

Addis Ababa
University

(Since 1950)



**THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' JOB
PERFORMANCE IN NON-GOVERNMENTAL ORGANIZATIONS (NGOS),
PARTICULARLY AGRITEAM CANADA IN ETHIOPIA**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa University in Partial
Fulfillment of the Requirements for MSc in Management Specialized in Total Quality
Management & Organizational Excellence**

Submitted by: Fanuel Bekele

ID No: GSE/5950/11

Advisor: Yohannes Workaferahu (PhD)

March 2021

Addis Ababa, Ethiopia

Addis Ababa
University

(Since 1950)



THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' JOB PERFORMANCE IN NON-GOVERNMENTAL ORGANIZATIONS (NGOS), PARTICULARLY AGRITEAM CANADA IN ETHIOPIA

By

Fanuel Bekele

Approved by the Board of Examiners:

Name of Advisor

Signature

Date

Name of Internal Examiner

Signature

Date

Name of External Examiner

Signature

Date

Chair of Department or Graduate Program Coordinator

Statement of Certification

This is to certify that Fanuel Bekele has carried out his research work on the topic entitled “**The impact of organizational culture on employees’ job performance in non-governmental organizations, particularly Agriteam Canada in Ethiopia**” is his original work and is suitable for submission for the award MSc. in Management.

Yohannes Workaferahu (PhD)

Name of Advisor

Signature

Date

Declaration

I Fanuel Bekele hereby to confirm that this material which I now submit for the program of the study leading to the award masters of science in management is my own work and has not been taken from the work of others and to the extent that such work has been cited and acknowledged within the text of my work.

Name: **Fanuel Bekele**

Student ID: **GSE/5950/11**

Signature: _____

Date: _____

Acknowledgements

First and for most I want to thank the Almighty God for giving me the strength, the insight and enough will power to get to this important stage in my life. I would like to take this opportunity to forward my deepest gratitude to my advisor Yohannes Workaferaw (phd).

I am very grateful to thank my family for everything they have done for me up to this moment and also My heart-felt thanks should also go to the staff of Agriteam Canada for their willingness, participation and prompt response. Special thanks go to my lovely wife W/ro Alemtsehay Alemu who has been encouraging me throughout the whole course. she gave me the strength needed to complete this thesis.

Finally, to all of them who dedicated time and energy to make this research feasible. I do express my sincere appreciation. However, it is not possible to name all of them though I appreciate their contribution.

Table of Contents

Acknowledgements.....	i
List of tables and figures.....	v
<i>Abstract</i>	vii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Background of Agriteam Canada.....	3
1.3 Research Problem.....	4
1.4 Research Questions.....	5
1.5 Objectives of the Study.....	6
1.5.1 General Objective.....	6
1.5.2 Specific Objectives.....	6
1.6 Significance of the Study.....	6
1.7 Limitation of the Study.....	7
1.8. Organization of the Study.....	7
CHAPTER TWO	8
LITRATURE REVIEW	8
2.1 Definition of Organizational Culture.....	8
2.1.1 Concepts of Organizational Culture.....	10
2.1.2 Importance & Functions of Organizational Culture.....	10
2.1.3 Characteristics of Organizational Culture.....	11
2.1.4 Levels & Kinds of Organizational Culture.....	12
2.1.5 Different Kinds of Cultures: Defined.....	13
2.2 Employee Performance.....	14
2.3 Theoretical Review.....	15
2.3.1 The Schein's Theory of Organizational Culture.....	15
2.3.2 McGregor Theory X & Theory Y.....	16
2.3.4 Leadership Style & Behavior Theory.....	17
2.4 Definition of Terms.....	18
2.4.1 Organization's Values.....	18

2.4.2 Organizational Climate.....	18
2.4.3 Leadership Styles	18
2.4.4 Work Style.....	20
2.5 Empirical Literature on Organizational Culture & Employee Performance	20
2.6 Organizational Values & Performance.....	22
2.6.1 Organizational Climate & Performance	23
2.6.2 Work Style & Performance	23
2.6.3 Leadership & Performance.....	24
2.7 Conceptual Framework	25
CHAPTER THREE.....	26
RESEARCH METHODOLOGY.....	26
3.1 Research Design.....	26
3.2 Target Population, Sampling Method, Sampling Size & Sampling Frame.....	26
3.2.1 Target Population	26
3.2.2 Population of the Study	27
3.3 Data Collection Methods.....	27
3.4 Data Analysis	28
3.5 Model Specification	28
3.6 Reliability.....	29
CHAPTER FOUR.....	32
DATA PRESENTATION, ANALYSIS & INTERPRETATION.....	32
4.1 Response rate.....	32
4.2 Demographic Profile of Respondents.....	32
4.2.1 Gender	32
4.2.2 Age	33
4.2.3 Classification	33
4.2.4 Marital Status	34
4.2.5 How long have you been working for the for this organization?	34
4.2.6 Education Level.....	35
4.3 Investigation on the Degree of Organizational Culture & Employee Performance	35
4.3.1 Descriptive Statistics: Organizational Culture	36

4.3.5 Descriptive Static of Work Performance.....	41
4.4 Correlation Analysis between Organizational Culture & Employee Performance	41
4.5 Testing the Assumptions of Regression Model.....	42
4.5.1 Linearity test.....	42
4.5.2 Normality Test.....	43
4.5.3 Multicollinearity test	44
4.6 Linear Regressions	44
4.8 The Relationship between Study Variables.....	47
4.8.1 The Relationship between Work Style & Employee Job Performance at Agriteam (Objective 1).....	47
4.8.2 The Relationship between Organizational Climate & Employee Job Performance at Agriteam (Objective 2).....	47
4.8.3 The Relationship Between Leadership Styles & Employee Job Performance at Agriteam (Objective 3).....	48
4.8.4 The Relationship between Organizational Values & Employee Job Performance at Agriteam (Objective 4).....	48
4.9 Regression Mathematical Model.....	48
CHAPTER FIVE.....	50
SUMMARY OF FINDINGS, CONCLUSIONS & RECOMMENDATIONS	50
5.1 Summary of Major Findings	50
5.1.1 Organization Values & Employee Job Performance at Agriteam.	50
5.1.2 Organizational Climate & Employee Job Performance at Agriteam.....	50
5.1.3 Leadership Styles & Employee Job Performance at Agriteam	51
5.1.4 Work Processes & Systems & Employee Job Performance at Agriteam.	51
5.1.5 Performance.....	52
5.2 Conclusions	52
5.2.1 Organizational Values & Employee Job Performance	52
5.2.2 Organizational Climate & Employee Job Performance.	53
5.2.3 Leadership Styles & Employee Job Performance	53
5.2.4 Work Style On Employee Job Performance.....	54
5.2.5 Organization Culture & Employee Job Performance	54
5.4 Recommendations	55
Reference.....	57

List of tables and figures

List of tables

Table 3.1 Cronbach's alpha	30
Table 3.2 Cronbach's alpha of variable	31
Table 4.1 Response rate	32
Table 4.2 Gender representation	32
Table 4.3 Age	33
Table 4.4 classification	33
Table 4.5 Marital status	34
Table 4.6 Years of Service	34
Table 4.7 Educational level	35
Table 4.8 Descriptive statics for Components of Organizational Culture and PMP	36
Table4.9 Mean and Standard Deviation for leadership's style	37
Table 4.10 Organizational Values as Organizational Culture Dimension	38
Table 4.11 Mean and Standard Deviation for organizational climate	38
Table 4.12 Mean and Standard Deviation for work style	39
Table 4.13 Mean and Standard Deviation for organizational values	40
Table 4.14 Mean and Standard Deviation of work performance	41
Table 4.15 correlation analysis	41
Table 4.16 Correlations between Organizational Culture and employee performance.....	42
Table 4.17. Multicollinearity Test	44
Table 4.18 Regression Model	45
Table 4.19 Regression ANOVA	45
Table 4.20 Regression Coefficient	46

List Of Figures

Figure 2.1 Schein's theory of organizational culture16

Figure 2.2 Conceptual Framework of dependent and independent variables25

Figure 4.1 normality Q-Q plot of employee performance43

Figure 4.2 Frequency Distribution of Standardized Residual43

Abstract

Culture may have a big influence on the performance of all organizations worldwide. It is more serious when it comes to non-Governmental organizations, since in most cases they involve international Governments. The main focus of the study was the non-governmental organizations in Ethiopia with a specific Agriteam Canada. The general objectives of the study were the impact organizational culture on employee performance in Non-Governmental Organizations and specific objectives are the relationship between work style and employees' job performance at Agriteam Canada ,the relationship between Organizational Climate and employees' job performance at Agriteam Canada, the relationship between Leadership Styles and employees' job performance at Agriteam Canada and the relationship between organizational values and employees' job performance at Agriteam Canada.

The research design adopted for this study was a descriptive survey in which the research seeks to collect data from a target population of employees working in Agriteam Canada in Ethiopia, using questionnaires to determine the correlation between organization culture and employee performance. In this research census study was considered because the target population was small to sample so the entire population was considered for this research. The survey was centered on Agriteam Canada in Ethiopia head office, which is located at Addis Ababa Ethiopia, Primary data were collected using five Point Likert-Scale questionnaires and 93 responses were properly filled and returned. Statistical package for social science studies (SPSS) version 26 was used to analyze empirical data collected through the close ended questionnaire. The independent variables are work style, organizational climate, leadership style and organizational values whereas the dependent variable is employees' performance. The mean and standard deviation of the dependent and independent variables were computed and interpreted. Pearson correlation Coefficient (r) was used to determine the relationship between each independent variable with the dependent variable the target population comprised of 93 employees. In analyzing, the relationships between the independent variables and dependent variable factor analysis, correlations and multiple regressions were performed.

The study clarified how organization values, organization climate, leadership style and work style impacts on employee's performance. The discoveries of the paper essentially illustrate both positive and negative quirk of culture qualities which has critical results on employees as well as organization's performance. The modern and broad nature of the thesis would include esteem to organization thinks about teach by giving an imperative subjective recognition towards organizational culture and employee performance and would start assist dialogs to form a viable system between organizational culture and its effect on performance. The study concludes that the properties of organizational culture that were considered have critical positive impact over employees performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employees are considered the most valuable assets among the critical resources that organizations acquire, and without their contribution, organization's goals and objectives would not have been achieved. The success of any organization largely depends on its employees' performance and good employees' performance direct the organization to its success path. This is due to the reason that individual performance is the backbone for realizing the outcomes of an organization; so that all organizations need employee's job performance in order to achieve predefined objectives.

Understanding the relationship between the organizational culture and its employees' performance is the key factor to improve the organization 's ability to move through change effectively. There are different factors that determine the performance of employees. One of the most determinant factors for achievement of employees' performance is organizational culture and organizations should be aware of their culture in order to survive successfully in unstable business environment (Northouse, 2004).

Organizational culture informs employees about the organization history and how it operates. Knowledge of organization culture provides information about projected future behaviors of employees and aids in compensation administration. Ravasi and Schultz (2006) also identifies organizational culture as a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. Bulach et al., (2012) identifies Organizational culture that it directs employees' behavior towards the achievement of expected outcome.

According to Cascio (2014) distinguishes organizational performance is the degree of fulfillment of work mission as measured in terms of work result, intangible resources, client interface, and quality administrations. An organizational performance is the organization's capacity to achieve its objectives successfully and productively utilizing accessible human and physical assets (Kaplan and Norton, 2001).

The hypothetical supports consider that there are distinctive components that influence employee's performance in NGOs and they are all subordinate one another for an organization to survive. Other than the environment inside which employees work ought to not be disregarded as a contributing figure to their performance, there are a number of hypotheses that clarify employee performance progressed by diverse researchers. All of them are uncertain and subject to feedback (Jones and Merricks, 2006). Mullins clarifies that such speculations are of two sorts: Substance hypotheses such as Maslow's chain of command of needs demonstrate and Alderfer's scale of needs demonstrate.

Unexpectedly Common Framework hypothesis took all-encompassing set of organizations, and characterized a framework as a set of components in interrelation among themselves and the environment (Bertalanffy, 1956). To have a careful understanding of organizations, the application of the characteristics of open frameworks depicted by Katz and Kahn (1978) is critical. They keep up that each organization, as a framework, bears a few irreplaceable characteristics. These characteristics shape a system for assessing representatives, segregating execution issues, and recognizing connections basic to organizational adequacy, and serve as a component of philosophical supporting of employee performance. Rothwell (1996) expressed Organizations are completely subordinate on the outside environment in which they operate.

All organizations obtain assets from their outside environment and change them into items and administrations requested by the bigger environment. The frameworks hypothesis basically analyzes which organization takes in assets (inputs) from the bigger framework (environment) forms these assets and changes them into yields for shoppers within the outside environment (Gibson, Ivancevich, and Donnelly, 1997). Abilities and capacities come from human assets within the environment and are the input to the framework as the organization recruits modern representatives. These skills and capacities acted upon employees that change into yields such as performance for the organization. The NGO as an organization can be conveniently caught on in terms of frameworks.

As presented in the above framework hypothesis, NGOs have the characteristics of a framework in that alter in one portion of the framework has an impact on the other parts of the system. According to Haddock (2002), the NGO could be a total open framework, a recognizable entire made of free parts that are collected in an organized way which interact within the environment.

The NGO frameworks are made up of methods, forms and concurred way of working. It can be valuable to partition frameworks into those which have outside center and those which are concerned with inner operations of the NGO. Inside frameworks set up is a steady framework of soundness and consistency pointed at permitting the diverse programs and organization as entirety to realize its fullest potential (Human & Zaimann, 1995). The key inner frameworks of an NGO are approach advancement, technique advancement, co-ordination and choice making. The inner frameworks relate to staff claim characteristics and consequently impact their performance. The outside frameworks of the NGO are operational arranging and budgeting, reflection, learning and quality advancement, micro-macro linkages or use (sometimes called ‘scaling up’ of affect), human asset administration, data and communication and performance responsibility (Fowler & Malunga, 2010).

1.2 Background of Agriteam Canada

Non-governmental organizations (NGO) are legally constituted organizations created by natural or legal people that operate independently from any form of government. The term originated from the United Nations, and normally refers to organizations that are not a part of a government and are not conventional for-profit businesses.

Who is Agriteam Canada? Since 1986, Agriteam Canada Consulting Ltd. has implemented more than 180 projects with sizeable project teams throughout the global arena. From design phase through implementation, our reputation is one we wear with pride – 30 years contributing to the global development arena for clients including the World Bank (WB), the Government of Canada, the Department for International Development (United Kingdom), various agencies of the United Nations (UN) and the international development banks. Our solid background in policy and community development has equipped us substantively to bridge the public-private divide through fostering partnerships across sectors and supporting global companies in the definition and realization of social, economic and environmental sustainability strategies.

Agriteam’s people are at the core of its success. Acting as catalysts of change, proponents of transparency and maintaining strict standards of accountability, our people direct their talents and energies at fostering opportunity in a variety of sectors. Employing a diverse international team of over 400 professional and support staff, Agriteam maintains sizeable offices in Asia, the Middle East, Eastern Europe, Africa and South America, in addition to its two Canadian locations.

With roots in agriculture and rural development, Agriteam prides itself on innovative, multi-stakeholder project design. This inclusive approach has fostered longevity and sustainability in our interventions and facilitated the broadening of Agriteam's service line to governance, natural resource development, health, education, judicial/legal reform and private sector development. In implementing all of its projects, Agriteam ensures the provision of complementary expertise in institutional strengthening, capacity building, gender equity, social welfare, environmental awareness and participatory methodologies. Agriteam's in-house specialists and leading Canadian and international professionals provide the technical and management skills required to achieve the required project.

Thus, this study aims at investigating the impact of organizational culture on employees' performance in case of Agriteam Canada in Ethiopia using appropriate scientific model and organizational culture assessment tools. In this study, the relationship between organizational culture and employees' performance is examined; culture is treated as an internal variable, and is defined as the shared values and norms of the organization. Since the study is primarily concerned with the cause-effect relationship between organizational culture and employees' performance, this method is preferred as appropriate approach.

1.3 Research Problem

Byrne & Hochwarter, (2012) distinguish organizational culture as vital in improving employees' performance. Hence, there is an advance culture of criticalness, collaboration, believe and adjusting organization. Organizational culture being utilized to channel out behaviors of workers towards the behavior that the organization wants and to upgrade employees' capabilities, increase their efficiency and guarantee employees' work towards the accomplishment organizational objectives.

According to Kandula (2006) the key to good performance is a strong organizational culture. He further maintains that in strong culture, employees feel valued; they enjoy at least some control over their jobs, instead of feeling powerless. Whether it is by working from home, choosing their projects or trying out a new role, employees that feel valued can make decisions to achieve a higher level of performance. Whether it is by working from domestic, choosing their ventures or attempting out unused part, workers that feel esteemed can make choices to accomplish a better level of performance. However, the issue of the interrelation between the organization culture and

employee's performance is not brought out clearly as distant as the factors beneath examination are concerned.

Organizational Culture has not been thoroughly investigated in creating nations and specifically nations such as Ethiopia; consequently, there is a major gap in important writings about organizational culture in Ethiopia. The investigation in the area can help to bridge this accessible gap by recognizing the genuine impact of organizational culture on the performance of employees. Although this investigation considers one organization with a moderately small population, it may shade some light on the distinctive Ethiopian society.

As an individual having access to the Agriteam Canada in Ethiopia, and based on personal observation and formal discussion with fellow workers, the researcher understands that there was no any effort made to analysis the culture of the subject NGO and the related employees' performance. Having this problem, the researcher attempts to evaluate the impact of organizational culture on employees' performance with particular reference to Agriteam Canada in Ethiopia. Hence, the team of Agriteam Canada in Ethiopia is diverse representative society, this research endeavor will help to analyze on what degree an organizational culture has an impact on employees' performance in NGOs.

1.4 Research Questions

This study to answer the following questions;

Q. 1. What is the effect of work style on employee performance in Agriteam Canada in Ethiopia?

Q.2. To what extent organizational climate as an element of organizational culture influences employee performance in Agriteam Canada in Ethiopia?

Q.3. what is the effect of leadership style on employee job performance in Agriteam Canada in Ethiopia?

Q.4 To what extent organizational values as an element of organizational culture influences employee performance in Agriteam Canada in Ethiopia

1.5 Objectives of the Study

1.5.1 General Objective

The general objective of this study is to assess the impact of organizational culture on employees' performance in NGOs in particular the case of Agriteam Canada in Ethiopia.

1.5.2 Specific Objectives

1. The relationship between work style and employees' job performance at Agriteam Canada in Ethiopia
2. The relationship between Organizational Climate and employees' job performance at Agriteam Canada in Ethiopia
3. The relationship between Leadership Styles and employees' job performance at Agriteam Canada in Ethiopia
4. The relationship between organizational values and employees' job performance at Agriteam Canada in Ethiopia

1.6 Significance of the Study

Organizational culture is a vital component within the cutting-edge organizational environment. This will make more knowledge and more noticeable require for organizational individuals to way better get it the setting of organizational culture and its impact on representative performance. More noteworthiness of this investigate is to the organization beneath consider and more critically all Multi National Organizations to appreciate the phenomenon of culture and its impact on representative execution and organizational productivity.

The collected data will be valuable to the government for investigating similar areas and also to get extra information on the subject to be utilized as reference. It will moreover include to literature on the subject as reference fabric and fortify advance investigate within the range. This will be exceptionally helpful on organizational culture and administration in Open, Private and Non-Governmental segments in Ethiopia. The researcher expects that there will be tremendous cultural changes in the organizational settings and resultantly there will be impacts on the performance of individuals and consequently on organizations, specifically on completion of National Transformational Plan 2023. The study will also propose areas for further research which will be very important to researchers who will easily get to know what needs to be done in the area of study.

1.7 Limitation of the Study

The main limitation of this study is related to financial resources; because of this financial constraint the researcher is unable to get primary data. Due to this fact, it will be a bit difficult to apply the research results directly that further investigations and references are advised.

1.8. Organization of the Study

Chapter one presents the paper and contains the background, research problem, research question, objectives, significance of the study and limitation of the study. Chapter two comprises both hypothetical and experimental literary works on organizational culture and employee performance, definition of organizational culture and employee performance, theoretical review, definition of terms, empirical literature and conceptual frame work. Chapter three will examine approximately the investigate technique how the analyst will do his whole investigate work from information collection to analyzing. Chapter four interpret or talk about the result or discoveries and Chapter five conclude and allow essential suggestions or recommendations based on the discoveries.

CHAPTER TWO

LITERATURE REVIEW

2.1 Definition of Organizational Culture

Organizational or corporate culture is the set of values, standards, convictions, states of mind and suspicions that whereas not verbalized but shape the ways in which individuals in organizations carry on and things get done. The term 'Values' come to what is accepted to be vital almost how individuals and organizations carry on. 'Norms' are the unwritten rules of behavior.

The definition emphasizes that organizational culture is concerned with the subjective viewpoint of what goes on in organizations. It alludes to reflections such as values and standards that plague the entire or portion of a commerce, which may not be defined, talked about or indeed taken note. In any case, culture can have a significant influence on people's behavior. The taking after are a few other definitions of organizational culture:

- The culture of an organization refers to the unique configuration of norms, values, beliefs and ways of behaving that characterize the manner in which groups and individuals combine to get things done. Eldridge and Crombie (1974)
- Culture is a system of informal rules that spells out how people are to behave most of the time. Deal and Kennedy (1982)
- A pattern of basic assumptions – invented, discovered or developed by a given group as it learns to cope with the problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to these problems. Schein (1985)
- Culture is the commonly held beliefs, attitudes and values that exist in an organization. Put more simply, culture is 'the way we do things around here'. Furnham and Gunter (1993). The significance of culture, Furnham and Gunter (1993) Culture speaks to the 'social glue' and creates a 'we-feeling', in this way neutralizing forms of separations that are an unavoidable portion of organizational life. Organizational culture offers a shared framework of implications which is the premise for communications and common understanding. On the off chance that these capacities are not fulfilled in a palatable way, culture may significantly diminish the efficiency of an organization.

- an organization, counting esteeming imagination and resistance of imaginative individuals, accepting that improving and seizing advertise openings are fitting behaviors to bargain with issues of survival and thriving, natural instability and competitor’s dangers, and anticipating organizational individuals to act appropriately.

The definition clarified by Schein and McGuire are more or less comparable but that the McGuire (2003) gives accentuation for the imagination since he accepts that enhancing and advancing showcase Opportunity are critical behaviors to bargain with the issues of outside situations. Harrison (1972) alludes to an organization’s belief system and clarifies that this philosophy will clarify the behavior of the individuals of the organization and the working of the outside environment.

Concurring to Harrison (1972), the organizations belief system will indicate the objectives and values towards which the organization will be coordinated, it’ll endorse the connections between people and the organization, it’ll indicate how behavior ought to be controlled, it’ll depict which qualities and characteristics will be esteemed, it’ll appear individuals how they ought to treat one another and it’ll build up the strategies for managing with the outside environment. Louis (1980) characterize organizational culture as a set of understandings or meanings shared by a group of people that are largely tacit among members and are clearly relevant and distinctive to the particular group which are also passed on to new members. This definition implies the culture’s characteristic of being shared and learnt.

Alvesson (2002:3) used this term as “an umbrella concept for a way of thinking which take serious interest in cultural and symbolic phenomena”. The author also included values and assumption about social reality in that. However, a helpful and popular definition was offered by Edgar Schein (1992) of MIT’s Sloan School of Management which is “a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”

Chatman and Eunyoung (2003) describe it as a system of shared assumptions, values, and beliefs which guide people to be aware of appropriate and inappropriate behavior. In other words, Geert (2014), in his website, refers to organizational culture as "the collective programming of the mind

that distinguishes the members of one organization from others”. Another way to define organizational culture is a system of meanings which are accepted by the members in a given time (Pettigrew, 1979)

Those definitions appear that organizational culture could be a level of culture (other levels are national culture and group culture) (Hofstede, 2010). That's to say organizational culture has all the characteristics of culture as displayed within the past portion. In expansion, the definitions over share an accentuation on communication implies through which values of organizational culture is transmitted to the individuals. In common, it can be caught on that organizational culture is all the social components, such as standards, rules, dialect, communication fashion, that the organize chooses, makes, employments and shows amid working prepare, and from that it makes the organization's possess character.

2.1.1 Concepts of Organizational Culture

For the past number of decades, most scholastics and specialists examining organizations propose the concept of culture is the climate and hones that organizations create around their dealing with of individuals, or to the advanced values and explanation of convictions of an organization (Schein, 2004). He advances that the as it were thing of genuine significance that pioneers do is to form and oversee culture that the one-of-a-kind ability of pioneers is their capacity to understand and work with culture; which it is an extreme act of administration to annihilate culture when it is seen as broken. Organizational culture may be a broadly utilized term but one that appears to provide rise to a degree of equivocalness.

Watson (2006) moreover emphasizes that the concept of culture initially inferred from a allegory of the organization as 'something cultivated'. Culture hence gives organizations a sense of personality and decides, through the organization's legends, ceremonies, convictions, implications, values, standards and language. An organizations' culture encapsulates what it has been good at and what has worked in the past.

2.1.2 Importance & Functions of Organizational Culture

The culture of an organization speaks to certain predefined arrangements which direct the workers and allow them a sense of course at the work environment and make a brand picture of the organization. In expansion, the organization culture brings all the representatives on a common

stage to be as a social part conjointly joins together the employees who have diverse foundation. The significance of organizational culture is showed in a number of ways. To specify a few of the advantage side of the culture: chooses the way representatives associated at their working environment and advance a sound relationship and competition at the working environment.

According to Ojo (2014), a few journalists contend that a solid corporate culture is sweet for commerce since it serves three important functions: First, corporate culture may be a profoundly inserted shape of social control that impacts employee's choices and behavior. Moment, corporate culture is the social stick that bonds individuals together and makes them feel portion of the organizational encounter. This social stick is progressively imperative as a way to draw in modern staff and hold best entertainers. At long last, corporate culture helps the sense-making prepare. In other words, it makes a difference representative get it organizational occasions and representatives can communicate more effectively and viably subsequently, coming to higher levels of participation with each other since they share common mental models of substances (McShane & Glinow, 2005).

2.1.3 Characteristics of Organizational Culture

An organization's culture can give a sense of personality to its individuals. The more clearly an organization's shared discernment and values are characterized, the more unequivocally individuals can relate themselves with their organization's mission and feel a crucial portion of it. Collins and Porras (2008) expressed organizational culture as a framework of shared meaning held by individuals that recognize one organization from other organizations. They accept that these shared implications are a set of seven essential characteristics which in total may capture. Accordingly, these are

- Innovation and risk-taking-which employees are encouraged to be innovative and take risks
- Attention to detail-reflects the degree to which employees are expected to exhibit precision, analysis, and attention to detail
- outcome orientation shows that the degree to which management focuses on results or outcomes rather than on technique and process
- People orientation-the degree to which management decisions take into consideration the effect of outcomes on people within the organization

- Team orientation-the degree to which work activities are organized around teams rather than individuals
- aggressiveness-indicates that the degree to which people are aggressive and competitive rather than easygoing and
- Stability emphasizes-the degree to which organizational activities are more focused on maintaining the status quo in contrast to growth.

2.1.4 Levels & Kinds of Organizational Culture

Shared assumptions can be seen as the widely held, inherent, and unique, deeply rooted views that individuals take for granted and believe to be true, and which guide their views, feelings and emotions about things and how those things function (Brown, 1995: 22; Hellriegel et al., 2004). Shared values Hofstede (1999: 35) characterizes social values as the wide inclinations of people to incline toward certain states of undertakings over others, which these social values are almost “what is evil and what is nice, grimy and clean, corrupt and ethical, silly and rational”. Hellriegel et al., 2004: 358) and Bargain and Kennedy (1982: 14) distinguish values as essential concepts and convictions around conditions that are exceptionally critical and important to representatives and are steady over time.

Shared socialization and standards are common rules or designs of behaviors of bunch of individuals, and gotten to be component of the organization’s culture when they are shared all through an organization (Hellriegel et al., 2004: 359; Martin, 2001: 589). Standards can be seen as standard desires approximately what are suitable demeanors and behaviors inside an organization (Hellriegel et al., 2004: 359; Martin).

People enter into the organization and are presented to the organization’s social standards and are anticipated to take after them (Hellriegel et al., 2004: 359; Martin, 2001: 589; O’Reilly, 1989: 12; Sathe,1983). This efficient handle in which modern individuals of an organization are brought into a culture is known as socialization (Hellriegel et al. 2004: 359). Socialization could be a exceptionally vital perspective of presenting modern workers to the culture of the organization (Hellriegel and others. 2004: 357; Rowe et al., 1994: 472).Shared images, dialect, accounts and improves image is question that can be utilized to speak about basic meaning, past its natural setting (Hellriegel et al., 2004: 359; Greenberg and Noble, 2003: 523). Images might be words, objects and signals that get their meaning from socializing (Hofstede, 1994: 1). Organizations often depend on images since

they are the best and fundamental perceptible shape of communicating culture (Hellriegel et al., 2004: 359; Greenberg and Aristocrat, 2003: 523).

Everyday language that is used is not purely a way to communicate, but also a fundamental determinant of how people understand the world they live in (Brown, 1995). Language defined from a cultural perspective as a shared system of vocal sounds, written signs, as well as gestures that are used to convey special meanings among employees (Hellriegel et al., 2004). The idea that words generate understanding has important implications for the study of organizational culture (Brown, 1995: 12).

2.1.5 Different Kinds of Cultures: Defined

Counter Culture

The values and beliefs of organization culture which were shared among different management departments and managers were forced to gain advantage from them come under countercultures. (Kerr, J., & Slocum, J. W., Jr. 2005) The organization performance based upon contribution of strong culture leads to strong association between performance and management.

Sub Culture

Subcultures have been defined as organization segments with different sets of norms, values and beliefs on basis of geographical areas, job requirements and department goals. (Schein, 1995) The commitment of employees towards organization basis upon employee perception that affects upon culture. (Westwood and Crawford, 2005) The social interaction of workplace outside organization considers well for some groups.

Strong Culture

The same type of values and beliefs which an employee holds in culture must be considered strong. The beliefs and values of organization were considered strong when employee embraces greater part of culture. (Deal and Kennedy, 1982) The reduction in gaps on employee relationship has been agreed with managers so far. The rules in organization must be considered important for employees. The policies, procedures and objectives designed by top managers must influence upon behavior of employees so that competitive advantage have been gained

Weak Culture

The loosely knit organization cultures that helps in pushing thought, attitudes and beliefs of individuals to be more innovative. The valuable asset contributes to growing needs and wants of culture management. The loosely joined culture based upon values and beliefs have association with perfect sets. (Deal and Kennedy 1982) The diversity between personal objectives and organizational goals has creative management of rules and procedures so that perfect association has been created between them.

2.2 Employee Performance

Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output. Performance also contributes to our assessment of how valuable an employee is to the organization. On the other hand, in any case of the employee's aptitudes and encounter, essential assets to perform have to be made accessible for workers, apparatuses and materials.

Stup (2003) too clarified that to have a standard performance; bosses have to be got the workers assignment to be done on track as to attain the organization objective or target. By having the work or work done on track, managers may be able to screen their workers and offer assistance them to move forward their execution.

Foot and Snare, (2008) declared that employees ought to be given the ability to contribute to the performance of the firm along with the implies and motivation to do so. They encourage contended that the administration ought to work in association with its representatives for ceaseless and expanded generation through the utilize of inclusion and organization hones. They too attested that organizations ought to endeavor to maximize their employee's commitment to the accomplishment of organizational objectives so that employees have the capacity to include esteem through high-performance working whereas at the same time specifically profiting workers themselves.

Concurring to Cascio (2006) performance is the degree of an accomplishment to which an employee fulfills the organizational mission at work environment. He proceeds to say that the work of a worker is constructing up by degree of accomplishment of a specific target or mission that characterizes boundaries of performance.

According to Ojo O. (2008) organizational culture with the experimental confirmations developing from different thinks about around the impact of organizational culture on performance have so distant yielded blended comes about that are uncertain and conflicting. He states that analysts agree on the truth that there's no understanding on the exact nature of the relationship between organizational culture and performance. Since of these comes about the address of whether organizational culture influences employee performance is still commendable of assist inquire about. Employees expected to perform acceptable level of the standard and managers follow up, and evaluate the performance of employees to attain the stated objective of an organization (Armstrong, 2009).

2.3 Theoretical Review

2.3.1 The Schein's Theory of Organizational Culture

The hypothetical survey will cover the underneath hypotheses related to performance and organization culture. This consider is based on three major speculations to be specific, The Schein's hypothesis of organizational culture, Hypothesis X and Hypothesis Y by McGregor and leadership style and behavior theory. Organizational culture is the air that plagues the insides of a company or affiliation.

Organizational culture was moreover recognized as what was passed on to the people with the association, what they experienced, accepted, and illustrated (Nadler M & Nadler D., 1998). Speculations of organizational culture endeavor to clarify the wonders that happen in and around people.

The foremost broadly utilized organizational culture system of Schein (1990) embraces the functionalist see and depicted culture as a design of essential suspicions, designed, found, or created by a given group, because it learns to manage with its issues of outside adjustment and internal integration, that has worked well sufficient to be considered valid and, so is to be instructed to unused individuals as the proper way to see, think, and feel in connection to those issues.

According to Schein's Theory, understanding the organization's culture may begin from watching its artifacts: its physical environment, worker intelligent, company policies, reward frameworks, and other perceptible characteristics. It is advance clarified as Subsequently, this culture show has three layers in it and the primary layer Artifacts are the surface level of an organizational culture,

unmistakable, effortlessly seen and felt signs such items, physical environment, dialect, innovation, clothing, myths and stories, published values, rituals and ceremonies, etc.

The moment layer Upheld convictions and values are the following level of organizational culture, counting procedures, objectives, shared recognitions, shared presumptions, standards, convictions and values ingraining by authors and pioneers. Essential fundamental presumptions are the base level of organizational culture, and are the deeply-embedded, oblivious, taken for allowed presumptions that are shared with others.

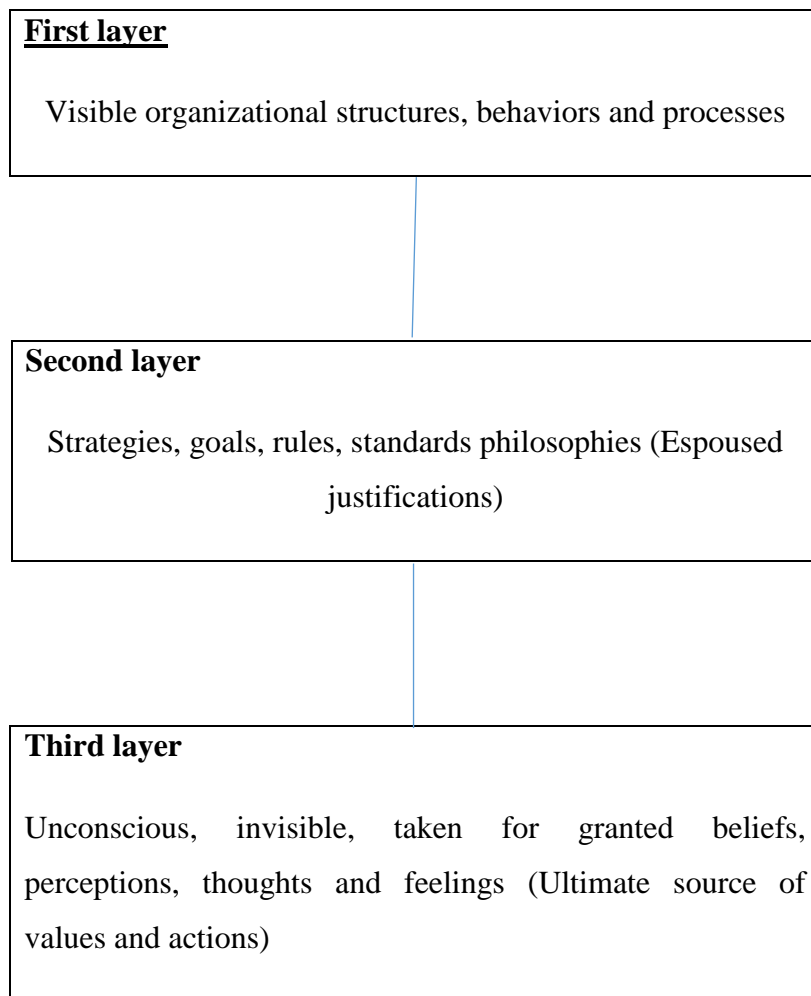


Figure 2.1 Schein's theory of organizational culture

2.3.2 McGregor Theory X & Theory Y

McGregor has created a hypothesis of inspiration on the premise of theories relating to human behavior. Agreeing to him, the work of persuading individuals includes certain presumption almost human nature. Hypothesis X and Y are two sets of presumptions approximately the nature of

individuals. Hypothesis X considers people who detest work and dodge it where conceivable, people who need desire disdain obligation and lean toward to be driven, and people who crave security.

The administration suggestions for Hypothesis X specialists were that, to attain organizational objectives, commerce ought to force a management system of constraint, control and discipline. Hypothesis Y considers exertion at work as rather like rest or play, standard individuals who don't disdain work. Depending on the working conditions, work may well be considered a source of fulfillment or discipline, people who look for duty (in case they are spurred).

The management implications for Hypothesis X laborers are that, to attain organizational goals, rewards of shifting sorts are likely to be the foremost prevalent spark. The challenge for administration with Hypothesis Y laborers is to form a working environment (or culture) where specialists can appear and create their execution.

The fashion hypothesis recognizes the importance of certain essential administration aptitudes that serve as enabler for a pioneer who performs an act whereas drawing its parallel with past capacity of the pioneer, earlier to that specific act whereas proposing that each person incorporates a particular fashion of administration with which he/she feels most placated. Like one that does not fit all heads, so also one fashion cannot be compelling in all circumstances (Yukl1989) presented three distinctive authority styles.

The workers serving with majority rule pioneers shown tall degree of fulfillment, inventiveness, and inspiration; working with extraordinary eagerness and vitality independent of the nearness or nonappearance of the pioneer; keeping up superior associations with the pioneer, in terms of efficiency Though, despotic pioneers basically centered on more noteworthy amount of yield. Laissez faire administration was as it were considered important whereas driving a group of exceedingly gifted and spurred individuals who amazing track-record, in the past

2.3.4 Leadership Style & Behavior Theory

Feidler & House (1994) identified two additional leadership styles focusing effectiveness of the leadership. These researchers opined that consideration (concern for people and relationship behaviors) and commencing structure (concern for production and task behaviors) were very vital variables. The thought is referred to the sum of certainty and affinity, a pioneer cause in his

subordinates. While, starting structure, on the other hand, reflects the degree, to which the pioneer structures, coordinates and characterizes his/her, claim and the subordinates“ parts as they have the participatory part toward organizational execution, benefit and achievement of the mission.

Distinctive analysts proposed that three sorts of pioneers, they were; despotic, equitable and laissez-faire. Without including subordinates, the despotic pioneer makes choices, laissez-faire pioneer lets subordinates make the choice and consequently takes no genuine authority part other than accepting the position and the majority rule pioneer gets to his subordinates at that point takes his choice.

2.4 Definition of Terms

2.4.1 Organization’s Values

Values are the measures that direct our conduct in assortment of settings. An organization’s values could be thought of as an ethical compass for its business practices. Whereas circumstances may alter, in a perfect world value don’t. Vision and mission articulations give heading, center, and vitality to achieve shared objectives. Values express the astuteness that people and organizations accept in.

The following values represent the key to success of an organizational; these are Integrity, Orientation to the customer, Teamwork, Innovation and Performance priority.

2.4.2 Organizational Climate

According to McGregor [18], the organizational climate is defined as how employees perceive organizations’ internal functions like decision-making and rule-setting in the workplace. It can also be defined as a set of behaviors that describe an organization. An organizational climate can be specific for each organization. It may make an organization different from other organizations and influence employees’ work behavior in the organization. Organizations need a positive climate in their workplace to boost employee motivation and raise the opportunity that employees will implement adequate efforts doing their tasks. Organizations need a positive climate in their workplace to boost employee motivation and raise the opportunity that employees will implement adequate efforts doing their tasks.

2.4.3 Leadership Styles

Leadership style is strategies supervisors utilize in regulating an organization to realize its objectives (Poelle, 2008). The administration styles utilized shift from distinctive circumstances,

and organizations victory in getting their objectives and targets depend on the supervisors and authority styles (Bittel & Newstrom, 1990). The major set up authority styles by Kurt (1939) incorporate dictatorial, law based and laissez faire.

To date leadership research has focused predominantly on the role and character of leaders in the for-profit sector and not for the non-profit sector (Adair, 2002; Bennis and Nanus, 2004; Kotter, 1996). Most of the studies on NGO leadership styles are based on the developed industrialized countries of the north, with particular focus on the individualistic, low power distance cultures of North American or Europe. Furthermore, while there is a small, but growing body of research into leadership in the NGO sector, most of it is based on the experience of US NGOs and is concerned with the works of boards rather than individual leaders.

As with the mainstream leadership research, most studies still emphasize the personal characteristics and attributes of individual leaders. For example, Up Hoff's studies (Uphaff and Esman, 1998) into the dimensions of effective rural development programs, high light the role of key individuals as playing a catalytic role in inspiring, initiating and guiding innovative processes.

Inquire about on pioneers of the NGOs considered have illustrated a striking capacity of pioneers to adjust competing requests on their time and vitality with them possess values and desire, and being both administrative and esteem driven; having the capacity to get it and work with the assets they have and the unstable environment they discover themselves. These advancement leaders are portrayed as having a particular administration fashion that's characterized as being value-driven, information based and responsive. With much inquire about centering on the characteristics and traits of person pioneers, one cannot neglect the impact that culture and more extensive relevant issues play in deciding the procedures diverse NGO pioneers embrace to advance employee performance.

The social identity theory argues that leadership behavior is bound up with leaders' definitions of themselves in relation to the group-their social identity (Haslam, 2001). This study therefore examined the leadership styles employed in Agriteam Canada in Ethiopia and how they affect employee performance.

2.4.4 Work Style

Concurring to Mihut, work style is the combination of professional, political and ethical quality communicated in every day proficient movement of individual. Another analyst whose title is Dawis and Lofquist characterizes work style as worker initially conceived working properties. These characteristics by and large set up in childhood through experimentation, which crystalized in grown-up hood and declined due to the maturing handle. Close to a person might prepare the fitting ability and capacity to meet the request of the work. In any case in case the work style is wasteful communicated or seen, the work environment satisfies neither the employer nor the employee.

2.5 Empirical Literature on Organizational Culture & Employee Performance

Empirical studies conducted on organizational culture are diverse. But the researcher used the empirical studies which are related with the issue raised in the study. Therefore, the researcher made a review of some studies for the theories discussed in the previous section.

Austin O.Oparanma (2010) examined the impact of organizational culture on employee performance in Nigeria (Daewoo Nigeria Constrained Company). The most objective of the ponder were to appear the way the organization successfully oversee organizational cultural contrasts and to form suitable suggestions for a successful determination, pointed at guaranteeing organizational improvement, efficiency, and commerce development. In arrange to do the study, they embraced the graphic design and utilized survey in collecting the information. Add up to of 80 duplicates of survey were dispersed to company officers and work force. Since the information were based on ostensible scale, basic rate and Chi-square strategies were utilized to compute and analyze the expressed theories.

The discoveries uncover among others; the administrative approaches, the behavior of the directors toward the workers and their chances and data hole are the major variables that impact the impact of culture on employee performance within the chosen company in Nigeria. Raduan et al. (2008) did the investigate on the subject of Organizational Culture as a Root of performance advancement: and they endeavor to supply a few bits of knowledge into the organizational culture and how it might help in expanding organizational performance.

This ponder has been started to look at the relationship between culture and performance. The essential information to fulfill the investigate objective were gotten from self-administered surveys.

The things were planned to look at the organizational culture in four imperative zones taking after Hofstede's (1980) culture measurements, specifically, independence and collectivism; control remove; instability shirking and manliness and womanliness. Sixteen things were utilized to survey the organizational culture on seven-point scale ranging from (1) strongly disagree to (7) strongly agree. The items were adapted from Rajendar and Jun Ma's (2005) work.

For the reason of measuring the Impact of Organizational Culture on employees performance nineteen things were created based on the work of Rajendar and Jun Ma (2005). The discoveries of this consider show that those with tall scores in independence moo control separate, moo instability evasion and gentility would have higher cruel Scores in organizational performance. Hence this considers bolsters the discoveries of Cameron and Quinn (1999) and Kotter and Heskett (1992).

Schneider, Hanges, Smith & Salvaggio (2003) fought that more advantageous worker states of mind and think about examined the effect of corporate culture measurements (strengthening, competence advancement, reasonable rewards and data sharing) on the emotional, continuation, and standardizing organizational commitment within the keeping money segment in Kuwait. An experimental examination was conducted permanent, full-time and part-time employees (managers and non-managers) of five large private banks in Kuwait (n = 398). Both Exploratory Factor Analysis (EFA) and hierarchical regression analyses were used to draw the relationship between these variables.

The results showed that sixty percent of variables confirmed previous studies and the remaining ones, surprisingly, were in conflict with previous studies due to some specific Kuwaiti cultural factors. This study has empirically investigated the impact of four corporate culture dimensions on affective, continuance, and normative commitment among Kuwaiti employees' organizational commitment in the banking sector. While the findings do not differ substantially from those obtained in previous studies, the results provide a quite compelling support for the influence of corporate culture dimensions on organizational commitment.

Seven of the twelve hypotheses were fully supported and confirmed previous studies whereby variables have been positively and significantly related. In conflict with previous studies, empowerment and fair rewards were significantly but negatively related to continuance and normative commitment which will have several important implications for further research. Another

important finding in this paper indicates that there is no relationship between competence development and the three types of organizational commitment.

Mariama Zakari et al. (2013) carried out the think about on the relationship between organizational culture and performance in Ghana managing an account industry, all the variable things for organizational culture and performance were measured utilizing five-point Likert scale and utilizing the Denison's Organizational Study Rebellious. The information was gotten from nine banks in Ghana constituting approximately 60% of the Keeping Money Industry's Advertise Share, with distinctive roots such as Public-Domestic, Private-Domestic, Container African and Multinational Banks.

The investigation was based on 296 respondents from different divisions with shifted positions. The ponder uncovered that in spite of the fact that there was a noteworthy contrast among the banks in terms of the Organizational Culture Characteristics, there were no critical contrasts among them with respects to Execution.

Apparently, none of the banks is more innovative than the others. Overall, there was a positive relationship between Organizational Culture and Performance in the Banking Industry in Ghana. In all cases, Mission was the Culture Trait with the strongest potential of impacting positively on Performance.

In common the observational writing shows that, organizational culture is exceptionally vital issue in each organization and it features a positive effect on employees' performance, organizational performance and efficiency. Most observational consider demonstrate centered range were legislative division in common but this will appears the effect of organizational culture on employees performance on NGOs and commonly centered on Agriteam Canada in Ethiopia which is Canadian firm that speak to most firm structure that are found in well civilized society that the researcher utilized to measure the gabble seen on the experimental ponder by utilizing suitable organizational culture instrument and logical demonstrate to look at the impact of organizational culture on employees performance.

2.6 Organizational Values & Performance

Organizational values depict the center morals or standards which the company will tolerate by, no matter what. They rouse employees' best endeavors additionally oblige their activities. Over time,

move forward the organization's moral character as communicated in its operations and culture esteem. Your values are the things merely accept are critical within the way you live and work. They (ought to) decide your needs, and, profound down, they're likely the measures you utilize to tell in case your life is turning out the way you need it to. We have five core values:

INTEGRITY: Know and do what is right.

RESPECT: Treating others the way you want to be treated.

RESPONSIBILITY: Embrace opportunities to contribute.

SPORTSMANSHIP: Bring your best to all competition.

SERVANT LEADERSHIP: Serve the common good.

In expansion, values of an organization and to gage their impact on the company, directors must carefully look at how that organization works and accommodating to tune in to individuals depict what they accept the values of the organization are, it is distant way better to watch those individuals in their day-to-day exercises.

2.6.1 Organizational Climate & Performance

Organizational culture is a broader construct that encompasses much of employees' experiences at work; whereas climate is more narrowly defined in terms of employees' shared perceptions of the organization's policies, practices, procedures, and reward systems. An Organizational climate definition: What are the main features? It is a perception of the work environment.

It is a "psychological atmosphere." It is a quick picture of the relationship between the organization and its employees. It is a set of properties that can be measured by the correct instruments. According to Jung, Chow, and Wu [25] and Jung and Ali [26], the organizational climate is one of the most important characteristics of a great and comfortable workplace. Therefore, if an organization creates a great workplace, it will increase employees' performance.

2.6.2 Work Style & Performance

Work style is, according to Mihuc, the "unity of professional, organizational, political and moral qualities that are obviously revealed in the everyday professional activity of individuals" (1989, p. 73). If it is approached as an application of the individual's personality style to work-related

activities, work style can be defined as a combination of specific traits organized by several distinct dimensions: -Ways to manage and channel personal energy (extraversion - introversion): -Specific ways to gather information (sensation and perception - intuition): -Decision making patterns (reason based - emotion based): -Life-management patterns (reasoning, judgment of values and perception).

These dimensions are most frequently measured by the Myers-Briggs (MBTI) Indicator, a measure based on preference rather than performance, the latter being the traditional approach to work related traits (Kummerov, Barger, & Kirby, 2002, p. 25). Most often, the definitions of work style result in typologies with different theoretical or applied value. Most practical applications of work style definitions result in training programs designed for specific organizations or human resources management departments.

2.6.3 Leadership & Performance

An effective leader motivates, inspires and guides her subordinates to achieve established goals and objectives. Depending on how you make decisions, delegate responsibility, resolve conflicts and interact with employees, you can influence employee morale, retention, absenteeism and overall productivity. Leadership is the use of non-coercive and symbolic influence to direct and coordinate the activities of the members of an organized group toward the accomplishment of group objectives. (Wagner and Hollenbeck, 2010). The leadership definition implies that it involves the use of influence and that all interpersonal relationships can involve leadership.

A second element in the definition involves the importance of being a change agent—being able to affect followers' behavior and performance. Finally, the definition focuses on accomplishing goals. The effective leader may have to deal with individual, group, and organizational goals. Peter Drucker who is the guru of Management defines Leadership as —The only definition of a leader is someone who has followers." While John C Maxwell defines "leadership is influence -nothing more, nothing less." According to John W. Gardner Leadership is —the process of persuasion and example by which an individual (or leadership team) induces a group to take action that is in accord with the leader's purpose, or the shared purposes of all. Leadership occurs when one person induces others toward some predetermined objectives, is also the ability of a superior to influence the behavior of a subordinate or group and persuade them to follow a particular course of action (Chester Bernard)

2.7 Conceptual Framework

A Conceptual outline work is an expository apparatus with a few varieties and settings. It can be connected in numerous categories of work where an overall picture is needed. It is utilized to form conceptual qualification and organize thought. Solid conceptual frame works capture something genuine and do this in a way that's simple to keep in mind and apply (Wikipedia). This study will have dependent and independent variables in order to develop conceptual frame work based on the primary objective of this research, to identify the effect of organizational culture on employee performance in case of Agriteam Canada in Ethiopia, organizational culture was selected as an independent variable and employee performance as a dependent variable

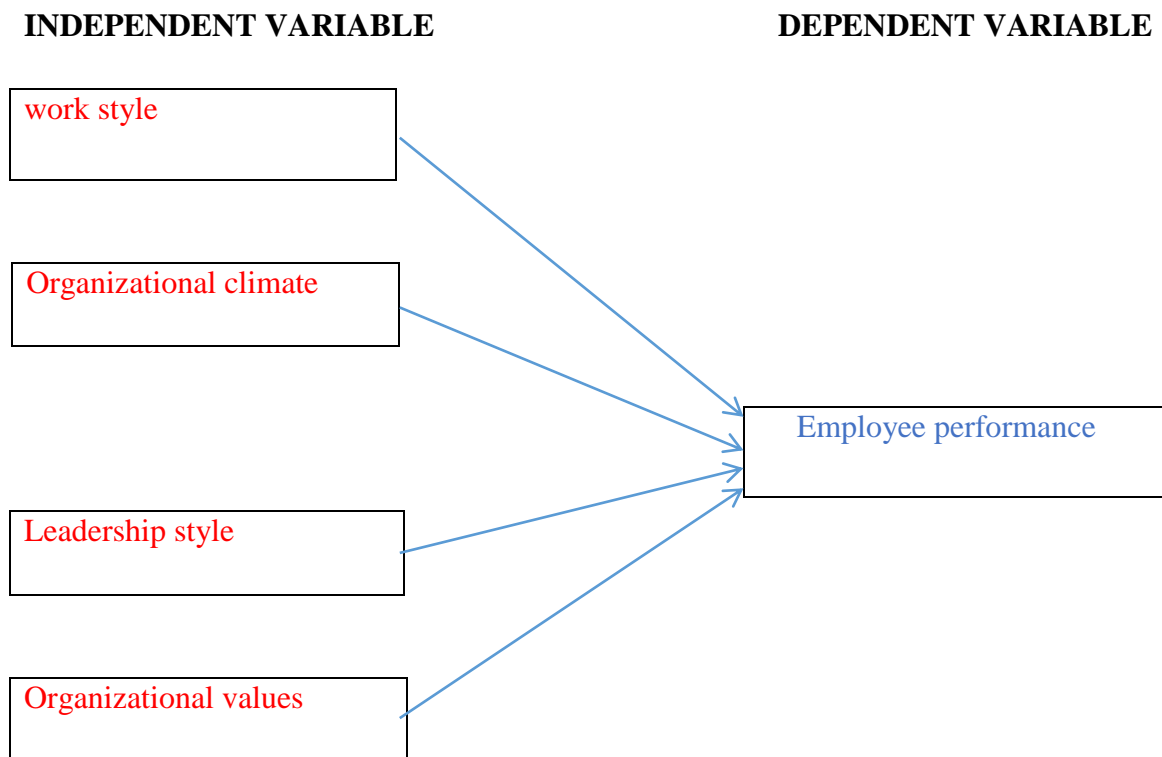


Fig.2.2

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A research design is a detailed outline of how an investigation will take place. A research design will typically include how data to be collected, what instruments will be employed, how the instruments will be used and the intended means for analyzing data collected (Business Dictionary).

An explanatory survey design was considered. Questionnaire was administered to collect valid and reliable information. As the data collecting tools on and organizational culture and employee's performance quantitative research was adopted.

This think about was based on clear investigate plan basically utilizing surveys to decide the impacts of organization culture on employee performance in NGO's in Ethiopia but COVID 19 impacts the address will send by e-mail. The preference of expressive studies is that it could be a logical strategy of examination where information is collected and analyzed to depict the current conditions, terms or relationships concerning a problem.

Mugenda (2008) advance focuses out that expressive consider is restricted in geological scope and subsequently tend to be calculated, simpler and less complex to conduct. They too give the establishment upon which correlational thinks about rise. This considers the correlational analysis on the impacts of organization culture on employee performance. The quantitative approach was embraced since the consider aiming to look at the impact of one The study used quantitative methodology to determine how organizational culture (independent variable) is associated with employee's performance (dependent variable) in Agriteam . A subjective approach was moreover received; this was pointed at empowering the analyst capture information that was cleared out by the quantitative approach. Additionally, it makes a difference to get it the nature of the relationship between the dependent and independent variables.

3.2 Target Population, Sampling Method, Sampling Size & Sampling Frame

3.2.1 Target Population

Concurring to bookkeeping word reference a target populace could be a certain gather of the populace that share comparable characteristics and is distinguished as the expecting gathering of

people for a product, publicizing or research. It may be a parcel of the full universe of individuals chosen as the objective group of onlookers. Moreover, known as target gathering of people, this term alludes to a bunch of individuals that have certain qualities that can be classified appropriately to partition them from the whole populace. The reason of this method is to get it and assess their preferences and behaviors in arrange to advertise a given item or benefit or to ponder a given component that shows up among them like behavior designs. It may be a concept that relates with showcase division procedures utilized by the organization.

In this investigate a census consider was considered since the target populace was little to test. The survey was centered on Agriteam Canada in Ethiopia head office, which is located at Addis Ababa Ethiopia. Because of the advantage of census study which are: data for small areas may be available, assuming satisfactory response rates are achieved and data for sub-populations may be available, assuming satisfactory response rates are achieved. (Because of the above reasons) detailed cross-tabulations may be possible.

A pilot survey indicated that Agriteam Canada in Ethiopia have five departments; HR and Administration, Operations, Maintenance, Purchasing and Logistics, and general staff. The target population of this study was comprised of all the employees totaling to ninety-three (93) personnel.

3.2.2 Population of the Study

In this research census study was considered because the target population was small to sample. Hence the entire population was considered for the research study that no sampling technique is applied for this study.

3.3 Data Collection Methods

Information collection permits to gather information that is needed for conducting the research. Depending on the interest of the investigation, strategies of information collection incorporate: self-administered questionnaire, records survey, observation, discussion with individuals having the information, measuring, and combination of distinctive strategies. A survey may be a set of questions for gathering data from people. According to Hagerty and Patusky (1995), a questionnaire survey plan is basic in quantitative investigate for the collection of great quality information.

The quantitative measure on the variables was administered by structured questionnaire. This is adopted because they produced specific responses that were easy to analyze. It is also economical in

terms of time since it was easy to fill. Data will be collected from both primary and secondary sources.

- i. Primary information will be collected from 93 respondents including Directors, Bosses and Workers of Agriteam Canada in Ethiopia. This is often since this sort of information is unique and was collected particularly for the issue beneath think about. The study utilized the survey study strategy to gather information. The utilization of a survey in this study is important primarily to set up organizational variables influencing representative performance in NGOs. Getting such data seems to be best collected by employing a closed survey questions which permits for simple relationship and relapse of the respondents' attitudinal on the autonomous and subordinate factors. Besides the utilized survey strategy permits active respondents fill it at their helpful time.
- ii. Secondary data is available from other sources and already have been used in previous research, making it easier to carry out further research. It is time-saving and cost-efficient: the data was collected by someone other than the researcher. In this research secondary data is collected through the website of Agriteam Canada in Ethiopia and different documentation from internet.

3.4 Data Analysis

The research is compiled, sorted, edited, classified and entered the data into the computer for analysis. The statistical package for Social Scientists (SPSS version 26) was used in analyzing the data. In analyzing, the relationships between the independent variables and dependent variable factor analysis, correlations and multiple regressions were performed. A factor analysis was made to determine the actual factor loading of the items and the contribution of each factor to the different variables. Pearson's correlation was used to test the degree of relationships between the variables. Regression analysis was used to determine the predictability (contribution) of the independent variable to the dependent variables

3.5 Model Specification

Since the main objective of this paper is to investigate the impact of organizational culture on employee performance. Standard multi-linear regression model was used in this research.

The standard multi-linear relationship can be specified as:

$$EP_i = \alpha + \beta_1 OC_i + \beta_2 OV_i + \beta_3 WS_i + \beta_4 LS_i$$

Where: -

α is constant term

β is coefficient of independent variables

$i = 1, 2, 3, 4$

EP=Employees' Performance, it is the dependent variable which is measured in company scale (Agriteam Canada) Bad need supervision, Satisfactory, Good, Very good and Excellent

OC=Organizational Climate, which is measure by 5 points Likert scale as **1** Disagree, **2** strongly disagree, **3** not sure, **4** Agree and **5** strongly agree

OV=Organizational values, it is dependent value which is measured in 5 point Likert scale as **1** Disagree, **2** strongly disagree, **3** not sure, **4** Agree and **5** strongly agree

WS=Work style, it is dependent variable which is measured in 5 point Likert scale as **1** Disagree, **2** strongly disagree, **3** not sure, **4** Agree and **5** strongly agree

LS=Leadership style, it is dependent variable which is measured in 5 point Likert scale as **1** Disagree, **2** strongly disagree, **3** not sure, **4** Agree and **5** strongly agree

3.6 Reliability

The reliability test is done by Cronbach's Alpha. According to Lee Cronbach (1951), α (Cronbach's alpha or coefficient alpha) measures reliability, or internal consistency of the collected data. "Reliability" is how well a test measure what it should. For example, a company might give a job satisfaction survey to their employees. High reliability means it measures job satisfaction, while low reliability means it measures something else (or possibly nothing at all).

The formula for Cronbach's alpha is:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Where: - N = the number of items. \bar{c} = average covariance between item-pairs. \bar{v} = average variance

Here is the result of Cronbach's alpha

Case Processing Summary

		N	%
Cases	Valid	93	100.0
	Excluded	0	.0
	Total	93	100.0

Reliability Statistics

There is a rule which tells us what values of Cronbach's alpha are acceptable, questionable and unacceptable that is called the rule of thumb.

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.8 < \alpha < 0.9$	Good
$0.7 < \alpha \leq 0.8$	Acceptable
$0.6 < \alpha < 0.7$	Questionable
$0.5 < \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Table 3.1

Variables	Cronbach's alpha	Number of items
Leadership style	0.746	9
Organizational values	0.719	8
Work style	0.722	8
Organizational values	0.773	9
Employee performance	0.822	34

Table 3.2 Cronbach's alpha of variable

According to thumb rule which is stated above, the acceptable values of alpha, ranging from 0.70 to 0.95. Hence, the Cronbach 's alpha coefficient of all the above variables was fall within the stated range and concluded that there is consistency among each question in the questionnaire.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS & INTERPRETATION

This chapter centers on information examination and talk comes about and discoveries around the impact of Organizational Culture on employee performance in case of Agriteam Canada in Ethiopia based on the information collected from questionnaire.

4.1 Response rate

Description	Respondent
Target population	93
Questionnaire distributed	93
Questionnaire returned	93
Response in percent	100%

Table 4.1

4.2 Demographic Profile of Respondents

Statistic profile of respondents for the purposes of this consider, the primary area of the overview survey gives the demographic profile of the respondents to be utilized as a building outline for the elucidation of the result. The respondents' profile is organized in terms of gender, age, experience, level of education, classification and marital status. The result of this statistic presentation is expressed underneath utilizing clear insights examination utilizing bar charts. The respondents' statistic profile is captured and analyzed underneath.

4.2.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	45	48.4	48.4	48.4
	Female	48	51.6	51.6	100.0
	Total	93	100.0	100.0	

Table 4.2

The overview result in terms of sex blend shows that (48.4%) of the workers participated within the overview were female and the rest (51.6%) were male. Sex is considered as an imperative property where as looking into the employee performance varieties between men and women as they have distinctive recognitions on organizational culture and its impact on performance. The data show that, females' participation was in great number to fulfill the questionnaire and returned.

4.2.2 Age

Valid	less than 25	18	19.4	19.4	19.4
	26-45	25	26.9	26.9	46.2
	46-55	29	31.2	31.2	77.4
	above 55	16	17.2	17.2	94.6
	5.00	5	5.4	5.4	100.0
	Total	93	100.0	100.0	

Table 4.3

The respondents were too inquired to demonstrate their age categories. Appropriately, respondents inside the age gather of 46-55 a long time ancient raised with the most noteworthy number of participants at 31.2%. Besides, 26.9% of the respondents drop beneath the age category of 26-45 years and 19.4% are within the age run of less than years. The remaining 5.3% falls beneath the age bunch of above 55. This suggests that nearly 58.1% of the workers were inside the age run of 26 and 45 and may show that the NGOS is composed of strong workforce.

4.2.3 Classification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	24	25.8	25.8	25.8
	Staff	54	58.1	58.1	83.9
	Others	13	14.0	14.0	97.8
	4.00	2	2.2	2.2	100.0
	Total	93	100.0	100.0	

Table 4.4

Expansive rate of the current workforce is senior staff (58.1%) and 25.8% of employees are management while 14.0% of employees are other staff. This appears the larger part of respondents are senior staff which is exceptionally critical for the organization since those senior staffs knows the NGOs well and they can assess organization culture of the bank in a great way.

4.2.4 Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	60	64.5	64.5	64.5
	Single	29	31.2	31.2	95.7
	4.00	4	4.3	4.3	100.0
	Total	93	100.0	100.0	

Table 4.5

The marital status of the workers who taken an interest within the overview was demonstrated that 53.7% of respondents were married, where as 46.3% were single. As most thinks about demonstrated that married employees are more compelling in their work and prepared to acknowledge challenging assignments and building a solid working culture with married than single ones.

4.2.5 How long have you been working for the for this organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 2 years	7	7.5	7.5	7.5
	2-5	41	44.1	44.1	51.6
	6-10	22	23.7	23.7	75.3
	more than 10 years	21	22.6	22.6	97.8
	5.00	2	2.2	2.2	100.0
	Total	93	100.0	100.0	100.0

Table 4.6

A huge rate of the current workforce (36%) has been with the company for 2 and 5 years and 33% of the workforce were with the company for 6-10 years, lower rate (16 %) of the work force were with the company for more than 10 years and 14% of the workforces are with the company for less than 2 years. Since the larger part of work drive has the most elevated encounter, they know their culture well and they contribute more for the think about.

4.2.6 Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
V Certificate	4	4.3	4.3	4.3
a Diploma	26	28.0	28.0	32.3
li bachelor degree	35	37.6	37.6	69.9
d Masters	28	30.1	30.1	100.0
Total	93	100.0	100.0	

Table 4.7

Based on Table 4.2 respondents' characteristics by educational qualification shows: 37.6%(35) have BA/BSC, 30.1(28) % have MA/MSc, 28% (26) have diploma, and the remaining 4.3% (4) of the respondents hold certificates. When looking at the educational level of the sample majority have BA/BSC and above.

4.3 Investigation on the Degree of Organizational Culture & Employee Performance

With the point of understanding the existing organizational culture at Agriteam Canada in Ethiopia workers were inquired to allow their degree of assertion to the articulations with respect to the four organizational culture measurements, thus, the respondents were inquired to rate how they felt almost the organizational culture measurements of leadership style, organizational values, work style and organizational climate on their performance in a five point Likert scale were at that point analyzed with clear statistics of mean score and standard deviation. The information collected from the surveys was analyzed quantitatively. Questions were supposition based which look for to discover out sees, conclusions and discernments of respondents.

The standard deviation measures how concentrated the information are around the mean; the more concentrated the littler the standard deviation and concurring to Zaidaton & Bagheri (2009) the mean score underneath 3.39 was considered as low, the mean score from 3.40 up to 3.79 was

considered as moderate and mean score over 3.8 was considered as high. A 5-point Likert scale was utilized to rate the different markers whereby 1 point was agreed to ‘Strongly disagree’, 2 point as ‘Disagree’, 3-point as ‘Not sure’, 4-point as ‘Agree’, and 5-point as ‘Strongly Agree’. In this way, detail of the investigation was displayed as takes after.

4.3.1 Descriptive Statistics: Organizational Culture

The thirty-four (34) things utilized to degree organizational culture were categorized into four components as appeared on Table 4.8. Most of the respondents were somewhat fulfilled with leadership style (Mean=3.7658, SD= 0.46030). Most of the respondents were be that as it may not have fulfilled with organizational values (Mean=3.8239, SD=0.49974), work style (Mean=3.5081, SD=0.56710), organizational climate (Mean=3.7327, SD=0.60214).

Descriptive statistics of variables of organizational culture

	N	Minimum	Maximum	Mean	Std. Deviation
leadership style	93	2.67	4.44	3.7658	.46030
Organizational values	93	2.63	4.75	3.239	.49974
Work style	93	2.25	4.75	3.5081	.56710
Organizational climate	93	2.57	4.71	3.7327	.60214
Valid N (listwise)	93				

Table 4.8

4.3.1.1 Leadership Style as Organizational Culture Dimension.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My supervisor provides rewards when others reach their goals?	93	3.00	5.00	4.0753	.81075
The organization has a good leadership style (the relationship between leader and employees is good)	93	2.00	5.00	4.0645	.81836
My supervisor gives attractive images about what we can do?	93	3.00	5.00	3.9247	.92356
Employees at Agriteam Canada in Ethiopia are given all the useful information by their supervisors which enable them to perform well	93	2.00	5.00	3.8280	.74635
My supervisor builds others feel good to be around him / her?	93	3.00	5.00	3.7527	.73212
My supervisor helps others develop themselves	93	2.00	5.00	3.7312	.86149
Agriteam Canada in Ethiopia employees believe working with management achieves better results and boosts their performance	93	2.00	5.00	3.6129	.70760
Lower level managers/ officers at Agriteam Canada in Ethiopia are given the power and resources to make decisions which enable them to perform well	93	2.00	5.00	3.5914	.76948
Valid N (listwise)	93				

Table 4.9

In respect to Leadership Culture, my supervisor provides rewards when others reach their goals, the most maximum mean (Mean=4.0753, SD=.81075) and the most reduced mean is Employees in Agriteam Canada are asked their advice before critical decisions are made by management (Mean=3.3118 SD=.82064) which shows that respondents accept that Employees in Agriteam

Canada are asked their advice before critical decisions are made by management.

4.3.3.2 Organizational Values as Organizational Culture Dimension

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational values	93	1.00	4.00	2.8495	.64177
Valid N (listwise)	93				

Table 4.10

Descriptive statics of organizational values

	N	Min.	Max.	Mean	Std. Deviation
The organization has implemented different programs to ensure delivery of safe and efficient service	93	1.00	5.00	4.0215	.84671
The organization encourages us to adhere to the moral, ethical and professional code of practice	93	2.00	5.00	3.9785	.77989
The organization promotes honesty in its dealings	93	3.00	5.00	3.9677	
Employees involves in the decision making process so as to allow effective implementation of the decision.	93	2.00	5.00	3.8602	.87962
The organization rewards us for excellent work	93	2.00	5.00	3.7312	.84878
Your organization designs an effective team formation process to enhance teamwork and constantly reward team performance	93	2.00	5.00	3.7204	.94829
Agriteam Canada's internal communication systems have strengthened relationships among employees and this has enhanced their performance	93	2.00	5.00	3.6774	.97981

Table 4.11

Based on Table 4.11, in respects to organizational values questionnaires, the organization has implemented different programs to ensure delivery of safe and efficient service scores of the most elevated mean (Mean=4.0215, SD= .84671) and Agriteam Canada’s internal communication systems have strengthened relationships among employees and this has enhanced their performance scores the least cruel (Mean=3.22, SD=1.031).

4.3.1.3 Work Style as Organizational Culture Dimensions

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Our offices and workspaces are well designed	93	2.00	5.00	4.0215	.84671
Your organization gives attention to workers development through training and other mechanisms	93	2.00	5.00	4.0108	.82745
We have the requisite equipment to perform our duties	93	2.00	5.00	3.9785	.84671
The layout of the offices and workspaces here are good	93	2.00	5.00	3.8387	.90037
Agriteam Canada in Ethiopia Management encourages teamwork among the employees	93	1.00	5.00	3.5484	.98374
Agriteam Canada employees believe that working individually achieves greater performance than working in teams	93	1.00	5.00	3.5161	.99578
There is lack of personal protective equipment for work on the job training is available to us to improve our performance on the job	93	1.00	5.00	2.6774	1.07503
The furniture here is unsuitable and not comfortable	93	1.00	5.00	2.4731	1.23879
Valid N (listwise)	93				

Table 4.12

Concurring to Table 4.12, work style, our offices and workspaces are well designed scores the most elevated men (Mean=4.0215, SD=.84671) and the most reduced mean is the furniture here is unsuitable and not comfortable scoring (Mean=2.4731, SD=1.23879) which demonstrates that respondents accept that there's less adaptability to alter.

4.3.1.4 Organizational Climate as Organizational Climate

Descriptive Statistics

	N	Mini mum	Maxi mum	Mean	Std. Deviation
In your organization, there is role clarity among employees	93	3.00	5.00	4.1290	.67929
My organization has cleared direction toward its goal	93	2.00	5.00	3.9892	.89071
In Agriteam Canada in Ethiopia have paths that enable employees to understand their options to grow in the organization.	93	3.00	5.00	3.9570	.77899
Our company creates good relationships among employees of the organization	93	2.00	5.00	3.8925	.86555
Information flows from top to bottom in form of feedback which motivates employees to work better	93	2.00	5.00	3.6129	.97838
There are clear reporting and communication channels among all staff which encourages employees to perform well	93	1.00	5.00	3.3656	1.14003
In your organization, do you think that the organization has good performance reward system	93	1.00	5.00	3.1828	1.06267
Valid N (listwise)	93				

Table 4.13

From table 4.13, in your organization, there is role clarity among employees scores the highest mean (Mean=4.90, SD=.67929) and the reduced mean score is in your organization, do you think that the organization has good performance reward system (Mean=3.1828 SD=1.06267), the most reduced mean demonstrate that respondents accept that there must be good performance rewarding system

4.3.5 Descriptive Static of Work Performance

	N	Min	Max	Mean	Std. Deviation
How do you rate the quality and performance of your peers at their jobs compared with yourself doing the same kind of work	93	3.00	5.00	4.1183	.62292
How do you rate quality of your performance and productivity on the job	93	3.00	5.00	4.0645	.73435
Valid N (list wise)	93				

Table 4.14

In table 4.14 both questionnaires scored the highest score are How do you rate the quality and performance of your peers at their jobs compared with yourself doing the same kind of work (Mean=4.1183 SD=.62292) and how do you rate quality of your performance and productivity on the job (Mean=4.0645 SD=.73435) that shows the respondent believes that Agriteam Canada in Ethiopia employees have great work performance

4.4 Correlation Analysis between Organizational Culture & Employee Performance

Pearson relationship was utilized to investigate connections between the informative factors, particularly to evaluate both the course (positive or negative) and quality of the relationship between the illustrative factors. This think about looked for to set up whether there were noteworthy affiliations between Organizational Culture (leadership style, organizational values, organizational climate and work style) and employee performance.

Interpretation of R	Description
0.80 or higher	Very High
0.6 to 0.8	Strong
0.4 to 0.6	Moderate
0.2 to 0.4	Lower
Low 0.2	Very low

As per Bartz (2009), a correlation coefficient enables to quantify the strength of the linear Relationship between variables. This coefficient is usually represented by ‘r’ and can take only the value from -1 to +1. If $r = +1$ there is perfect positive relationship between variables.

Organizational culture dimensions	Employee performance
Leadership style Pearson correlation	.673
Work style Pearson correlation	.621
organizational values Pearson correlation	.782
organizational climate Pearson correlation	.568

Table 4.16

From the Pearson correlation analysis; employee performance was found to have a strong positive correlation with the organizational values ($r=0.782$; $p < 0.01$), followed by moderate positive correlation with the three remaining organizational culture dimensions: leadership style with ($r=0.673$; $p < 0.01$), work style with ($r=0.621$; $p < 0.01$) and organizational climate ($r=0.568$; $p < 0.01$). From this correlation, it can be concluded that due to availability of good practice of Organizational culture in Agriteam Canada, enhances the practice of employee performance at Agriteam Canada in Ethiopia

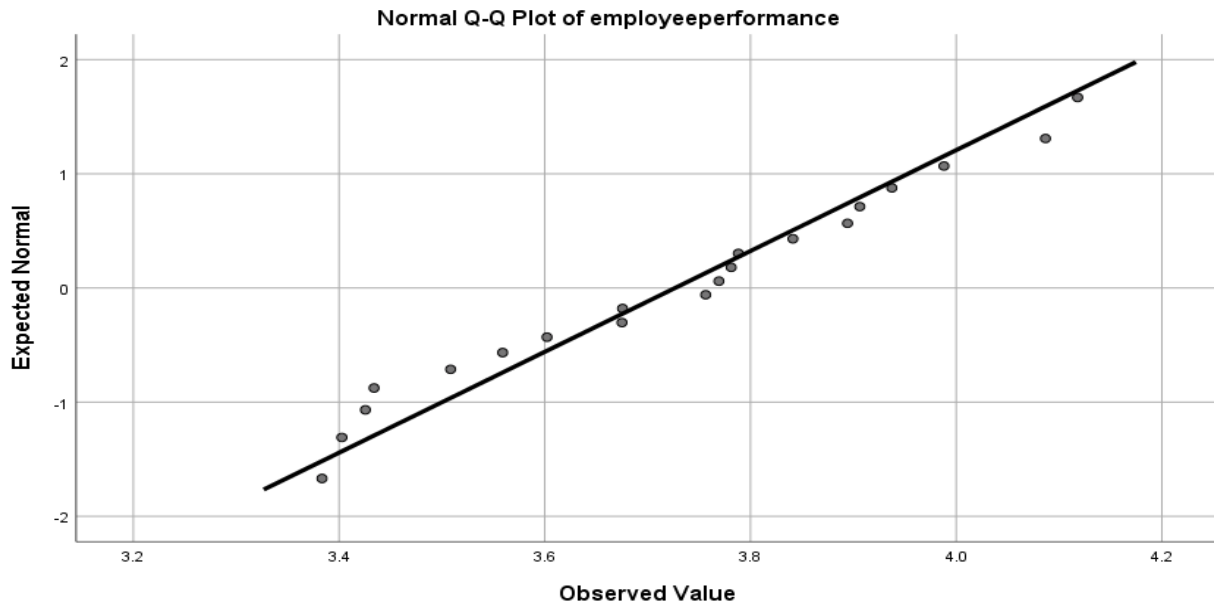
4.5 Testing the Assumptions of Regression Model

Sometime recently applying regression model, a few tests were conducted in arrange to guarantee the suitability of information to presumptions regression model.

4.5.1 Linearity test

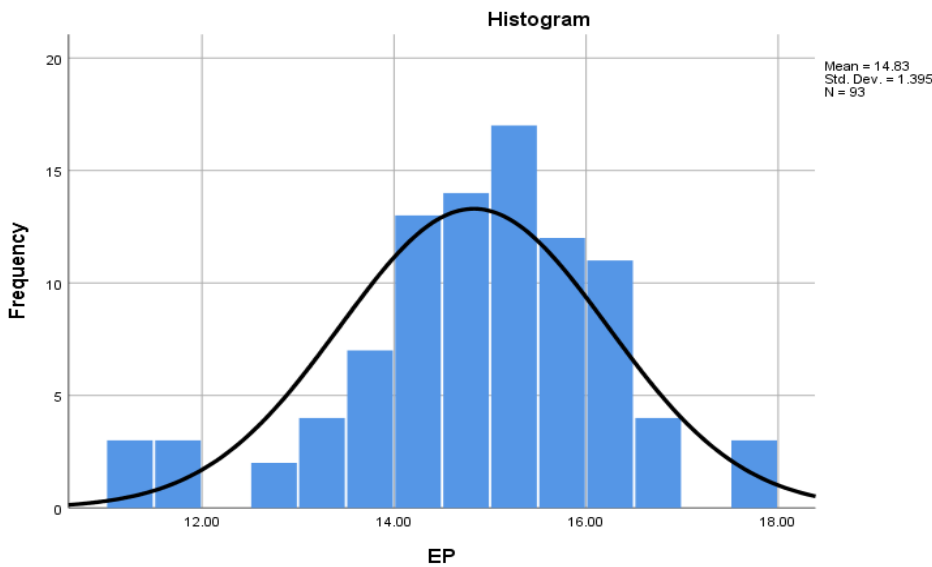
Multiple regressions assume a linear relationship between the independent and dependent variables. The bivariate plot of the predicted value against residuals can help us infer whether the relationship of the predictors to the outcome is linear. By using visual inspection of the scatter plot, it can be suggested about the linearity. Looking at the scatter plot of each independent variables, it appears that the relationship of standardized predicted to residuals is roughly linear around zero. Hence, we can conclude that the relationship between the dependent variable and independent variable is

around zero suggesting that the relationships between these variables are linear



4.5.2 Normality Test

The figure appears below to show the frequency dispersion of the standardized residuals compared to normal distribution. In spite of the fact that, there are a few residuals (those happening around 0) that are generally distant away from the curve, numerous of the residuals are decently close. Additionally, the histogram is bar bell shaped which leads to gather that the residuals are normally distributed.



4.5.3 Multicollinearity test

After the typicality of the information within the regression show was met, another step to decide whether there's similarity between the independent variables in a model, it is fundamental to multicollinearity test. Likenesses between the independent variable will result in a really solid relationship. In expansion, multicollinearity tests done to eliminate habit in choice making process with respect to the partial effect of independent variables on the dependent variable. Test multicollinearity as a premise the VIF values of multicollinearity test comes about utilizing SPSS. Based on the coefficient yield- Collinearity statistics, gotten tolerance values variables of Organizational Culture: LS (.658), OV (.603), WS (.879) and OC (0.919).

The values gotten from collinearity measurements it is greater than 0.1. Subsequently, it can be concluded that there are no multicollinearity side effects between the components of the independent variables. Thus, from an examination of the data displayed in all the three tests the analyst concluded that there are no significant data issues that would lead to say the assumptions of classical linear regression have been seriously violated.

Coefficients

Model	Collinearity Statistics		
	Tolerance	VIF	
1	LS	.658	1.520
	OV	.603	1.659
	WS	.897	1.115
	OC	.919	1.088

Table 4.17

a. Dependent Variable: EP

b. Independent variables LS, OV, WS AND OC

4.6 Linear Regressions

The reason of ANOVA test is to show whether the model is significantly better at predicting the dependent variable or using the mean. In like manner, Table 17 shows that the ANOVA is significant ($F=36.414$, df (relapse) = 4, df (residuals) = 88, $Sig < 0.05$). Consequently, it can conclude that one of the four independent factors can be utilized to demonstrate employee performance towards organizational culture in this research.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.568	4	5.892	36.414	.000 ^b
	Residual	14.239	88	.162		
	Total	37.806	92			

Table 4.18

Dependent Variable: EP

Independent variables: LS, OV, WS and OC

4.5.3 Multiple Linear Regression Analysis

Model Summary with Predictor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.790 ^a	.623	.606	.40225	.623	36.414	4

Table 4.19

Multiple regressions are the foremost common frame of the regression analysis. As a predictive investigation, multiple linear regression is utilized to depict data and to when watching the sum impacts of the predictor (leadership style, organizational values, work style and organizational values) on employee performance (table 4.18) over, they have able to clarify the increment of employee performance by 60.6%.

The relative commitment of each of the distinctive factors can effectively be compared by taking the beta esteem beneath the standardized coefficients. The higher the beta esteem, the most grounded its commitment gets to be. From the table 4.20 underneath, a two-tail test at 95% certainty level ($\alpha=0.05$) appeared that the positive beta values recommending a positive impact of the free variables on the subordinate variable.

Coefficients of regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.446	.264		1.690	.095
organizational values	.035	.070	.035	.496	.621
Leadership style	.151	.078	.137	1.928	.057
Work style	.528	.053	.681	10.051	.000
Organizational climate	.296	.052	.395	5.677	.000

Table 4.20

In like way, the relapse relentless regard showed up that when the independent variable (leadership style, organizational values, work style and organizational climate) are steady at zero, the employee performance would be at beta regard of .446. While considering the degree to which the free components impact the variable, the standardized coefficient comes approximately of work style showed up that (Beta=.681; $P < 0.01$) makes the foremost grounded one of a kind commitment to clarify the variable in which the comes around revealed that, a one unit increase or positive change in work style would lead to a 0.681 unit increase inside the level of employees' performance, taken after by leaderships style (Beta=.395, Sig.00 and $P < 0.01$), which appears that a one unit alter inside the dependent variable will bring a 0.395 unit increase in employee performance.

Subsequently, it is suggesting that work style and organizational climate have a noteworthy impact on employees' performance and able to clarify the changes in increment of employees' performance by 68.1% and 35.8%, individually. On the opposite, leadership style ($\beta = .137$, sig.056, $p < 0.05$) and organizational values ($\beta = .035$, sig.621, $P < 0.05$), subsequently, they seem able to responsible for the increment in employee's performance by 13.7% and 3.5%, separately. This may demonstrate that

their level of effect on employee performance was to some degree frail within the setting of Agriteam Canada's culture hones as compared

4.8 The Relationship between Study Variables

4.8.1 The Relationship between Work Style & Employee Job Performance at Agriteam

(Objective 1)

From the examination of comes about within the table above, it's shown that there's a positive solid critical relationship between work style and employee performance ($r=.652^{**}$ $p< 0.01$). These come about suggest that work style can have an impact on employee's performance.

More grounded relationship exists between work style and the other variables (organizational climate ($r= .47$, $p< 0.01$) and frail relationship with other factors, organizational climate ($r= .214$, $p< 0.01$), leadership style ($r= .298$, $p< 0.01$) that's to say that in spite of the fact that the coordinate relationship is strong for organization esteem to performance it encompasses a critical solid coordinate affect through its solid relationship with the other factors and this in this manner suggests that work style/process has an effect on employee performance straightforwardly and indirectly.

4.8.2 The Relationship between Organizational Climate & Employee Job Performance at Agriteam (Objective 2)

A solid and positive relationship was watched to exist between organizational climate and employee performance at Agriteam Canada ($r = .366^{**}$, $p<.05$) and a solid relationship with work style. This suggests that work style can influence the discernment of organization climate among the workers and Organizational climate has coordinate effect on employee's employee performance. Enhancement on leadership styles and discernment of the organizational climate would lead to much better employee performance.

4.8.3 The Relationship Between Leadership Styles & Employee Job Performance at Agriteam (Objective 3)

A strong and positive relationship was observed to exist between organizational climate and employee performance at Agriteam Canada ($r = .310, p < .05$) and a strong relationship with organizational values variable and organizational climate. This proposes that leadership style can influence used by the managers has a significant impact on employees' job performance at Agriteam, improving the leadership skills to enhance better leadership styles would not only enhance employees job performance but as well the organization climate which has a strong relationship with leadership styles.

4.8.4 The Relationship between Organizational Values & Employee Job Performance at Agriteam (Objective 4)

It is perceptible that there's positive and weak relationship between employee performance and organizational values at Agriteam ($.222, p < .01$), as well as with the hierarchical values ($r = .222, p < 0.01$). This suggests that work forms and system at Agriteam contains a critic impact on employees' job performance as well affects or is affected by the organizational values. Well-managed organizational values in an organization would significantly improve employee's job performance at Agriteam.

4.9 Regression Mathematical Model

The equation of multiple regressions on this study is generally built on around two sets of variables, namely dependent variable (employee performance) and independent variables (leadership style, organizational values, work style and organizational climate). The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

Therefore, the model for the study was formulated as Employee performance which is the dependent variable is the work of the independent variable organizational culture; organizational Values, organizational Climate, leadership style and Work style, Employee performance as per the SPSS created on the table 4.16, the condition $E P_i = \alpha + \beta_1 O C_i + \beta_2 O V_i + \beta_3 W S_i + \beta_4 L S_i$ gets to be

$$Y = .446 + .296X_1 + .528 X_3.$$

This relapse condition in table 4.17 over appears a combination of organizational Values, organizational Climate, leadership Styles and Work style in surveying the level to which they can anticipate employee performance. These factors clarified 62.3% of the change in employee performance (R Square =.623). The foremost powerful indicator of employee performance was work style (Beta = .528) with a relative significance of 10.05 (in t-test). Also, organizational climate (Beta=.296) may be a noteworthy indicator of Employee performance with a relative significance of 5.677(in t-test). Organizational values encompass a minimal influence to employee performance since it depicts positive frail noteworthiness with a relative importance of 0.496(in t-test) within the model whereas leadership style includes a direct positive noteworthiness to employee performance within the Organization with relative significance of 1.92 (in t-test) within the demonstrate. The suggestion in this show is that work style within the Organization and the organizational climate connected at Agriteam Canada in Ethiopia at expansive altogether decides the employee's work performance in their particular zones.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS & RECOMMENDATIONS

This chapter presents outline of the ponder discoveries, conclusions, proposals, Limitation of the think about and future inquire about heading. Based on the key discoveries and comes about, Conclusions are made.

5.1 Summary of Major Findings

The discoveries inferred from the information analyzed by utilizing clear insights, relationship and relapse are displayed below.

5.1.1 Organization Values & Employee Job Performance at Agriteam.

From the examination of comes about its set up that there's a powerless positive noteworthy relationship between organizational values and employee performance ($r = .222$, $p < 0.01$). From the examination organizational values excessively has the most reduced relationship with performance among the other factors tried? The respondent's appear to be impacted by the sense that " The organization has implemented different programs to ensure delivery of safe and efficient service" with a mean score of 4.02, this implies that the organization esteem qualities aid's Agriteam in setting up an organizational citizenship among employees; which is went with by a sense of mission and reason organization values in Agriteam play an imperative part of prompting inspiration and subsequently making strides employee's performance.

Investigating the seen prove of the distinguished organizational values, variety was displayed among the comes about. The in general standard deviations were moderately high. Subsequently, person things reflected contrasts over the estimation scale, indicating a need of in general understanding among the respondents. These comes about infer those Organizational values have powerless coordinate effect on impact on employee's work performance and also relating it with other factors it may have a minor round about impact on employees' performance.

5.1.2 Organizational Climate & Employee Job Performance at Agriteam.

From the investigation of comes about it's built up that there's a solid positive critical relationship between organizational climate and employee performance ($r = .366$, $p < 0.01$). The environment of the organization makes a difference the employees to perform fittingly and meet the performance

levels anticipated of them. In this research the respondents appear to be impacted by the sense of having a place within the office and the recognition that they are comfortable at the working environment making them work comfortably. This implies that leadership styles feature a coordinate influence the recognition of organization climate among the workers and organization climate has coordinate effect on employee's employee performance. Enhancement on leadership styles and recognition of the organization climate would lead to much better employees work performance.

5.1.3 Leadership Styles & Employee Job Performance at Agriteam

From the examination of comes about it's built up that there's a positive noteworthy relationship between organizational values and Worker performance ($r = .310$, $p < 0.01$). Leadership style was measured by separately inquiring the workers how they see the administration back and the connected leadership styles from their administrators and the Supervisors.

The respondents appear to be affected by my supervisor provides rewards when others reach their goals most elevated implies of 4.07 from the respondent's whereas employees in Agriteam Canada are asked their advice before critical decisions are made by management gain a mean score of 3.11 this implies that Agriteam administration must participate their employee in dictions making process. Other than that, each required asset must be given to the director and concepts from workers equitably assessed and in case important, used to assist operations and push the organization to achieve its performance target and overall goals

5.1.4 Work Processes & Systems & Employee Job Performance at Agriteam.

It is perceptible that there's a solid positive relationship between work forms and employee's performance at Agriteam ($.652^{**}$, $p < .01$). The respondents appear to be impacted by the sense that "Our offices and workspaces are well designed and Your organization gives attention to workers' development through training and other mechanisms" has the most elevated implies of 4.02 and 4.01 separately. This demonstrates that the respondents get it the organization targets and the administration communication in common and particular organization targets are well caught on.

This infers that work forms and system at Agriteam includes a critical effect on workers work execution as well influences or is influenced by the organizational climate. A well-managed organizational climate, work forms and framework in put would altogether progress employee's

employee performance at Agriteam. The investigation suggests that work framework create positive outcomes arise in because work systems contribute to workplace order and predictability.

5.1.5 Performance

As employee performance depends on employee fulfillment, the performance reaction on recognition of the respondent was high with "In your organization, there is role clarity among employees "scoring the higher mean of 4.12 with the rest of the questions having a high mean of over 3.5. This implies that Agriteam can be accepted to have effectively achieved worker fulfillment through employee performance. In case your workers are not performing as well as you'd like, it's exceptionally likely since they are not exceptionally fulfilled with their occupations and committed to the organization

5.2 Conclusions

Agriteam Canada in Ethiopia as non-governmental organization, the administration of the organization encompasses a significant part to play in satisfying the space of the organizational culture. The organization itself keeps up veracity in its interest of worldwide guidelines. The administration is responsible for keeping up a culture that holds clear and straightforward arrangements and methods. Human assets division is the key influencers and shaper of the organizational culture and values. The performance of employees is kept up and controlled through inspiration, rewards and codes of conduct. Regular gatherings and open dialog take put within the organization to neutralize struggle, progress organizational culture and advance performance.

5.2.1 Organizational Values & Employee Job Performance

Concurring to Hofstede (1980) the values of organization lie inside the heart of it. This inquires about brings prove that an organization ought to set tall guidelines when it comes to the viewpoint of 'Values' and the employees need to reverberate well with the organization values. A signifier of thriving inside an organization is proving of an assertion between organizational values and schedule behaviors of its faculty (Conklin, & Jones, 2003). Reducing the crevices between greatly values and greatly apparent and subsequently adjusting the values of the faculty and what is really happening inside the organization may result in expanded worker assurance and work performance. Values coinciding demonstrate likenesses between an individual's seen values importance and the values exemplified in their work environment. Work force who works in a consistent environment

where values match actions tend to be happier, more productive, and adjust to change at a faster rate (Adkins et al., 1994).

5.2.2 Organizational Climate & Employee Job Performance.

The examination uncovers that organization climate encompasses a noteworthy coordinate impact on employee's performance. From the investigation the respondents appear to be affected by the sense of having a place within the office and the perception of consolation at the working environment making them work comfortably. The researcher found out that need of critical basic and furniture such as water, power, toilets, and influence employee's performance. This infers that recognition of organization climate among the workers effect on employee's performance.

5.2.3 Leadership Styles & Employee Job Performance

That leadership style is one of the a few variables influencing employees' performance. The investigation uncovers that there's a hint relationship between leadership styles and employee performance. The employees of Agriteam are cheerful / fulfilled of the sort of leadership style embraced by the organization. leadership styles allude to the design of pioneers' behavior that characterize a given pioneer (Anayo 2005) or different designs of behavior favored by leader amid the method of coordinating and affecting workers.

A leader's choice of leadership style must address situational powers as the organization favored fashion, the measure and cohesiveness of a particular work gather and the nature of the bunch administration must guarantee that most employees' needs must be recognized and fulfilled to improve performance. Other than that, each required resource must be given to the chief and concepts from workers equitably assessed and in the event that pertinent, utilized to help operations and thrust the organization to achieve its performance target and overall goals.

There's a relationship between leadership style and employee performance had the least level of employee performance. Having an empowering schedule work plan, keen choice making prepare, and an productive progressive leadership style decides the nature of employee are likely to have towards the organization and thus their work performance. Nkata (2004) notes that the significance of employee's performance by having group work and group building require the creation of a climate in which beneficial and agreeable relationship can flourish and be kept up through

association between administration and employees' group to thrive. In Agriteam, leadership is critical in cultivating employees' assurance and subsequently their performance.

5.2.4 Work Style on Employee Job Performance

It is discernible that there's a solid positive relationship between work forms and employee's performance at Agriteam. This infers that work forms and system at Agriteam incorporates a critical effect on employee's work performance. A well-managed hierarchical value, work forms and framework in put would altogether progress employee's work performance at Agriteam. This consider subsequently concludes from the examination that compelling work forms and framework practiced create positive results for workers by assembly their interface (particularly their intrigued in deliberate and unsurprising working environment).

Utilizing overview information on workers working at Agriteam, factual examination is utilized to test the intervening impact of work system (work form and frame work) on employee performance. The result propose that positive results emerge in portion since work forms and framework contribute to working environment arrange and predictability enhancing the overall employee's job performance. It's noted from the questions and the analysis that the importance of related factors, notably rewards, management etc. in shaping employees' performance outcomes can't be ignored to have maximum performance.

5.2.5 Organization Culture & Employee Job Performance

Best administration accepts that the culture can be impacted through adjusting contemplations of the employees. Workers at the operational level clarify culture through a generalized see recommending that culture is the demeanor that individuals create by doing their everyday work. Culture makes difference employees to coordinate their thoughts towards the set of standards created by Agriteam; such culture is comparable to the convictions of Schein (1990). Since Agriteam's culture reflects beat down various leveled structure, best directors have distant better; a much better; a higher; a stronger; an improved understanding of the interface between culture and performance than workers at operational level. Bargain and Kennedy (2001) recognized that there are associations between culture and performance. Understanding the link is vital to identify the performance issues and consequently aligning the applied leadership styles affecting the same.

The paper illustrated that the properties of organizational culture that were considered have critical positive impact over employee performance. The paper has mapped out four factors of organizations culture as well as appeared the imperative relationship between them and employee performance. The paper clarified how organization values, organization climate, leadership style styles and work style impacts on employee's performance. The discoveries of the paper essentially illustrate both positive and negative quirk of culture qualities which has critical results on employees as well as organization's performance.

The modern and broad nature of the thesis would include esteem to organization thinks about teach by giving an imperative subjective recognition towards organizational culture and employee performance and would start assist dialogs to form a viable system between organizational culture and its effect on performance.

5.4 Recommendations

It shows up, based on the current and already existing discoveries on culture in respect to organizational values, organizational climate, leadership styles and work style, that there's much work to be done to form congruency between these factors and they prove in day by day sharpen inside Agriteam coupled with the audit of the writing, certain recommendations evolved from the discoveries of this thesis which will give valuable understanding to the administration of Agriteam.

These proposals incorporate:

1. This research prescribed that administration have to be reliably degree and assess the fulfillment and commitment of employees, to strengthen perfect organization values, and climate that will improve and keep up tall performance of from the workers.
2. There ought to be preparing for directors and workers on a few standards that are vital for viable productivity
3. Employees ought to be successfully spurred, financial rewards must not be advertised alone, but acknowledgment and openings for realizing different person objective and desires must be made.
5. Best administration ought to make empowering environment and rules for both pioneers and subordinates to carry out exercises together as this will donate all employee/members sense of having a place and subsequently increments their performance.

6. Utilize the collective topics found in this think about as a system of assessing person concepts by looking into and creating plans to diminish the as of now existing crevices endeavoring towards generally performance.

7. Administration of Agriteam ought to reflect on current ways of communicating and plan methodologies to upgrade successful communications over all levels of the organization, particularly the development of messages adjusting performance of workers and association values.

Reference

- Alan Fowler, (1996). Demonstrating NGO Performance: Problems and Possibilities, Vol 6, No 1, Oxfam and Ireland
- Armstrong,(2008). A hand book of human resource management practice, (9th ed). Kogan.London and Sterling
- Armstrong, M. (2006). A Handbook of Human Resource Management Practice, (10th ed.)
- KHarrison, R. 1993.Diagnosing organizational culture: Trainer's manual. New York: Pfeiffer and Company
- Hellriegel, D. Slocum, Jr. J. W. & Woodman, R.W. (2001). Organizational Behavior. 9th Edition. Sydney: Thomson Learners.
- Martins, E.C. and Terblanche, F. 2003. Building organizational culture that stimulates Creativity and innovation. European Journal of Innovation Management. Vol. 6, No. 1. pp. 64 – 74.
- Schein, E.H. 1983. The role of the founder in creating organizational culture. Organizational Dynamics. Summer. pp. 13 – 28. Urrabazo, C. K. (2006). Management's role in shaping organizational culture. Journal of Nursing Management, 14, 188-194.
- Widyaningrum, M. E. (2012). Effects of organization culture and ability on organizational commitment and performance in IbnuSina Hospital Gresik. Journal of Business management, Vol. 2(1).
- Babbie, E.R. (2007). The practice of social research, (2nd ed.). Belmont, California:Cengage
- Hellriegel, S., & Woodman. (2001). Organizational Behavior (9th ed.). South-Western.
- Hofstede, G. (1997). Culture and Organizations, Software of the Mind: Intercultural Cooperation and its importance for Survival. London: McGraw-Hill.
- Handy, C. (1985). Typologies of Organizational Culture. Retrieved October, 2010, from <http://www.jstor.org>

- Durkin, M., Bennett, H. (2000). The effects of organizational culture on employee psychological attachment. An exploratory study. *Journal of Managerial Psychology*, vol. 15
- Elangovan, A. R. (2001). Causal ordering of stress, satisfaction and Commitment and intention to quit: a structural equations analysis. *Leadership and organization development journal*, vol.22
- Edwards, M., and Hulme, D (1994). NGOs and Development: Performance and Accountability in the 'New World Order'; background paper for International Workshop on NGOs and Development, University of Manchester, 27th-29th June
- Schein, E. (2004). *Organizational culture and Leadership*, 3rd (ed.). San Francisco: Wiley Imprint.
- Edwards, M. & Hulme. D (1992). *Making a Difference. NGOs and Development in a Changing World* London: Earthsan Ehteshani
- Haddock, J., (2002) *NGO Management*; Imperial College at Wye; University of London
- Harris, T. E., & Nelson, M.D. (2008). *Applied organizational communication: Theory and practice in a global environment* New York: Lawrence Erlbaum
- Kothari, C.R., (2003). *Research Methodology, Methods and techniques* (2nd Ed.) Wishwa Prakashan.
- Lewis, D., (2001). *Management of Non-Governmental Development Organizations*. 2nd edition. Reputledge, Milton Park, USA and Canada
- Nongo, E. S., Ikyanyon D. N. (2012). The influence of Corporate Culture on Employee Commitment to the Organization. *International Journal of Business and Management*, Vol 7
- Park, J. S., & Kim, T.H. (2009). Do types of organizational culture matter in nurse job satisfaction and turnover intention? *Leadership in Health Services*
- Alvesson, M. (1989), Concepts of organizational culture and presumed links to efficiency. *International Journal of Management Science*, 17(4), 323-33
- Dasanayake, S. W. S. B and Mahakalanda, I. (2008). A Literature Survey on Organizational Culture and Innovation. *Global Business and Management Research*, Boca Raton, Florida 539-550

- Lok, P. Westwood, R. & Crawford, J. (2005). Perceptions of organizational subculture and their significance for organizational commitment. *Applied Psychology: An International Review*, 54, 490– 514.
- Robbins, S. P. and Sanghi, S. (2007). *Organizational Behavior*, Pearson Education, New Delhi.
- Ravasi D. & Schultz M. (2006). Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of Management Journal*, 49(3), 433-458.
- Roe, R. (1999). Work Performance: A multiple regulation perspective. *International review of industrial and organizational psychology*, 14, 231-335.
- Schein. (1995). *Organizational Culture*. Frankfurt: Verlag.
- Schein, E. (2011). *Leadership and Organizational Culture* (Vol. 26). New York: Wiley.
- Schneider, B. H. (2003). Which comes first: Employee attitude or Organizational financial and market Performance? *Journal of Applied Psychology*, 88, 836-851.
- Sekaran, U. &. (2003). *Research Methods for Business*. U.S.A.: John Wiley and Sons.
- Shahzad, F. (2014). Impact of Organizational Culture on Employees' job performance. *International Journal of Commerce and Management*, 24(3), 219-227.
- Sorensen, J. (2002). The Strenght of Corporate culture and the reliablity of firm Performance. *Administrative Science Quarterly*, 47, 70-91.
- Stannack, G. (1996). *Organizational Performance and Effectivness*. London: Oliver Press.
- Stephen E.N., &. S. (2016). *Organizational Culture and Its Impact on Employee Performance and Job Satisfaction*. *Higher Education of Social Science*, 11(5), 36-45.
- Stephen P., a. R. (2012). *Organizational Behavior* (15th ed.). New Jersy: Prentice Hall.
- Stephen, P. R. (2009). *Organizational Behavior* (8th ed.). South Africa: Pearson Education
- Tewodros T. (2016). *Impact of Organizational Culture on Organizational Performance*. Walden Dissertation and Doctoral Studies.

Tichy, N. (1982). Managing Change Strategically: The Technical, Political, and Cultural Keys. In Organizational Dynamics (pp. 59-80).

Timothy K., & L. (2015). Why managers should care about employees loyalty? <http://hiring.monster.com/hr/hr-best-practices/workforce-management/employeeperformancemanagement>.

Tsang, E. (2014). The merits of case studies. International Journal of Management Review, 16, 369-383.

Watson, T. (2006). Organizing and Managing Work. UK: Pearson Education Limited.

X., Z. (2010). On How Organizational Culture Impacts Performance and Competitiveness. E-product Eservice and E-entertainment (ICEEE), (pp. 7-9). Henan.

Zaidatol A., L. P. (2014). Enterepreneurial Intention of Universty Students: An Analysis of Gender and Ethnic Groups. International Journal of Knowlege, Culture and Change Management, 9(4), 49-60.

Annexes

Addis Ababa
University
(Since 1950)



ADDIS ABABA UNIVESRTY

COLLEGE OF BUSINESS & ECOMONOMIC

**RESEACH PROJECT QUESTIONARE FOR PARTIAL FULFILLMENT OF MSC IN
MANAGEMENT**

Dear respondent:

I am a Masters student at Addis Ababa University in business and economic department undertaking a study on” **Organizational factors affecting employee performance in Agriteam Canada in Ethiopia**”. The study is in partial fulfillment of the requirements for the award of a master’s degree in management (M.Sc.) Addis Ababa University.

I kindly request you to answer the questions sincerely and accurately. The information will only be used for academic purposes and it will be treated with maximum confidentiality. Therefore, your genuine response is highly valuable for this study to arrive at reliable results. I hereby request you to fill in this questionnaire and return back the earliest time possible. Remember, all your responses will be kept confidential. You don’t need to write your name. If you have questions about the survey or the procedures, you may contact me at any time through the following addresses:

E-mail:Fanuel_bekele@yahoo.com

Mobile phone number: 0911790839

Thank you for your kind cooperation!!

Fanuel Bekele

Part 1: Demographic Information

Instruction: Please use (√) to tick from the options given below

1. Please indicate your gender:

Male Female

2. Age:

Less than 25 26-35 36-45 46-55 Above 55

3. How long have you been working for the for this organization?

Less than 2 year 2-5 years 5-10 years More than 10 years

4. Please indicate your current classification:

Management Staff Other

5. Education Level:

Certificate Diploma Bachelor's degree Masters
Ph.D. Others

6. Marital status:

Single married

Part 2: Organizational factors affecting employee performance in the subsequent sections, use the scale provided to circle a number that describes your opinion

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree

1. Employees in Agriteam Canada are asked their advice before critical decisions are made by management

1 2 3 4 5

2. Lower level managers/ officers at Agriteam Canada in Ethiopia are given the power and resources to make decisions which enable them to perform well.

1 2 3 4 5

3. Employees at Agriteam Canada in Ethiopia are given all the useful information by their supervisors which enable them to perform well

1 2 3 4 5

4. Information flows from top to bottom in form of feedback which motivates employees to work better

1 2 3 4 5

5. There are clear reporting and communication channels among all staff which encourages employees to perform well.

1 2 3 4 5

6. Agriteam Canada's internal communication systems have strengthened relationships among employees and this has enhanced their performance

1 2 3 4 5

7. Agriteam Canada has got a communication strategy understood and implemented by its employees which has enhanced their performance

1 2 3 4 5

8. Agriteam Canada employees believe that working individually achieves greater performance than working in teams

1 2 3 4 5

9. Agriteam Canada in Ethiopia Management encourages teamwork among the employees

1 2 3 4 5

10. Agriteam Canada in Ethiopia employees believe working with management achieves better results and boosts their performance

1 2 3 4 5

11. In your organization, do you think that the organization has good performance reward system

1 2 3 4 5

12. Your organization gives attention to workers' development through training and other mechanisms

1 2 3 4 5

LEADERSHIP STYLE & PERFORMANCE

You are requested to rating yourself against each statement to indicate you level of agreement with the statement is suggesting, where the following ratings are:

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree

13. The organization has a good leadership style (the relationship between leader and employees is good)

1 2 3 4 5

14. My supervisor builds others feel good to be around him / her?

1 2 3 4 5

15. My supervisor gives attractive images about what we can do?

1 2 3 4 5

16. My supervisor helps others develop themselves?

1 2 3 4 5

17. My supervisor provides rewards when others reach their goals?

1 2 3 4 5

ORGANAZATONAL VALUES AND PERFORMANCE

You are requested to rating yourself against each statement to indicate you level of agreement with the statement is suggesting, where the following ratings are:

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree

18. The organization rewards us for excellent work?

1 2 3 4 5

19. The organization promotes honesty in its dealings?

1 2 3 4 5

20. The organization encourages us to adhere to the moral, ethical and professional code of practice?

1 2 3 4 5

21. The organization has implemented different programs to ensure delivery of safe and efficient service?

1 2 3 4 5

22. Your organization designs an effective team formation process to enhance teamwork and constantly reward team performance?

1 2 3 4 5

23. Employees involves in the decision making process so as to allow effective implementation of the decision.

1 2 3 4 5

WORK PROCESS & PERFORMANCE

You are requested to rating yourself against each statement to indicate you level of agreement with the statement is suggesting, where the following ratings are:

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree

24. Our offices and workspaces are well designed?

1 2 3 4 5

25. We have the requisite equipment to perform our duties

1 2 3 4 5

26. The layout of the offices and workspaces here are good

1 2 3 4 5

27. The furniture here is unsuitable and not comfortable

1 2 3 4 5

28. There is lack of personal protective equipment for work on the job training is available to us to improve our performance on the job

1 2 3 4 5

ORGANAZATIONAL CLIMATE & PERFORMANCE

You are requested to rating yourself against each statement to indicate you level of agreement with the statement is suggesting, where the following ratings are:

(5) Strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, (1) Strongly Disagree

29. In your organization, there is role clarity among employees?

1 2 3 4 5

30. Our company creates good relationships among employees of the organization

1 2 3 4 5

31. My organization has cleared direction toward its goal.

1 2 3 4 5

32. In Agriteam Canada in Ethiopia have paths that enable employees to understand their options to grow in the organization.

1 2 3 4 5

WORK PERFORMANCE

Use the scale provided to circle a number that describes your opinion

(1) Bad need supervision (2) Satisfactory (3) Good (4) Very good (5) Excellent

33. How do you rate quality of your performance and productivity on the job?

1 2 3 4 5

34. How do you rate the quality and performance of your peers at their jobs compared with yourself doing the same kind of work?

1 2 3 4 5

Part 3: Use the space provided to write about your opinion

1. Do you have any awareness of your about organizational culture? Describe it in general?

.....

2. What are the common characteristics which are shared by all the employees in Agriteam?

.....

3. Do you think that the current organizational culture of the company affects your performance? If, YES How?

.....

Please use the space below to write additional comments about any topic, whether or not it was covered in the questionnaire. Your comments will be typed and edited to protect your identity.

.....