture and employee engagement are significantly related. Therefore the findings of the research are supported by DOCS(2016).

2.3. Conceptual framework

Figure 2.1: Conceptual Framework



Adopted from Denison (2016)

Independent variable

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

The third chapter of the study concentrates on the methodology of the research process used in the study. The methodology includes the research approach that the study applied, the kind of the research design that study used , research population and sampling (sample design and sample size), data collection method, data analysis, scale reliability and validity and ethical considerations of the research process.

3.2. Research approach

As stated Creswell, (2009), research approaches are principles and guide lines to conduct a research ranging from the broad ideas to the particular methods like data collection, interpretation, and analysis. Qualitative, quantitative and mixed approaches are the three methods of research approaches.

As described by Creswell (2009), quantitative research approach is designed to test theories by testing and proofing the relationship between variables.

Therefore the research was planned to use the quantitative approach in which the relationship between the independent and dependant variables is empirically tested. That is, corporate culture which are Mission culture, Adaptability culture, Consistency culture and Involvement culture were taken as independent variable whereas employee engagement is taken as a dependant variable.

The reason why the study used quantitative approach was due to the fact that the research intends to find the relationship between the dependant and independent variables.

3.3. Research design

As mentioned by Akhtar, (2016), there are four kinds of research designs which are Explanatory, exploratory, explanatory and experimental. Descriptive research is used when there is a need to study the demography, gender orientation, educational level and so on. On the other hand explanatory research is basically concentrated on the cause and effect relationship between two or more variables.

Therefore since the study aims to show the relationship between the independent variables which are mission culture, adaptability culture, consistency culture and involvement culture with the dependant variable which is employee engagement, the research was designed to be explanatory. And again since there was a need to show the correlation between the dependant and independent variables using descriptive statistics; the research was also designed to be descriptive. Therefore the research was designed to be both descriptive and explanatory.

3.4. Target Population

As mentioned Mann, (1995), a research population represents elements, groups or individuals and any other object to be studied.

Bank professional employees with know how about the bank's shared values, beliefs, mission and over all organizational culture with in Addis Ababa are the targeted populations of the study. According to the management report, accountants, customer service officers, and head office senior officers and officers are highly volatile or unstable group which is a manifestation of low employee engagement. Moreover, these groups of employees are directly having a face to face contact with the customers. Therefore the service quality of these groups directly affects the organization at large. That is why the paper takes these groups as a research population.

As the study has been concentrated in Addis Ababa and there are 326 officers and clerical staffs both at head office and city branches, the total population of the research is made to be 326 staffs

3.5. Sample size and sampling technique.

As the study was concentrated only in Addis Ababa and there are 55 branches and 326 staffs at both city branches and head office using the appropriate sample size calculation formula developed by Yemane

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

Where,

n= number of sample

N = Total population

e = accepted error

According to the formula applied the sample size was 180 (One hundred eighty) staffs. Taking the sample size in to account all city branches will be addressed with questionnaires proportionate to the size the number of staffs.

Regarding to the sampling technique, all city branches are addressed in a census level and samples are selected based on convenience sampling technique. Because at time of distributing questionnaires, some branch staffs were out of office for marketing works so that the researcher addressed employees who were on the routine operation at office and took them as a sample.

3.6 Data Collection and Instrument

Structured and self administered questionnaire will be applied to collect the data from the selected respondents. Since the branches are scattered all over Addis Ababa it took a week to get back the responses.

As the research is quantitative type of research, it was designed to incorporate structured questionnaires which are very helpful to measure both the dependant and independent variables that are corporate culture and employee engagement respectively. The constructs used to measure the independent or corporate culture (mission, adaptability, consistency and involvement) and dependant variable employee engagement are adopted from Daniel Denison (2016) and Gallop Q12 (2012).

The questionnaire has 7 questions about the general information of the respondents, 24 questions to measure corporate culture specifically 6 questions each to measure Mission culture, involvement culture, adaptability culture and consistency culture and 12 questions to measure the dependent variable employee engagement.

To measure both the independent and dependant variables the five likehert scale was applied as 1 stands for 'strongly disagree', 2 Stands for "Disagree", 3 Stands for "Neutral" , 4 stands for "Agree" and 5 stands for "Strongly Disagree"

3.7. Data analysis

To analyze the data, both descriptive and explanatory analysis; linear regression and correlation was applied. To measure the effect of and the relationship between corporate culture the independent variable and employee engagement the independent variable, the statistical package for social sciences (SPSS v 16) was applied. So as to organize the general information of the respondents, descriptive statistics was applied. To ensure the reliability of the items used, inferential Crombach's alpha was used.

As mentioned by Zaidatol & Bagheri (2009), The mean beyond 3.8 can be taken as high the the mean ranging from 3.40 up to 3.79 can be taken as moderate and the mean less than 3.39 is referred as low

Table .1: Comparison models of mean score using five point lik hert scale.

S.n	Mean score	Description
1	≤ 3.39	Low
2	3.4- 3.79	medium
3	≥ 3.8	Higher

Source: according to Zaidatol & Bagheri (2009)

Based on the above data the mean scores of the variable both dependent and independent have been calculated and found to be as indicated under the table below.

Table 2: mean score of variables

Variable	Mean score	description
Involvement	3.7934	Moderate
Consistency	3.7614	Moderate
Adaptability	3.6107	Moderate
Mission	3.6792	Moderate
Engagement	3.7197	Moderate

3.8. Reliability and Validity

Heale & Twycross (2015) mentioned that reliability and validity are the two measurements to be applied while researchers weight up their measures. Reliability is defined as the uniformity across time, across an object and across researcher and Validity is the degree that the scores really correspond to the variable they are planned to represent. Reliability measurement was done for homogeneity or internal data reliability and consistency using Crombach's Alpha test.

According to George and Mallery (2003), rules of thumb crombatch alpha: >0.9-Excellent, >0.8-Good, >0.7-Acceptable, >0.6- Questionable, >0.5-Poor.

Table 3: Crombache's alpha test of reliability

S.n	Variable	Crombatch's alpha	No of items
1	Involvement	0.815	6
2	Consistency	0.772	6
3	Aadaptability	0.758	6
4	Mission	0.779	6
5	Employee Engagement	0.860	12

Source : survey result

As can be shown from the table the results have found to be acceptable as per the rules of thumb developed by (George and Mallery 2003).

3.9. Ethical Considerations.

The research was done using the primary data gathered from the permanent employees who are senior officers, accountants and customer service officers of Addis international Bank S.c. The researcher has attached the support letter from the university which intern confirms the research is done only for academics purpose. The response of the respondents will be kept confidential and they will not be required to write their names. All literatures and empirical studies reviewed were attached as a reference.

CHAPTER FOUR

4. DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction.

The fourth chapter of the study concentrates mainly on the data analysis and the discussion part of the study. SPSS v.16 was applied to analyze the data. The chapter has the analysis of the demographic behavior of respondents or samples, the descriptive analysis, the inferential statistics and the hypothesis testing part of the research.

4.2 . Response rate

As indicated in the sample size part, 180 samples are addressed with questionnaires both through e-mail, in person. And among them 146 have responded which is 81.1% of the total sample size and distributed questionnaire. Response rates from 50 to 60% are adequate to analyze 61% to 70% is very good for analysis and above 70% is excellent. Therefore the response rate of this research can be considered as excellent as it is 81.1%.

4.3 Demographic Characteristics of the Respondents

So as to have the general know how about the respondents, general information questions are incorporated in the questionnaire. The general information questions include the age, gender, work unit, educational qualification, position and service period of the respondents. The table under shows about the general characteristics of the respondents as follows

Table 4: Demographic characteristics of Respondents

Category		Frequency	Percentage
Position	Senior Officer	54	37.0
	Officer	83	56.8
	Clerical	9	6.2
	Total	146	100
Work unit	Department	67	45.9
	Branch	79	54.1
	Total	146	100.0
Gender	Male	96	65.8
	Female	50	34.2
	Total	146	100.0
Age	Less than 25 yrs	13	8.9
	25-35 yrs	108	74.0
	36-45 yrs	22	15.1
	More than 45 yrs	3	2.1
	Total	146	100.0
Educational qualification	Diploma	9	6.2
	Bachelor's Degree	110	75.3
	Master's degree	27	18.5
	Total	146	100

Source: Researcher's computation, 2021

According to the descriptive analysis, among the 146 respondents, 37% are senior officers, 56.8% are officers and the rest 6.2 % are clerical staffs. Regarding whether the samples are from head office or branches, 45.9% are head office staffs and the rest 54.1% are from branches which are located in Addis Ababa and 55 in number. 65.8% and 34.2% are the gender orientation of male and female respectively of the samples. As shown in the table above 8.9% of the respondents are below 25 years, 74% were between 25& 35 years, 15.1% are 36 up to 45 years old and 2.1% are above 45 years old. When we consider the educational qualification of the respondents 6.2% are diploma holders, 75.3% are Bachelor degree holders and the rest 18.5 % are Masters Degree qualified.

4.4. Descriptive Analysis

As per the scale of Zaidatol & Bagheri(2009), the mean above 3.8 is taken as high , the mean score 3.40 up to 3.79 can be considered as moderate and below 3.39 is considered to be low. Therefore as can be seen in the table below the variables mean score is categorized under moderate category.

Table 5: Descriptive statistics of corporate culture traits and Employees engagement

	N	Minimum	Maximum	Mean	Std. Deviation
Involvement	146	1.33	5.00	3.7934	.62370
Consistency	146	1.33	4.83	3.7614	.60613
Adaptability	146	1.33	4.83	3.6107	.60877
Mission	146	1.50	4.83	3.6792	.63218
Engagement	146	1.25	4.83	3.7197	.63456
Valid N (list wise)	146				

Source survey data, 2021

As it can be seen in the table 5 above, all variables or traits of corporate cultures are found to be in the moderate range. The mean and standard deviation of the variables or traits of corporate organizational culture show the general practice of the bank regarding to organizational culture. Therefore the involvement of culture is practiced moderately by the bank (M=3.7934, SD=.62370) and consistency trait of corporate organizational culture is being also practiced by the bank moderately (M=3.7614, SD=.60613).The adaptability aspect of culture of the banks is viewed as being moderately practiced with (M=3.6107, SD=.60877). The mission culture of the bank is viewed by the respondents as still is being practiced moderately not strongly and also not at low level (M=3.6792, .63218). Finally the employee engagement or the dependant variable shows employees are moderately engaged with a value of (M=3.7197, D= .63456).To sum up among the traits of organizational corporate culture, Involvement and consistency are being practiced in a better way than Adaptability and Mission cultures. On the other hand adaptability and mission cultures with mean scores of 3.6107 and 3.6792 respectively have lower mean score

as compared to the dependent variable employee engagement with a mean score of 3.7197. Therefore even though they are found in a moderate category according to the Zaidatol & Bagheri (2009), scales, still the bank has to work on these culture traits.

4.4.1 Statistical analysis of involvement

Involvement is one of the traits of corporate organizational culture and its statistical measure is done by using six constructs as shown in the following table.

Table 6: Mean and standard deviation of Involvement

Involvement					
	N	Min.	Max.	Mean	STD
AdIB highly involve employees in their work	146	2	5	3.61	.773
AdIB disseminates information widely so that awareness was created on employees	146	1	5	3.64	.837
Teams are primary bases of AdIB.	146	1	5	3.84	.969
Cooperation across different parts of AdIB is actively encouraged	146	2	5	3.75	.837
The bank continuously invests on the skills of employees	146	1	5	3.92	.898
The capacities of employees are viewed as an important source of competency.	146	1	5	4.01	.867
Total Mean				3.7934	

Source survey result (2021)

As can be seen from the above table6, the total mean in the descriptive statistics was 3.7934; this indicates that the bank is exercising involvement aspect or organizational culture moderately as per the Zaidatol & Bagheri (2009), scale of descriptive statistics. From the table above there is a higher mean score which is (M=4.01, SD=.867) showing that the bank was considering the capacities of employees as the basic or important source of competency therefore the bank continuously invests to develop the skills and capacities of employees which is shown in the next higher mean score (M=3.92, SD=.898).On the other hand the lower mean score which was (M=3.61, M=.773) shows that employees are moderately involved in their work.

4.4.2 Statistical analysis of Consistency

Consistency is another aspect or trait of corporate culture and measured by the constructs under the table below.

Table 7: Mean and Standard deviation of consistency

Consistency					
	N	Min.	Max.	Mean	Std
The bank has code of conduct that guides employees behavior and tells the do and don't dos	146	2	5	3.84	.892
AdIB has a clear and dependable set of standards that governs the way employees do business do business	146	1	5	3.73	.851
The bank has strong working culture.	146	1	5	3.76	.773
Employees draw a win –win strategy at time when disagreement occurs.	146	1	5	3.67	.888
Employees from different departments & branches share a common view of understanding	146	2	5	3.82	.892
AdIB's approach to doing business is very constant and unsurprising.	146	1	5	3.75	1.009
Total mean			3.7614		

According to table 7 above, the total mean of consistency aspect of corporate organizational culture was found on the moderate level according to Zaidatol & Bagheri (2009), scale of descriptive statistics with a total mean of there was a higher mean score (M=3.84, SD=.892) showing that the bank has a code of conduct which was used an instrument to guide employees behavior so as to inform the dos and don'ts. Whereas as when disagreements occur the employees effort to come up with a Win- Win solution was considered as moderate with a mean score(M=3.67, D=.888).

4.4.3 Statistical analysis of Adaptability

Adaptability is also one among the four traits of corporate culture based on the Daniel Denison's model and measured using the following constructs as shown the table below.

Table 8: Mean and standard deviation of Adaptability

Adaptability					
	N	Min.	Max.	Mean	Std
Innovative and better ways of doing work are frequently implemented.	146	1	5	3.24	1.019
The Bank encourages change	146	1	5	3.60	.914
The bank uses customer inputs to promote change	146	1	5	3.49	.873
The Bank encourages employees to get customers directly	146	1	5	3.77	.795
The Bank encourages modernization and risk taking.	146	1	5	3.64	.877
Learning is a vital goal in routine operation of employees.	146	1	5	3.92	.936
Total Mean				3.6107	

As can be shown from table 8 above, the total mean score of adaptability was (M=3.6107) which can be considered as moderate level. The highest mean score which is 3.92 shows that the bank was practicing learning as an important goal in the day to day operation of employees. On the contrary, the lower mean score which is 3.24 shows that relatively, the bank was not implementing a better way of doing things as frequently as possible relative to other adaptability constructs.

4.4.4 Statistical analysis of Mission

Based on the Daniel Denison model (1990), Mission is another trait of organizational corporate culture and it is measured using six constructs as per the detail indicated here under the table below.

Table 9: Mean and standard deviation of Mission

Mission					
	N	Min	Max	Mean	std
The bank is future oriented & has clear strategy	146	1	5	3.51	1.039
The Bank has a clear Mission that gives direction of work to employees.	146	1	5	3.74	.871
Employees are aware what needs to be done for to achieve the final goal.	146	1	5	3.77	.831
The goals and objective of AdIB are achievable	146	1	5	3.60	.875
Employees are aware how to reach to the final goal.	146	1	5	3.69	.944
Short term goals are met without affecting the long ran target	146	1	5	3.76	.927
Mean total				3.6792	

Based on the above table 9, the total mean of Mission aspect of corporate organizational culture was 3.6792 which can be considered as moderate level as per the Zaidatol & Bagheri (2009, categories. According to the means observed in the table above, the bank is relatively better on the construct that employees are aware what needs to be done for to achieve the final goal with a mean score of 3.77 and relatively low at being future oriented and having clear strategy with a mean score of 3.51.

4.4.5 Statistical analysis of Engagement.

Employee engagement is the dependent variable of the study and it was measured using the Gallup's Q12 standard questions as indicated here under the table below.

Table 10 : Mean and standard deviation of employee engagement

Engagement					
	N	Minimum	Maximum	Mean	Std
I am aware what the bank expected from me	146	1	5	4.18	.855
I am well equipped to discharge my duty right	146	1	5	3.99	.939
I have given the chance to exert my best every day	146	1	5	3.81	1.033
A recognition is granted to me with in the last 7 days because I have done good work	146	1	5	3.00	1.174
There is a person who cares about me as a person	146	1	5	3.45	.932
There is a person encouraging my work for development	146	1	5	3.57	.953
At work my opinion seems to add up or count	146	1	5	3.55	1.017
The Banks mission or purpose makes me feel as if my job is important.	146	1	5	3.86	.937
My colleagues are committed in doing quality works	146	1	5	3.99	.910
I have best friends at work place	146	1	5	4.08	1.054
In the last 6 months someone at work has talked to me about my progress	146	1	5	3.49	1.134
I have had the opportunity to learn and grow last year.	146	1	5	3.67	1.139
Total Mean				3.7197	

As can be observed in the table above, the total mean score of the dependent variable which is employee engagement was 3.7197 which can be considered as a moderate level based on the Zaidatol & Bagheri (2009) classifications. Among the constructs used to measure employee engagement, the employee's awareness about the bank's expectation of them is the higher with a mean score of 4.18 and the lower with a mean score of 3.00 which shows that the bank was not grant recognition for the best performers or best ways of doing work.

4.5. Inferential Statistics

Inferential statistics is a method used to make conclusions or used to infer about the population using the information obtained from the sample. Correlation and regression analysis are commonly used methods of inferential statistics. There are also other mechanisms like probability distribution and hypothesis testing.

4.5.1. Correlation Analysis

The correlation analysis is used to measure of find out whether there exist relationships between the independent variables corporate organizational performance (involvement, Consistency, adaptability and Mission cultures) and the dependent variable employee’s engagement. According to According to Cohen (1988), based on the pearson’s coefficient between 0.10 and 0.29 shows weak correlation, correlation coefficient between 0.39 and 0.49 shows medium correlation and a correlation coefficient between 0.50 and 1.0 indicates a strong correlation.

Table 11: Pearson correlation analysis

Correlations						
		INVO	CONS	ADAPT	MISS	ENGA
INVOL	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	146				
CONS.	Pearson Correlation	.736**	1			
	Sig. (2-tailed)	.000				
	N	146	146			
ADAPT	Pearson Correlation	.629**	.597**	1		
	Sig. (2-tailed)	.000	.000			
	N	146	146	146		
MISS	Pearson Correlation	.592**	.613**	.568**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	146	146	146	146	
ENGA	Pearson Correlation	.742**	.662**	.651**	.723**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	146	146	146	146	146

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

Source survey result (2021)

As can be observed in the table 10 above, all correlation coefficients are found under the range between 0.5 -1.0. Therefore, according to Cohen (1988), the correlation between the independent variable and the dependent variable is strong. This shows that the independent variable corporate organizational culture (Involvement, Consistency, Adaptability and Mission) affects or influences employees' engagement.

4.5.3. Assumption testing in linear regression.

According to Osborne & Waters, (2002) test of assumptions to be made in order to conduct a multiple regression analysis are linearity, reliability of measurement normality and homoscedasticity shall be included as they are basic.

The above tests tell us that:

The dependent and independent variables should be related linearly or there must be a linear relationship between the independent and dependent variable. The residuals shall be normally distributed and there must be homoscedasticity in the variance of error terms is similar across the values of the independent variables. A plot of standardized residuals versus predicted values can show whether points are equally distributed across all values of the independent variables.

a. Linearity, Multi collinearity and Homoscedasticity tests

Based on the central limit theorem whenever the sample size is greater than 30, the sample distribution should be normal regardless of the population distribution. Accordingly in the study 180 samples were taken and 146 respondents have completed the questionnaire which makes the response rate more than 80%. According to Kline (2011) as cited by Kassie, (2015), a sample distribution is normal when the skewness is less than the absolute value of 3 and kurtosis less than the absolute value of 8.

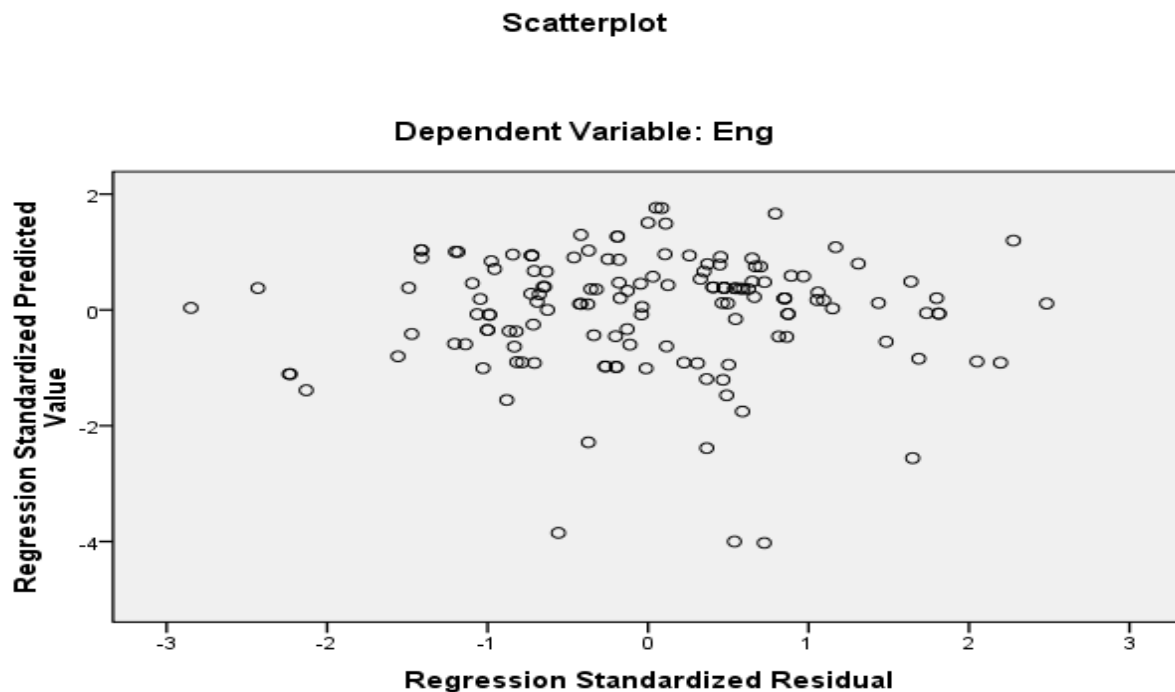
Table 12: Assessment of normality using skewness and kurtosis

Variable	Test	Statistic	Standard error
Involvement	Skewness	-1.325	0.201
	Kurtosis	3.664	0.399
Consistency	Skewness	-1.478	0.201
	Kurtosis	3.599	0.399
Adaptability	Skewness	-1.175	0.201
	Kurtosis	2.609	0.399
Mission	Skewness	-0.796	0.201
	Kurtosis	0.843	0.399
Engagement	Skewness	-1.412	0.201
	Kurtosis	3.369	0.399

Source: survey result 2021.

As indicated in the table above, the absolute values of the skewness and kurtosis statistic are below three and eight respectively; hence the distribution is normal.

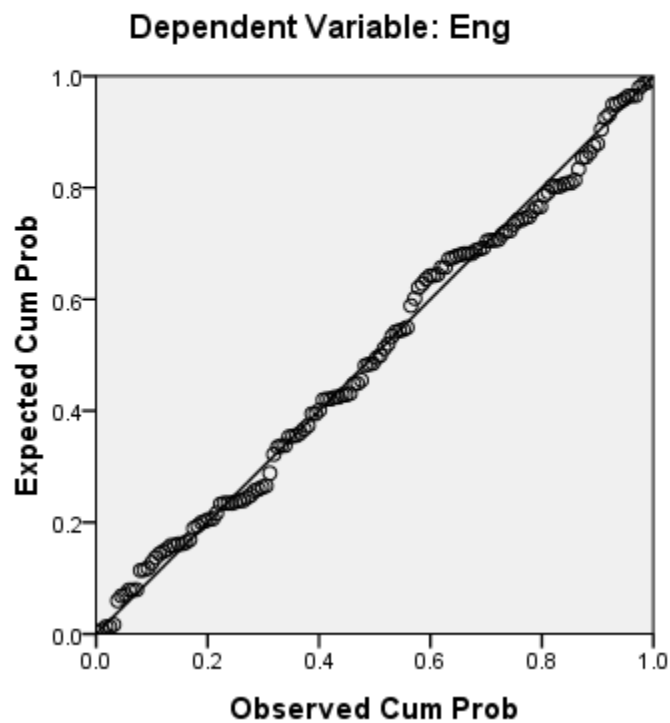
Figure 2: Scatter plot to test homoscedasticity



As can be shown in the above figure 2, there is no clear pattern on the scatter plot therefore homoscedasticity is confirmed (statistical solutions, 2017).

Figure 3 : P-P plot normality test

Normal P-P Plot of Regression Standardized Residual



As it can be seen in the figure above the residuals are very close to the standardized normal therefore the p-p plot test is confirmed.

Table 13: Multi-collinearity test

Coefficients ^a							
Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.248	.258		4.868	.000		
Involvement	-.012	.112	-.012	-.108	.000	.439	2.531
Consistency	.349	.123	.447	3.077	.003	.239	4.379
Adaptability	-.089	.086	-.096	-.915	.363	.456	2.196
Mission	.284	.103	.366	2.881	.006	.292	3.440
a. Dependent Variable: Engagement							

Source: survey result 2021

According to statistical solutions (2017), VIF less than 10 are acceptable for the requirements of no multi-co linearity to conduct multiple linear regression analysis. Therefore, as all the VIF results are below 10, it was found to be acceptable to conduct the regression analysis.

4.5.3. Multiple Regression Analysis

According to Mooi et al (2017), to determine the relationship of the independent and dependent variable and also to identify the dominant variable, multiple regression analysis can be applied. Therefore this type of regression analysis was applied wow significant each independent variable (Involvement, Adaptability, consistency and Mission) affect the dependent variable which is employees’ engagement. So as to show the influence that each variable exerts on the dependent variable, the research ahs checked the standardized coefficients, R square and P-value for the significance of the association or dependent and independent variable relationship. The beta coefficient shows that each variables degree of effect on the dependent variable which is employee engagement. According to According to statistical solutions (2020), P-value shows what percentage level that each variable can be significant.

Table 14: Model summary

Model	R	R. Sq	Adj. R Square	Std. Er. of the Estimate
1	.785 ^a	.616	.657	.0579
a. Predictors: (Constant), Miss, Adap, Inv, Con				

Source survey result (2021)

As it can be shown in the table 11 above, R square tells the degree to which the model describes the model shows the observed difference of employee’s engagement with respect to the mean. It is the determinant coefficient of multiple regressions. As stated in the table the variation in the responses in the model is expressed by 61.6%. R measures the closeness of the data to the fitted regression line and the degree of expression of the model to the response. Therefore in the above table the summary 78.5% of the responses. An adjusted R square measures the explanation power of the model considering the different predictors. As a result corporate organizational culture variable predicted 65.7 and the rest 34.3% of employee engagement was predicted by other variables regardless of corporate organizational culture.

Table 13: Analysis of Variance

ANOVA ^b						
Model		Sum of Sq.	df	Mean Squ.	F	Sig.
1	Regress.	57.372	4	14.343	1.993	.000 ^a
	Residu.	1.015	141	.007		
	Total	58.387	145			
a. Predictors: (Constant), Miss, Adap, Inv, Con						
b. Dependent Variable: Eng						

So as to determine or check whether the difference between groups means was statistically significant or not, the ANOVA test can be applied. The variability part is not expressed by the model. As shown in the table above, among the observations, (58.387%) 1.015% was not expressed by the model which was residual. The level of significance is less than 0.05(P-value) it

is possible to infer that there is a relationship between organizational culture and employee engagement.

Table 15: linear regression

Coefficients ^a						
Model		Un Standa. Coeffi.		Stand. Coeffi	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.219	.046		-4.786	.000
	Involvement	.298	.041	.293	7.226	.000
	consistency	.692	.046	.661	15.179	.000
	Adaptability	.017	.030	.017	.575	.566
	Mission	.039	.018	.039	2.167	.032
a. Dependent Variable: Eng						

Whether there is a relationship between the independent and dependent variables or not one can simply identify by observing the sign of the regression coefficient. The sig or p-value indicates whether the relationship between the variables is strong or not. Therefore as it can be seen in the table 13 above, the independent variables have relationship with the dependent variable employee's engagement significantly as their P-value is <0.05 and positive. Whereas the as the adaptability trait of corporate organizational culture has a positive relationship but not statistically significant as the sig or p-value is > 0.05.

The negative sign of the constant in the above table shows that, other things remain constant, if the organization doesn't work on involvement, consistency and mission, the employee's engagement will be affected by 21.9% adversely. As a result the bank shall consider these dimensions of corporate organizational culture seriously.

Therefore as per the sig or p-values indicated in the table 13 above, the hypotheses which are Involvement aspect of corporate culture positively affects Employee Engagement, Involvement aspect of corporate culture positively affects Employee Engagement, Mission dimension of corporate culture positively affects employee engagement are accepted and have significant relationship with the dependent variable. Therefore they are supported. But although

adaptability has a positive relation with employee’s engagement, it is not statistically significant as it is shown in the table above.

The Denison organizational survey (DOCS 2016) has shown that organizational culture (involvement, mission, consistency and adaptability have significant relations with employee engagement under their study by taking 9,464 samples and 90 organizations. They have came up with a conclusion that organizations with stronger cultures have better engaged workforce. This implies that organizational culture and employee engagement are significantly related. Therefore the findings of the research are supported by DOCS(2016).

Table 16: Hypothesis testing

S.no	Hypotheses	Analysis applied	Result obtained
1	Involvement culture has positive relations with employees’ engagement of the bank	Multiple linear Regression	Accepted
2	Consistency Culture has positive relation with employees’ engagement of the bank.	Multiple linear Regression	Accepted
3	Adaptability culture has positive relation with employees’ engagement of the bank	Multiple linear Regression	Rejected
4	Mission Culture has a positive relation with employees’ engagement of the bank.	Multiple linear Regression	Accepted

Source regression result (2021)

The involvement, consistency and Mission traits of culture was accepted as their level of significance shows $<.05$ from the regression coefficient. Whereas the adaptability trait of culture was rejected as the value from the regression coefficient shows $.556$ which is greater than $.05$.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Introduction

Findings of the research have been presented in a summarized way under this chapter; conclusions based on the findings have been also presented and insights for future study have been also given.

5.1. Summary of findings

- According to the survey result obtained, from the total samples or respondents 65.8% are male and the rest 34.2% are female in their gender distribution. Regarding to the age distribution of the total respondents, 8.9% are less than 25 years, 74% between 25 and 35 years, 15.4% were between 36 and 45 years and the rest 2.1% are above 45 years old. This indicates that the majority of employees constitute young employees. When we look at the academic qualification of the respondents, 6.2% were diploma qualified, 75.3% were bachelors degree qualified and the rest 18.5% were masters degree qualifiers. With respect to their position, among the total respondents, 37% were senior officers, 56.8% were officers and the rest 6.2% are clerical staffs. At last respondents were both from head office and from branch with the following proportion. Among the total respondents, 45.9% are from head office and the remaining 54.1% were from branches.
- As per the results indicated in the descriptive analysis part of the study, the mean scores of the variables of corporate organizational culture were found in the moderate range. This implies that the bank was exercising adaptability, and as the result shows the dependent variable has been affected by the independent variable positively.
- Based on the pearson's correlation definition, the results of the inferential statistics of the research shows that there is a strong relationship between the independent variable corporate organizational culture and employee's engagement at a 0.05 level of significance.
- As per the result obtained in the multiple linear regressions, the level of significance of descriptive variable which are involvement with significance value of .000, Consistency with

a significance value of .000 and mission with a significance value of .032 which all are below 0.05 level of significance. Therefore all the above variables have a significant relationship with the dependent variable employee engagement. But the adaptability aspect of organizational culture was not statistically significant though it has a positive relation with a significant value of .566 which is greater than .05. This implies that working on the adaptability aspect of culture doesn't end with a significant change on the dependent variable employee engagement.

- Consistency is found to be the most influential trait of corporate culture with a beta value of .661 and the next influential trait of culture is involvement with a beta value of .293. This

5.3. Conclusion

Based on the results obtained from both the descriptive statistics and inferential statistics a conclusion was made as follows. By using the descriptive statistics, the demographic behavior of the respondents or samples, and the level of agreement using the likhert scale to measure the degree of agreement on the traits of organizational culture those are involvement, consistency, adaptability and mission were measured. As the result of the descriptive statistics shows that among the independent variable two variables involvement with and consistency have a greater mean score with mean scores .3.7934 & 3.7614 respectively than the engagement indicator mean score 3.7197. The other two variables adaptability and mission have a mean score less than the engagement indicator mean score.

Using the inferential statistics, the relationship and the whole effects of the corporate culture have on employee's engagement those are the independent variable and the dependent variable respectively. As per the correlation result both traits of corporate culture (Involvement, consistency, adaptability and mission) have significant positive relation with the dependent variable employee's engagement. And from the inferential statistics regression result, the R square which is .616 shows that the banks organizational culture positively affects the employee's engagement of the bank. The ANOVA result tells us that the corporate culture of the bank affects employee's engagement significantly.

As per the result obtained in the multiple linear regression coefficient table:

- Hypothesis 1 which says mission aspect of culture has a positive relation with employees' engagement of the bank has been accepted.
- Hypothesis 2 which says the involvement aspect of culture has positive relations with employees' engagement of the bank has been also accepted.
- Hypothesis 3 the Consistency aspect of Culture has positive relation with employees' engagement of the bank has been accepted and
- Hypothesis 4 which says the adaptability aspect of culture has positive relation with employees' engagement of the bank has been accepted but not statistically significant as its significance value was .566 which was greater than .05. As the result implies it has a positive relationship with the dependent variable but not statistically significant. To generalize consistency is found to be the most dominant trait as can be seen from the regression coefficient.

5.4. Recommendations

The main purpose this study was to figure out the that corporate culture has on employee's engagement. Having this in mind the following suggestions or recommendations are drawn from the research findings.

- The consistency aspect of aspect of corporate culture shall be promoted as it is the dominant trait. Because as it can be shown in the regression coefficient a unit change in consistency will bring a change in engagement by 66.1%.
- The bank shall maintain the investment to develop the skills of employees as employees are sources competency especially in service giving organizations like banks.
- The bank shall boost employee engagement if it works hard on consistency, involvement and mission traits of corporate culture.
- The bank shall not waste time in investing on adaptability of corporate culture as it is rejected on the hypothesis saying adaptability has positive relationship with employee engagement.
- The bank shall adopt or consider innovative and better way of doing things as the business environment is very dynamic and globalization makes the customers aware of this innovative and technology based way of doing business.

- According to the statistical result obtained, most employees are engaged to their work, but as can be seen in the mean score of the construct under engagement which asks for recognition for best performance or best did, relatively has scored lower mean score, therefore the bank shall give recognition for the best performance of the employees so as to engaged employees.

5.5 Limitation and suggestion for future study.

Due to the CORONA virus pandemic and internet connection problems at regional cities, the research was concentrated only in Addis Ababa .Outlying branches were not included in the study. Had they been included, the result would have been changed as the working environment is different from city branches.

The study was conducted only on the effects of corporate culture on employee engagement using the models developed by Daniel Denison so it is better further future studies consider other models and variables to study to study employees engagement.

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Annexes



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!

Addis Ababa University
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Dear respondents,

I am conducting a project for the partial fulfillment of the requirement of master's degree in Business leadership. The purpose of the research is measuring the effect of the corporate culture on employees' engagement the case of Addis international bank.

This is therefore in request of your cooperation to spend your valuable time in responding the questioners attached herewith. Your honest and neutral responses make the research more valuable and will be used only for academic purposes and also will be kept confidential.

There is no need to write your name.

Thank you for your time!

Misganaw Tamir

Misganaw Tamir 9812@gmail.com

Mobile +251 911 76 24 37.

Part I: General Information about the Respondents

1. Work unit _____

2. Position _____

For the following questions, please put "tick mark" (✓) in the boxes provided

3. Age, Less than 25 25-35 36-45 more than 45

4. Gender, Male Female

5. Academic qualification. Diploma Bachelor's Degree Master's degree

PhD Degree & Above

6. No. of service years in Addis international Bank

Less than 5 5-15 16-25 More than 25

7. No. of service years in the current position

Less than 5 6-10 11-15 more than 16

Part II: Corporate Culture Measures

This part of the questionnaire is formulated with the aim of measuring corporate culture of Addis international Bank. Therefore please put a “Tick” mark (✓) on the numbers that you think it represents your opinion best after reading the questionnaire.

1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree

Trait	S.no	Constructs	1	2	3	4	5
Involvement	1	Involvement by employees of AdIB is common.					
	2	Information in AdIB is shared widely timely					
	3	Teams are primary bases of AdIB.					
	4	Intra department cooperation is encouraged in AdIB					
	5	The bank continuously invests on the skills of employees.					
	6	The bank take the skill of employees as abases for comptrncy.					
Consistency	7	The bank has code of conduct that guides employees behavior and tells the do and don't dos.					
	8	AdIB has a clear and dependable set of standards that governs the way employees do business do business.					
	9	The bank has strong working culture.					
	10	Employees draw a win –win strategy at time when disagreement occurs.					
	11	Employees from different departments & branches share a common view of understanding.					
	12	AdIB's approach to doing business is very constant and unsurprising.					

1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree

Trait	S.no	Constructs	1	2	3	4	5
Adaptability	13	The bank encourages innovative way of doing business.					
	14	The Bank encourages change					
	15	The bank uses customer inputs to promote change					
	16	The Bank encourages employees to get customers directly					
	17	The Bank encourages modernization and risk taking.					
	18	The bank encourages learning as an important goal in routine works.					
Mission	19	The bank is future oriented & has clear strategy					
	20	The Bank has a clear Mission that gives direction of work to employees.					
	21	Employees are aware how to reach to the final goal.					
	22	The goals and objective of AdIB are achievable					
	23	Employees commonly understand the banks future achievement,					
	24	Short term goals are not compromises to achieve the long terms.					

Adopted from (Daniel Denison 2016)

Part III: Engagement Measures

Again this part of the questionnaire aims to measure the level of engagement of employees of Addis International bank. Therefore please put a “Tick” mark (✓) on the numbers that you think it represents your opinion best after reading the questionnaire.

1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree

Constructs	1	2	3	4	5
I am aware what the bank expected from me					
I am well equipped to discharge my duty right					
The bank gave me the chance to exert my best every day					
A recognition is granted to me with in the last 7 days because I have done good work					
Someone in the bank cares about me					
There is a person encouraging my work for development					
At work my opinion seems to add up or count					
The Banks mission or purpose makes me feel as if my job is important.					
My colleagues are committed in doing quality works					
I have best friends at work place					
In the last 6 months someone at work has talked to me about my progress					
I have had the opportunity to learn and grow last year.					

Source Gallop Q12 (2012)