

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS,
SCHOOL OF COMMERCE**



**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE: THE CASE OF INTERNATIONAL MEDICAL CORPS,
ETHIOPIA MISSION**

**A Thesis Submitted to the Office of Graduate Studies of Addis Ababa
University School of Commerce in Partial Fulfillment of the
Requirement for the Degree of Master of Arts in Human Resource
Management**

By:

Woinshet Kebede

Advisor:

Atsede Tesfaye (PHD)

June, 2020

Addis Ababa, Ethiopia

Declaration

I, Woineshet Kebede Mesfifn, MA student in Human Resource Management (HRM), declare that the research project titled, **The Effect of Organizational Culture on Employee Performance the case of International Medical Corps, Ethiopia Mission:** is my original work under the guidance and supervision of the research Advisor. It has not been submitted for any degree in any university. All cited documents have been acknowledged duly.

Name : **Woineshet Kebede Mesfin**

Signature : _____

Date : _____

Statement of Certification

This is to certify that the thesis work entitled “The Effect of Organizational Culture on Employees’ Performance: the case of International Medical Corps, Ethiopia Mission is submitted in partial fulfillment of the requirements for Master of Arts in Human Resource Management to Addis Ababa University School of Commerce is her original work and has got acceptance for the submission for the award of Masters Degree in Human Resource Management.

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

Advisor: **Dr. Atsede Tesfaye**

Signature: _____

Date _____

**ADDIS ABABA UNIVERSITY, SCHOOL OF COMMERCE,
MHRM PROGRAM**

**The Effect of Organizational Culture on Employee Performance the
case of International Medical Corps, Ethiopia Mission**

By: Woinshet Kebede Mesfin

Approved By: Board of Examiners

- | | | | |
|----|--------------------------|------------------|-------------|
| 1. | _____ | _____ | _____ |
| | Research Advisor | Signature | Date |
| 2. | _____ | _____ | _____ |
| | Internal Examiner | Signature | Date |
| 3. | _____ | _____ | _____ |
| | External Examiner | Signature | Date |

Acknowledgements

I would like to express my appreciation to the management and staff of International Medical Corps, Ethiopia Mission, for their cooperation in filling the research questionnaires. I would like to acknowledge and thank my supervisor, Dr. Atsede Tesfaye, for her invaluable comments and guidance.

My special thanks go to all of my families especially my beloved mother Tewabech Negusse, my father, Kebede Mesfin, my husband, Dereje Bacha and my children, Yoseph and Yanet for their love, encouragement and unreserved support through the successful journey of my life.

Moreover, I would like to acknowledge the participants and individuals who have been contributing to the study for their willingness, participation and valuable information. Finally, those individuals who have been contributing a lot for the entire work deserve to be acknowledged.

Table of Contents

Declaration	ii
Statement of Certification	iii
Acknowledgements	v
List of Tables	viii
List of Figures	viii
Abstracts	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Background of the organization	3
1.3. Statement of the Problem	5
1.4 Research Questions	7
1.5 Objective of the Study	8
1.6 Significance of the Study	8
1.7. Scope of the study	9
1.8 Limitation of the Study	10
1.9 Definition of Terms	10
1.10 Organization of the study	11
CHAPTER –TWO: LITERATURE REVIEW	12
2.1. Theoretical Review	12
2.1.1 Overview of Organizational Culture	12
2.1.1.1. Characteristics of Organizational Culture	15
2.1.1.2. Functions of Organizational Culture	16
2.1.1.3. Strong and Weak Organizational culture	17
2.1.1.4. Models of Organizational culture	19
2.1.1.4.1. Charles Handy’s Model of Organizational Culture	19
2.1.1.4.2. Schein’s model of organizational culture	20
2.1.1.4.3 Denison’s model of organizational culture	21
2.1.2. Overview of Employee Performance	25
2.2. Empirical Review	27
2.2.1. Involvement and Employee Performance	31
2.2.2 Consistency and Employee Performance	31
2.2.3 Adaptability and Employee Performance	32
2.2.4. Mission and Employee Performance	33

2.3. Conceptual Framework.....	34
CHAPTER THREE: RESEARCH METHODOLOGY	35
3.1 Research Approach	35
3.2 Research Design.....	35
3.3 Population and Sampling	36
3.4 Data Types and Sources.....	38
3.5 Instrument Design/Measurement	39
3.6. Data Collection Procedure	39
3.7. Methods of Data Analysis.....	40
3.8. Validity and Reliability.....	40
3.9 Ethical Considerations	41
CHAPTER FOUR.....	43
DATA PRESENTATAON, ANALYSIS AND INTERPRETATION.....	43
4.1 Response Rate.....	43
4.2 Demographic profile of Respondents	44
4.3 Descriptive Analysis	47
4.4. Correlation Analysis	56
4.5. Regression Analysis.....	58
4.5.1 Checking the Assumption.....	58
4.5.2 Linear Regression Analysis	60
4.5.3 Multiple Linear Regression Analysis.....	61
4.6 Hypothesis Testing.....	64
CHAPTER FIVE:	65
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	65
5.1 Summary of Major Findings	65
5.2 Conclusions.....	67
5.3 Recommendations.....	70
5.4 Limitations and Suggestions for Future Research	71
References.....	72
ANNEXES	80

List of Tables

Table 3.1. Sample size Distribution	38
Table 3.2 Reliability Test Result Variables	41
Table 4.1 Response of Respondents	43
Table 4.2 General Information of Respondents	44
Table 4.3. Involvement Cultural Dimension at International Medical Corps	48
Table 4.4 Consistency Cultural Dimension in IMC	50
Table 4.5 Adaptability Culture Dimension in IMC	52
Table 4.6 Mission Cultural Dimension at IMC	54
Table 4.7 Employees' Performance in IMC	55
Table 4.8 Correlations Result	57
Table 4.9 Multicollinearity Diagnosis	60
Table 4.10. Overall Model Fit of the Regression Model (ANOVA)	61
Table 4.11 Model Summary	62
Table 4.12 Coefficients	62
Table 4.13 Summary of Tested Hypothesis	64

List of Figures

Figure 2.1 The Denison Organizational Culture Model	22
Figure 2.2 Conceptual Framework	34
Figure 4.1 p-plot graph	59

ANNEXES

Annex 1. Organizational Culture Questionnaires	80
Annex 2. Employee Performance Questionnaires	85
Annex 3 Descriptive Statistics	87

Abstracts

The purpose of this study was to examine the effect of Organizational Culture on Employees Performance in International Medical Corps, Ethiopian Mission. The study adopted quantitative research method and explanatory research design to objectively answer the proposed research questions. 182 sample size were selected using stratified random sampling techniques by classifying homogeneous employees from the four field locations. Structured questionnaires consisted of 57 statements with five point Likert scale were used to collect the data. Statistical Package for Social Science (SPSS) 20 software was used to analyzing the questionnaires. Descriptive statistics was used to measure the central tendency through use of mean scores, percentage and presented in tables. Regression analysis was used to establish the relationship between the study variables. The study found that all the four organizational culture dimensions, involvement, consistency, adaptability and missions were practice at International Medical Corps, Ethiopia Mission. Mission culture is predominantly practiced in the organization followed by consistency organizational practice. According to the results of regression analysis, it can be concluded that 40.1% of variation in employee performance is accountable for organizational culture. Specifically, Involvement and mission sub culture dimensions have a positive and significant effect on employees' performance. Based on the research findings and research conclusions, major recommendations such as; maintaining significant cultures, mission and involvement and introduce to newly hired employees consistently, improving employees' capacity development, rewarding and encouraging innovation and risk taking culture to adopt changes were suggested by the researcher for possible consideration by International Medical Corps, Ethiopia Mission.

Key words: Organizational Culture, Involvement, Consistency, Adaptability,

Mission, Employee Performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Productivity of an organization is greatly affected by its culture (Ogbor, 2003; Schein, 2004). Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. It is based on the shared history and traditions of the organization combined with current leadership values. In this regard, organizational culture can be treated as a series of distinctive characteristics of a specific organization. Thus, every organization is influenced by the existing culture which varies from organization to organization. When you walk in different companies, one will experience a certain atmosphere, feeling, style personality, a charm, a feel that is unique to it, this as a result influences the way the employees relate to their clients. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success (Hofferberth and Urich, 2011).

Some modern definitions of organizational culture are dynamic, directed at creativity, innovations and entrepreneurship. With a strong organizational culture, employees do things because they believe it is the right thing to do and feel they will be rewarded for their actions. Shahzad, Iqbal, and Gulzar, (2013) reveals that organizational culture has an impact on behavior, way of working, and the motivation of managers and his subordinates to achieve organizational performance. However, if the leadership team lacks integrity or squelches diversity, powerful cultures can morph into cults, cliques, castes and insider clubs.

Moreover, organizational culture is implicit, invisible, intrinsic and informal awareness of the organization which directs behavior of individuals and which results from their behavior (Scholz, 1987).

Organizational development has certain factors that improve sustainability on basis of effectiveness. The system of organization is based upon effective establishment of culture that keeps learning environment strong. Suwarni, as cited in Pangewa (2015) suggests “the organizational culture plays an important part that can build a conducive atmosphere for creating a climate of school organization that supports the educational and learning process with a high level of achievement.”

On the other hand, employee performance is a strategy and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them by developing the capability of team and individual contributors. (Armstrong and Baron, 1998). According to (Cascio, 2006) performance is the degree of an achievement to which an employee’s fulfil the organizational mission at work place. If every individual performs as per their expected standard, then organizational performance will increase. Brooks (2006), added that employees loyalty relies upon knowledge and awareness of culture that improves behavior of organization. As pointed out by Denison (1990), decisions made without awareness of the operative cultural forces may have unanticipated and undesirable consequences. Research indicates that organizational culture is associated with the success of the organization (Darmawan, 2013). That indicates every organization should take keen attention to employees performance with organizational culture to improve their productivities. Thus, employee performance would be considered as backbone of the organization as

it leads to development if employees performance will be improved through establishment of a strong and positive culture.

In this regard, involvement, consistency, adaptability, and mission are main components of cultural dimensions considered as the key determinant of organizations performance (Denison and Neale, 2011). Moreover, the adoption of culture of the organization is helpful for the employees to do their work efficiently and effectively (Shahzad and et al, 2012).

Thus, the purpose of this study is to examine the effect of organizational culture on employee performance. It focused on exploring how organizational culture has an impact on employees performance. This research is also suggested ways to overcome the problems and improve the current practices of International Medical Corps, Ethiopia Office.

1.2 Background of the organization

Non-governmental organizations (NGOS) have emerged as an important catalyst of change in the development and democratic processes at both the national and international levels. They have begun to play a critical role in the worldwide drive for equality, social justice, human rights, fair trade, and the elimination of poverty.

In Ethiopia NGOs play a significant role in the social, political and economic development of the Country. In addition to this, NGOs play an important role around crisis and poverty alleviation and engage in activities such as agriculture, HIV/AIDS, integrated rural development, health, education, income generation, information

services, refugees, street children, women issues, peace, governance, food security, self-help and youth (Clark, 2001).

International Medical Corps (IMC) is a global humanitarian non-profit organization dedicated to saving lives and relieving suffering worldwide. IMC Ethiopia has implemented extensive programming in food-insecure areas throughout Oromia, Somali and Southern Nations, Nationalities, and People's Regions of Ethiopia, since 2003, assisting both refugees and local communities to drive their own sustainable development by capacitating local health and food security structures including staff through technical, material (medical supplies and equipment) and logistical support to provide accessible and appropriate health care and timely responses in the areas of nutrition, mental and reproductive health; hygiene and sanitation as well as women wellbeing using community empowerment strategies such as psychosocial support and care, Early Child Development (ECD), Infant Young Children Feeding (IYCF) and community-led total sanitation (CLTS).

IMC Ethiopia is implementing Emergency Nutrition integrated with Water, Sanitation and Hygiene (WASH) programs. It works with all actors including government and non-governmental agencies engaged in humanitarian efforts to reduce morbidity and mortality among malnourished children, pregnant and lactating women, women of reproductive age and other vulnerable communities in respective areas of intervention and encourage long-term development.

Its mission is to improve the quality of life through health interventions and related activities that build local capacity in underserved communities worldwide. By offering training and health care to local populations and medical assistance to people at highest risk, and with the flexibility to respond rapidly to emergency situations, International

Medical Corps rehabilitates devastated health care systems and helps bring them back to self-reliance.

IMC has a total of 667 staff scattered in different operation areas throughout the country namely, Dollo Ado, Jijiga and Gambella at different refugee camps, East and West Hararge of Oromia region as of November 2019.

1.3. Statement of the Problem

Despite an increasingly diverse and global workforce, there is changing phenomena to the organization's culture. Numerous researchers also agreed that culture would still stay attached to high performance if only the culture that can adjust to changes in environmental conditions. This changing environment has undeniable impact on the norms, values and beliefs that employees share in the organization (Stewart, 2010).

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

International Medical Corps in Ethiopia is highly dependent on the donor funding to achieve its objectives. Organizational performance relies on donors' approval of project proposal agreement. Mainly, searching for available donors to get more funding, preparation and write up of the proposal documents, competing with different

organizations in various funding opportunities are some of the highest priority tasks in International Medical Corps, Ethiopia Mission. A lot of attention has been given to securing fund as it is essential to the sustainability of the organizational as well as to increase its portfolio.

As per the internal assessment report in April 2019, International Medical Corps investigated on 64 selected professional and managerial current employees of the organization on the reasons for intention to quit their job in one of field office location which experienced a highest staff turnover. It became an obstacle to implement its activities as planned and also needed to spend additional resources to replace the required human resources. As per the findings of the assessment, inconvenient working environment, lack of recognition and motivation, absence of carrier development, clarity of employees' job expectation, and communication gap as well as unfavorable leadership style are some of the push factors that could lead employees to leave their current organization. The identified gaps are part of the organizational culture that could minimize employees' turnover, and retain existed employees by creating strong and positive organizational culture.

Organizational culture is more related with creating convenient working environment to motivate employees through recognition, providing different capacity buildings program such as carrier development, clarify employees job expectation and aligning it with mission of the organization, encouraging two way communication as well as improving leadership style by involving employees and apply consistency during implementation of rules and regulation of the organization.

Moreover, studying the organizational culture and its effect on employee performance helped the organization to understand its own dynamic culture and support the management team to exploit and understand cultural perspectives. Enriching positive organizational cultural practice and adjust the focus on most important cultural practice to improve employees' performance. Likewise, culture of an organization can encourage and deliver employees to achieve organizational objectives. Improving the behavior and motivation of human resources increase employee performance and in turn improve the performance of the organization to achieve organizational goals.

Therefore, the researcher believed that it is relevant and important to diagnosing IMC's organizational culture based on these factors and other perspectives in order to address the existed gap, to minimize obstacle, to meet the objective of the organization in effective and efficient manner to gain competitive advantage as well as to promote favorable working condition in the work place.

Accordingly, the researcher attempted to identify employees' perception and assumption of effect of organizational culture on employees' performance in International Medical Corps, Ethiopia mission to identify a cultural dimension which has greater effect on employee performance.

1.4 Research Questions

Many factors influence people in organizations, but not all are considered when trying to understand the behavior of people at work, the most frequently overlooked factor is the effect of organizational culture on employees' performance; hence the research focused on the following research questions:

- i. Which organizational culture dimension is currently being practiced at IMC?
- ii. What is the effect of organizational culture dimensions; (Involvement, Consistency and Adaptability and mission) on employees' performance at IMC?
- iii. Which types of selected organizational culture dimensions has statistically significant contribution to employee performance at IMC?

1.5 Objective of the Study

1.5.1 General Objective

The main objective of the study is to explore the effect of organizational culture on employee performance.

1.5.2 Specific Objectives

The specific objectives of the study are:

- To assess the organizational culture being practiced at International Medical Corps.
- To analyze the effect of Involvement, consistency, Mission and Adaptability of cultural dimensions on employee's performance.

1.6 Significance of the Study

Organization culture is an important component in the field of organizational behavior and business ethics. The researcher is interested in the organizational culture and employee performance practice because it is felt that this issue was ignored and no significant study has been made in International Medical Corps, Ethiopia Mission. This study will be shared with the senior management of the studied organization to create more insight of organization's culture context and its effect on employee performance as well as to design possible means to deal with the issue.

Furthermore, it will add to literature on the subject as reference material and stimulate further research in the area for further study.

1.7. Scope of the study

The study only explored on permanent employees of International Medical Corps (IMC), Ethiopian mission at the main office in Addis Ababa and four field based projects offices found at different regions namely at Gambella, Jijiga, Dolo Ado, and East Hararge. Employees who are non-clerical/unskilled labour and who have one and above years of service in the organization. Considering the complexity of the subject matter and limited understanding about the organizational culture, it was believed that employees who stayed for one year and above in the organization might have a better understanding about the organizational culture and its effect on their performance than shorter years of service.

The study focused on exploring how mission, involvement, consistency and adaptability of organizational culture has an effect on employees' performance based on Organizational Culture model defined by Denison, (1990). The model was selected as it was based on behavior, applicable to all levels of the organization as well as helped to diagnose organizational cultural traits than using other models.

The study examined the effect of organizational culture on Employees performance as per employee's perception and personal judgment of their performance behavior. Regarding methodology, the study utilized quantitative research approach to examine the relationship between two or more variables in the study. Moreover, explanatory research designs were adopted.

1.8 Limitation of the Study

There were some difficulties to complete this research. The research was based on employees' personal thoughts and perceptions that may create some biasness on their response that resulted in perceptual errors as a result of high expectation from the organization.

This study was also limited to one organization and its findings was not comprehensive enough and may not entirely represent different organizational culture applicable to other organization in the same industry.

1.9 Definition of Terms

Under this topic conceptual definition of terms used in this study are presented.

Employee performance: is referred to what extent an employee in a certain organization carries out his tasks as his responsibility according to what has been expected by the company. (Byars and Rue, as cited by Nasution, Mariatin, and Zahreni, 2018).

Organizational Culture: is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011).

Mission: refers to organization's purpose and direction, and reflects a focus external to the organization and on stability (Denison, Nieminen, and Kotrba , 2014)

Adaptability: refers to employees' ability to understand what the customer wants, to learn new skills, and to change in response to demand (Denison, Nieminen, and Kotrba , 2014).

Consistency: refers to shared values, and efficient systems and processes and reflects an internal and stable focus (Denison, Nieminen, and Kotrba , 2014)

Involvement: concerns the personal engagement of individuals within the organization and reflects a focus on the internal dynamics of the organization and on flexibility (Denison, Nieminen, and Kotrba , 2014).

1.10 Organization of the study

This study was organized in to five chapters. The first chapter dealt with the background, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study, definition of key terms and organization of the study. Chapter two covered review of the literature on the link between organizational culture and employees' performance. The third chapter covered the research design and method of the study. The forth chapter discussed about data presentation, analysis and interpretation of the data. Finally, chapter five included conclusions from the study, a summary of the findings and recommendations.

CHAPTER –TWO: LITERATURE REVIEW

This part of the study reviews related literatures. The researcher tried to come-up with an insight on Organizational culture and its effect on employees' performance from both the theoretical and empirical angle. Different researcher's works were reviewed, regarding the relationship and effect of organizational culture on employee performance and conceptual framework of the study is presented at the end of this chapter.

2.1. Theoretical Review

Under the theoretical review, the major topics were reviewed. It starts with overview of organizational culture to describe the concept and definition. Characteristics of organizational culture, functions of organizational culture, strong and weak organizational culture and models of organizational culture are part of the theoretical section.

2.1.1 Overview of Organizational Culture

Organizational culture is a system of shared meaning that members hold and distinguishes one organization from other organizations (Collins & Porras, 2000). Supporting this view, Arnold (2005) avers that organizational culture is the unique beliefs, principles, and ways of behavior, and norms that coalesce to give each organization its distinctive character. Similarly, Robins (2000), defines organizational culture as it is a social glue that helps hold the organization together. He refers to a system of shared meaning held by members that distinguishes the organization from other organizations.

Kotter and Heskett, (1992) defines organizational culture as a means of stable arrangements of beliefs and norms, which are held commonly by a society or department in the organization. To define in detail, ‘the collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization. Most organizational cultures are derived from the individual characteristics and beliefs of the founder and the top management team and this for many organizations are out of the control of the organization. An organization can, however develop and implement cultural values to manage members behavior. Dessler and Varrkey, (2005) defines organizational ethics as the moral values, beliefs, and rules that establish the appropriate way for organizational members to deal with one another and with the various stakeholders it has.

Each organization has a different organizational culture that covers a wide range of behaviors in the organization (Schein, 2010). In similar fashion Schein (1990), agreed organizational culture is common value and behaviour of the people that considered as a tool leads to the successful achievement of organizational goals. Organizational culture is the mindset of people that distinguish them from each other, within the organization or outside the organization. This includes value, beliefs and behaviors of the employee’s different from the other organization (Hofstede, 1991).

Weikel and Cameron, as cited by Nasution, Mariatin, and Zahreni (2018) explain that an organization with strong culture will have competitive advantage for a company. Strong culture will become the most effective media in directing and organizing employees in a company. Similarly, Awadh and Saad (2013) research support that the stronger the organizational culture, the higher the employees’ motivation to be successful along with the company. A strong culture means that all employees have one perception in

achieving a company's goal. The unity in perception is based on believing in a similar value, paying homage to norms, and complying with behavioral pattern.

Armstrong, (2010), described organizational culture in terms of values, norms, artefacts and management style.

Values are beliefs in what is best or good for the organization and what should or ought to happen.

Norms are the unwritten rules of behavior, the rules of the game that provide informal guidelines on how to behave. Norms tell people what they are supposed to be doing, saying, believing, and even wearing.

Artefacts are the visible and tangible aspects of an organization that people hear, see or feel and which contributes to their understanding of the organization's culture. They can include such things as the working environment, the tone and language used in e-mails, letters or memoranda, the manner in which people address each other at meetings, in e-mails or over the telephone, the welcome (or lack of it) given to visitors and the way in which telephones deal with outside calls.

Management style is the approach managers use to deal with people. According to Denison, (1990) effective organizational culture has successful strategy, effective leadership, excellent employee performance, and ethical philosophy (Denison, 1990).

Schein, (2010), emphasize that in an effective organizational culture, members of the organization understand how to interact with various stakeholders. Thus, business managers use an effective organizational culture model to execute an organizational

strategy and to improve performance in the organization (Monzavia, Mirabib, & Jamshidic, 2013).

For culture to be developed in the organization, top managers and influential key staffs need to make choices on the appropriate things to be done. Managers should always decide on a course of action that has a balance on the interests of the organization and the interests of the stakeholder groups. To make these decisions managers must make use of the ethical instrumental values embodied in the organizations culture which outlines the best possible action to be taken in circumstance which an action may help one person but harm the other. Based on ethical theory of utilitarianism, the action or decision should actual sense result to majority's happiness (Bassi, L. and McMurrer, D., 2007).

2.1.1.1. Characteristics of Organizational Culture

According to Robert and Angelo, cited by Omukaga, (2016), explains that organization culture promotes social system stability in an organization that reflects the extent to which the work environment is perceived as positive and reinforcing and the extent to which conflict and change are effectively managed. It reflects the organizations vision, values, business ethics, beliefs, personalities and even the traits of the organizations founders, the management, shareholders and its employees and these influences the way business within an organization is done in every way. These system of shared meanings and believes is the set of characteristics that are valued in the organization.

Robbins and Judy (2017), describes the seven primary characteristics of organizational culture to capture the essence of an organization's culture. These are innovation and risk taking which reference to the degree to which employees are encouraged to be innovative and take risks, The second character is attention to detail, is the degree to

which employees are expected to exhibit precision, analysis, and attention to detail. The third one is outcome orientation, is the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them. The fourth one is people orientation that states the degree to which management decisions take into consideration the effect of outcomes on people within the organization. Fifth one is team orientation which means the degree to which work activities are organized around teams rather than individuals. The sixth one is aggressiveness which is the degree to which people are aggressive and competitive rather than easygoing. The last one is stability reference to the degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Each of these characteristics exists on a continuum from low to high. Appraising an organization on the strength of each provides a basis for the shared understanding members have about the organization, how things are done in it, and the way they are supposed to behave.

2.1.1.2. Functions of Organizational Culture

Organizational culture is significant because it strongly affects the way in which organizations function and people behave within them (Armstrong, 2010). Linnenluecke & Griffiths, (2010) emphasized that organizational culture has the potential to influence the organization environment, work habits, performance, productivity, and profitability. According to Quinn and Cameron (2011), organizational culture functions as co-ordination between a company's day to day activities and its employees and the internal unification, where it fails to achieve these tasks to satisfactory position, employees could be negatively influenced.

Hence, it has major functions in the organization to achieve or to hinder organizational development. Martins and Martins, (2003) also mention functions of organizational culture as a boundary-defining role, that creates distinctions between one organization and the other organizations, it conveys a sense of identity to organizational members, facilitates commitment to something larger than individual self-interests, enhances social system stability as the social glue that helps to bind the organization by providing appropriate standards for what employees should say and do and serves as a meaningful control mechanism that guides or shapes the attitudes and behaviour of employees.

These functions of organizational culture suggest that an organization cannot operate without a culture, because it assists the organization to achieve its goals. A positive culture embraces adaptation and strengthens employees' performance by inspiring them and molding their characters towards achieving of organizational corporate objectives (Daft, 2004).

2.1.1.3. Strong and Weak Organizational culture

Organizational culture can be either weak or strong. Martins and Martins (2003, p 382) highlight that “in a strong culture, the organization's core values are held strongly and shared widely”. It implies that when organizational members accept the shared values, they become more committed to them. A strong organizational culture therefore refers to organizations in which beliefs and values are shared relatively and consistently throughout an organization (Deal & Kennedy, 1983). According to the study of (Gallagher, 2008), performance of the employees is the reason for enhancement in net profit of the organization. Strong culture has almost considered a driven force to improve the performance of the employees.

Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increases the overall performance of the organization (Deal and Kennedy, 1983). And also support employee's performance to attain the goal either personal or organizational by using resources efficiently and effectively (Daft et al., 2010).

Moreover, strong organizational cultures have a great influence on the behaviour of organizational members (Martins & Martins, 2003). Brown (1998, p 226) also believes that strong organizational culture can enable an organization to achieve high performance. It is because a strong organizational culture facilitates goal alignment, leads to high levels of employee motivation and better able to learn from its past. On the other hand a weak culture is the opposite of a strong culture that members of the organizational do not subscribe to the shared beliefs, values and norms (O'Reilly et al, 1991). Wilson, (1992) explained organizational members find it difficult to identify with the organization's core values and goals if the culture is weak. There is difficulty of addressing the core goal of the organization by different departments within an organization.

Therefore, examined that there is a significantly positive relationship between organizational culture and employee's performance, and found that an organizations and its employees were not performing and working together very well because of weak culture. The organization's weak culture may cause lack of involvement, consistency, adaptability, and mission (Aluko, 2003).

2.1.1.4. Models of Organizational culture

There are different descriptive models that attempt to diagnose organizational culture in the field of organizational development.

2.1.1.4.1. Charles Handy's Model of Organizational Culture

According to Handy, (1993), there are four types of culture which the organizations follow.

These are: Power Culture, Task Culture, person Culture and Role Culture.

Power culture exists in some organizations where the power remains in the hands of only few people and only they are authorized to take decisions. They are the ones who enjoy special privileges at the workplace. They are the most important people at the workplace and are the major decision makers. These individuals further delegate responsibilities to the other employees. In such a culture the subordinates have no option but to strictly follow their superior's instructions. The employees do not have the liberty to express their views or share their ideas on an open forum and have to follow what their superior says. The managers in such a type of culture sometimes can be partial to someone or the other leading to major unrest among others.

Task Culture is where teams are formed to achieve the targets or solve critical problems. In such organizations individuals with common interests and specializations come together to form a team. There are generally four to five members in each team. In such a culture every team member has to contribute equally and accomplish tasks in the most innovative way.

Handy, (1993) states person culture exists where the employees feel that they are more important than their organization. Individuals are more concerned about their own self

rather than the organization. The organization in such a culture takes a back seat and eventually suffers. Employees just come to the office for the sake of money and never get attached to it. They are seldom loyal towards the management and never decide in favor of the organization. One should always remember that organization comes first and everything else later.

Role culture is where every employee is delegated roles and responsibilities according to his specialization, educational qualification and interest to extract the best out of him. In such a culture employees decide what best they can do and willingly accept the challenge. Every individual is accountable for something or the other and has to take ownership of the work assigned to him. Power comes with responsibility in such a work culture.

2.1.1.4.2. Schein's model of organizational culture

According to Schein (2004), organizational culture is the learned result of group experiences, and it is to a large extent unconscious. Schein considered culture classified as a three-layer phenomenon, artifacts, espoused value and underlying assumption.

Artifacts is the first level of culture consists of visible organizational processes and various. For example, dress codes and general tidiness of the workplace are artefacts that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, because it represents the most superficial cultural phenomena that are only reflections of the true corporate culture. For example, behavior which is a cultural artefact is also influenced by countless factors other than a company's culture. Espoused values is the second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's

official objectives, declared norms and operating philosophy. However, it does not always reflect a company's everyday operations.

The third layer, the underlying assumptions, is the most important in terms of operations is the culture's deepest level, namely its underlying assumptions, (Schein, 2004). Underlying assumptions relate to the group's learned solutions to problems relating to external adaptation and internal integration. These solutions gradually become self-evident assumptions that cannot be called into question later. Problems related to external adaptation concern views of an organization's tasks and objectives as well as the means to implement and assess them. A solution has to be found for them so that the organization can function and succeed in its environment.

Problems related to internal integration and to maintaining operating capacity concern the creation of a common language and concepts, defining group limits, the level of authority relationships and interaction, as well as methods of reward and punishment. A solution has to be found for these so that members of the organization can function together in an organized and predictable working community.

2.1.1.4.3 Denison's model of organizational culture

Daniel Denison's model (1990) asserts that organizational culture can be described by four general dimensions – Mission, Adaptability, Involvement and Consistency. Denison's model also allows cultures to be described broadly as externally or internally focused as well as flexible versus stable. The model has been typically used to diagnose cultural problems in the organizations. Denison's model is illustrated in the diagram below.

Figure 2.1. The Denison Organizational Culture Model



Source: D.R. Denison, Organizational Culture Survey Facilitator guide

Involvement is the first cultural dimensions describes effective organizations empower their people, build their organizations around teams, and develop human capability at all levels. Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization, (Denison, 2000).

The indices of involvement dimension are: Empowerment, Team orientation, and Capability Development. First empowerment deals with individuals' authority, initiative and ability to manage their own work. Team Orientation stress on working cooperatively toward common goals for which all employees feels mutually accountable. Lastly, capability development explains the organization continually

invests in the development of employees' skills in order to stay competitive and meet ongoing business needs.

Consistency is the second dimension of organizational culture that dictates organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated, and well integrated. Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity, (Denison, 2000).

Coordination and Integration, Agreement and Core Values are indices of the consistency dimension. Accordingly, coordination and integration clarify ability of different functions and units of the organization to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done. The second indices is agreement in which is underlying level of agreement and the ability to reconcile differences when they occur. The last one core values stress in which members of the organization share a set of values that create a sense of identity and a clear set of expectations.

Adaptable is the third dimensions of organizational dimension s which is driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change. They are continuously changing the system so that they are improving the organizations' collective abilities to provide value for their customers, (Denison, 2000).

The indices of the adaptability dimensions are: Creating Change, Customer Focus and Organizational Learning. Creating change deals with the ability of organization to create adaptive ways to meet changing needs. So organization will be able to read the business environment, quickly react to current trends, and anticipate future changes. Customer focus is the second indices which focus on the organization understanding and reaction to its customer and anticipation to future needs. Lastly, organizational learning reflected when on organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.

Mission is the fourth dimensions that refers defining a meaningful long-term direction for the organization. A mission provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. It provides purpose and meaning by defining a social role and external goals for the organization. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. A Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future. When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture, (Denison, 2000).

Strategic Direction, Vision and Intent, Goals and Objectives are the indices of mission dimension. Thus, strategic direction and intent deals with clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute. The second indices, goals and objectives, stress on a clear set of goals and objectives can be

linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Finally, vision ensures that organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

2.1.2. Overview of Employee Performance

Employee performance is very important factor in the achievement of organization objectives. In another word, if employees perform well in their various duties, there is a strong believe that the organization will make tremendous success and earn profits as well as goodwill but when they perform negatively, they will retard the upward movement of the organization.

Performance defines as the extent of achievement of the mission of the organization that develops an employee job. Singh and Billingsley (1996), describes performance as it is the result of work performed by employees in accordance with the objectives to be achieved in the work performed. Armstrong, (2006) pointed out that that employee performance as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. Kotter and Heskett, (1992) further described as the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. The degree of an achievement to which an employee fulfills the organizational mission at workplace is called performance. To this degree, individual performance is a core concept within work and organizational psychology. (Cascio, 2006).

Armstrong, (2006) explained employees' performance is not just a matter of only what a group of employees (teams) or an individual employee achieves in regard to the set goals and targets but it also has to do with how the employees or an individual employee is willing and motivated to uphold and promote the values of the organization.

According to Bernardin and Russell (1993), performance could be define as an outcome record yielded by a certain work or an activity within a certain period. If it is viewed in this way, performance is characterized as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which define an employee's pattern of performance over time. In addition, Employee performance constitutes the comparison between employee performance and basic standard (Dessler and Varrkey, 2005)

Thus, performance is a main multidimensional build, aimed to get results and strong link to planned objectives of an organization (Mwita, 2000). And also, employees' performance is calculated against the required performance standard by the organization. Good performance means how employee performed in the task that was assigned to employee (Kenney et.al, 1992).

Employee performance at the workplace is a major concern for the organizations irrespective of all the factors and conditions and also considered as an integral part of the growth process of an organization. As such, employees are considered very important assets to their organizations (Qureshi and Ramay, 2006).

2.2. Empirical Review

In this section, highlight of different studies on effects of Organizational Culture on Employee Performance is reviewed.

The relationship between organizational culture and employees' performance affects how employees manage themselves in the firm towards the achievement of organization's goals and objectives. Different studies showed that a positive and strong culture help employees perform in a great manner and achieve success, while weak and negative cultures may decrease their performance and even demotivate an excellent employee.

According to Alvesson, (2002) points out that employees' high performance is the effect of organizational strong culture. Atosokhi, (as cited in Nasution Mariatin, and Zahreni, 2018) proves on his research that the stronger the organizational culture, the stronger its influence on employees' behavior which will eventually increase their performance. He further points out that strong culture is identified by firm values which are held more intensively and tenaciously and which are widely followed and inherited. Deal and Kennedy, (1983) showed that strong organization culture is very beneficial to enhance employee performance which leads to the attainment of goals and increases the general organization performance.

Lunenburg, (2011) investigated the relationship between organizational culture and performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organization's culture can have an impact on organizational effectiveness. He

mentioned that every organization which has significantly strong culture will have the influence on the attitude and behavior of the members of a certain organization which will eventually has the effect on the increase in the performance. He further explains that the value which is understood and stated in the form of behavior will consistently lead to employees who have one perception on achieving organizational success through their work performance.

According to Byarwati, as cited by Nasution, Mariatin and Zahreni (2018), also proves that organizational culture has the influence on increasing employee performance. A company which has good work culture will enable its management to direct the employees to work as what has been expected by the company. A strong culture will motivate employees to have a certain behavior according to an organization's goal so that it will support individual performance. Kaufman, (2002) supported on the positive organizational culture strengthens the core characters and beliefs that a person in a leadership position wishes while weakening the activities and the values the person in leadership opposes.

Therefore, being aware of the culture of a firm enables individuals to understand the organization's modern ways of operation and past history. The awareness gives a guide on the expected future behavior (Yilmaz and Ergun, 2008). Moreover, it can promote dedication to the firm's values and philosophies that generate shared feelings of performing tasks towards the common objectives. Furthermore, organizational culture serves as a control tool to direct behavior toward desired characters and away from unwanted characters through its norms (Schein, 2004).

Ratnawat, (2014) conducted a research on the impact of organizational culture on employee performance, it is vital to understand the organizational culture and different aspects of employee performance. Though there are varying perspectives on organizational culture resulting into different model, there is no unanimity about what constitutes an organizational culture. It was found that the researchers have considered varying dimensions of culture on one hand and different criteria to assess employees' performance.

Agwu, (2014) conducted a research on organizational culture and employees' performance in the National Agency for Food and Drugs Administration and Control (NAFDAC), Nigeria. It views organizational culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the Workplace. It assumes that a positive organizational culture will enhance employees' performance. Results from the data analysis indicated that significant relationship exists between organizational culture and increased employees commitment/productivity in NAFDAC and recommends among others: continuous staff training, increased government funding, continuous improvement of employees' condition of service, sustenance of the prevailing organizational culture of decentralization and current team building efforts.

Narayana, (2017) examined the effect of organizational culture on employee performance and its evaluation has been identified by certain researcher's research. The owners and top management of an organization generally tends to have a large impact on establishing a culture. The organization's culture results from the interaction between the top management's assumptions and shared visions of cultural values and human behavior and what the employees of the organization learn from their own

experiences. Managers relate organizational culture and employee performance to each other as they help in providing competitive advantage to the organizations. Hence Organizational culture plays a vital role in enhancing employee performance, must be binding on all members and employees of the organization to encourage uniformity among members of the organization and to enhance commitment, group efficiency and overall performance of employees.

Uddin, Luva, and Hossian, (2013) examined the impact of organizational culture on employee performance and productivity from the perspectives of multinational companies operating especially under the telecommunication sector of Bangladesh in South Asia. The paper has applied qualitative methodology focusing on a case study of Gramenphone (GP) (a subsidiary of Teleron in Norway), the leading telecommunication based subsidiary in Bangladesh. The paper argues that organizational culture significantly Influences employee performance and productivity in the dynamic emerging context.

Shahzad, Iqbal, and Gulzar, (2013) conducted a research to find the influence of organizational culture on employee performance within software houses working in Pakistan. Customer service, employee participation, reward system, innovation & risk-taking and communication system, are considered variables for this study. Sample size is (n=110) therefore, descriptive statics, correlation and regression analysis have been used. The overall results support that culture of organizations has the significant positive impact on employee's job performance at selected software houses in Pakistan. Employee's participation is a most important factor for achieving organizational goals.

Thus, all of the aforementioned empirical studies have increased the confidence level of the researcher that the effect of organizational culture is highly influential factor that can best enhance employee performance.

2.2.1. Involvement and Employee Performance

Chen and Tjosvold 2006, disclosed that involvement is making employees participate the decision making process of the organization where they feel that they are given a chance to freely discuss issues and consequently can influence the decision making process in the organization they work for. The general result of involvement is low turnover and increased employee job performance. Employees will be inspired since management deems them colleagues in contribution to firm's success rather than being seen as just subordinates hence would avoid engaging in prejudicial characters and thus improvement in performance level through timely accomplishment of organizational goals and objectives (Carrel, Kuzmits and Elbert, 1989). Accordingly, the following hypothesis (1) were tested.

H1. Involvement has a significant and positive impact on employees' performance.

2.2.2 Consistency and Employee Performance

According to Mousavi, Hosseni, and Hassanpour (2015), consistency is the relationship between organizational culture and effectiveness presents a somewhat different explanation. Consistency emphasizes the positive impact that a "strong culture" can have on performance; arguing that a shared system of beliefs, values, and symbols that are widely understood by an organization's member has a positive effect on their ability to reach consensus and carry out coordinated actions.

Consistency implies the extent to which the values, beliefs and standards of behavior are acquired and shared among employees in an organization (Denison, 2009). Organizational culture defines a normative order that serves as a source of consistent behavior inside an organization (Achua and Lussier, 2013).

Therefore, the following hypothesis (2) was tested in the study.

H1: Consistency has a significant and positive impact on employees' performance

2.2.3 Adaptability and Employee Performance

A positive culture embraces adaptation and strengthens employees' performance by inspiring them and molding their characters towards achieving of organizational corporate objectives (Daft et al., 2010).

Adaptability is the ability of business managers in the organization in perceiving and responding to the external environments (Schein, 2010). In an effective organizational culture, managers are passionate and responsive to internal and external factors. In adaptability principle, business managers have the ability to modify the existing organizational culture to accommodate necessary changes. The change includes improving internal elements, modernizing internal departments and products in response to external competitions (Mousavi, Hosseini, and Hassanpour 2015).

Stewart, (2010) agreed that culture would still stay attached to high performance if only the culture can adjust to changes in environmental conditions. In addition, employees seek new and better ways to meet customer expectations on a continuous basis and

controlled risk taking is encouraged as the organizations learn from both successes and failures. Therefore; the following hypothesis (3) was tested.

H1: Adaptability has a significant and positive impact on employees' performance.

2.2.4. Mission and Employee Performance

Mission provides purpose and meaning by defining a social role and external goals for the organization. It also gives clear direction and goals that serves to define an appropriate course of action for the origination and its members which result the increase employee performance to the organization. Denison and Neale, (2011).

Effective organizations have a clear sense of purpose and direction defining goals and strategic objectives and expressing a vision of the future (Mintzberg, 1987; Hamel and Prahalad, 2010). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture.

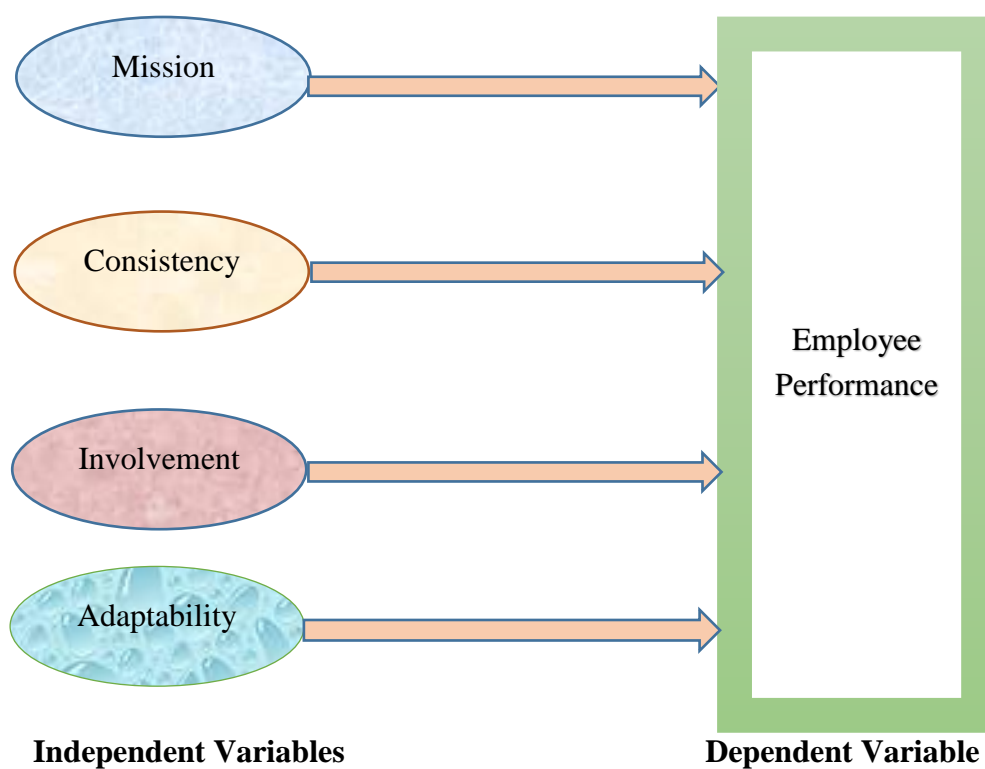
In order to check the theory, the following hypothesis (4) was be tested in this study.

H4: Mission has a significant and positive impact on employees' performance.

2.3. Conceptual Framework

Denison, (1990) organizational culture model served as the primary conceptual framework for the study. The Denison organizational culture model includes four essential elements: adaptability, mission, consistency, and involvement.

Figure 2.2 Conceptual Framework



Source: Developed by researcher based on literature review

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter presented a detailed outline of how the study were carried out. It describes the research design and approach, the data types and sources, the data collection methods, the target population, sample design, the data analysis and techniques.

3.1 Research Approach

The research adopted quantitative approach to quantify respondents' evaluation following the effect of organizational culture on employee performance at International Medical Corps.

According to Tucker and et al. (1990, p. 5), "Quantitative methods provide an opportunity to maximize the values of precision, systematization, repeatability, comparability, convenience, unobtrusiveness and cost effectiveness".

The quantitative analysis were utilized to gather information from the standard questionnaire developed to measure organization cultural framework focuses on cultural dimensions of Involvement, Consistency, Adaptability, and Mission and employees performance.

3.2 Research Design

The study used explanatory design to investigate the effect of organizational culture on employee's performance at International Medical Corps, Ethiopia mission. For this purpose, organizational culture is an independent variable while employee performance is taken as dependent variable.

Explanatory researches design helped to tests the hypotheses of causal relationships and its effect of variables of organizational culture and employees' performance.

Explanatory research design emphasizes on studying a situation or a problem in order to explain the relationship between variables (Saunders, Lewis and Thorhill, 2009).

3.3 Population and Sampling

3.3.1. Target Population

The target population were employees of International Medical Corps in Ethiopia mission. These employees were located at different locations in Addis Ababa (central office) and four regional offices. The target population is the whole employees of International Medical Corps of Ethiopian mission. But studying the whole population is impossible due to high cost and time requirements. Accordingly, the target population was outlined based on human resource department staff data base.

For the purpose of this research, those staff that are graded on or above grade X(10) were considered as unskilled labour such as cleaners, cooks, guards and similar level employees were excluded from the target population for the fact that they might have limited understanding about the organizational culture, its relationship and effect on employee performance due to the complexity of the subject matter.

3.3.2 Sample Design

To draw the sample of this study stratified sampling techniques was adopted.

Sampling is the process or technique of selecting a suitable sample, a subset from a larger population, for the purpose of determining parameters or characteristics of the whole population (Saunders and et. al, 2009). Under the adopted sampling, stratified random sampling, the population was divided into sub-populations, called ‘stratum’, which was more homogeneous individually than the total population. Likewise, this study consisted of group of employees in International Medical Corps grouped per their

location in different regions which were at Dolo Ado, East Hararge, Gambella, Jijiga and Addis Ababa offices in Ethiopia mission. And also it helps to get proportionate data from the different regions so that the gathered data were comprehensive as it represents well the staff per region.

3.3.3. Sampling Size Determination

The total number of employees in IMC excluding non-skilled staff, were 334 at the time of the study (January 2020). To determine the sample size of the study, Yamane (1967:886), provides simplified formula to calculate the sample size. Accordingly, the following formula has been adopted to determine the sample size of the study.

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

Where: N=Population, n = sample size, e= level of precision, Margin of Error, 95% confidence level and 5% standard of error.

N = total number of the target population is 334, e=5%

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

$$n = \frac{334}{1 + 334 (0.05)^2} = \frac{334}{1.835} = \underline{\underline{182}}$$

Therefore, a total of 334 employees were considered as a target population from which 182 were considered as a sample size of the study. Simple random sampling technique was adopted to draw the sample from each stratum.

The following table were generated from the Human Resources data base that shown the locations, number of employees working at the five regions of Ethiopia. The sample

size from the target population per each strata were illustrated in the below table to show the sampling proportion from each locations.

Table 3.1. Sample size Distribution

Location	Number of employees	Number of staff in % from target population	Sample Size per each strata
Addis Ababa	47	14%	25
Gambella	86	26%	47
Dolo Ado	107	32%	58
Jijiga	7	2%	4
East Hararge	87	26%	47
Total	334	100	182

Source: Human Resources Data Base, 2020

3.4 Data Types and Sources

In this study, primary and secondary source of data were used. The primary source of data was selected employees of International Medical Corps Ethiopia mission, using structured questionnaires.

Secondary data was used to review prior research works, related books, reports and journal articles available online to support the findings of the study. Employee data was also assessed with the aim of identifying employees' position.

3.5 Instrument Design/Measurement

The data gathering tools for this study were questionnaires. A structured questionnaires were administered to 165 respondents from Addis Ababa and four field offices of International Medical Corps.

The questionnaire contains three parts. The first part is designed to collect respondents' demographic data. There are in total 39 items used to measure the independent variables which were Involvement (14 items), Consistency (9 items), Adaptability (10 items), and Mission (6 items) were adopted from Denison, (1990). While, 18 items from Omondi, (2014) has been adopted to measure employees performance, along a 5-point Likert scale from strongly disagree(1) to strongly agree(5).

3.6. Data Collection Procedure

The researcher discussed the questionnaire with friends and colleagues particularly its simplicity, clarity and its manageability. The questionnaire were shared to each field office Human Resource focal to support on distribution and collection of questionnaires to and from the selected respondents under their respective field offices. The researcher briefed the Human Resource focal how it was distributed and collected the questionnaires from the respondents. Due date to submit the questionnaire were notified to all respondents during distribution of the questionnaire to support anonymity of the data collecting. Completed questionnaire were shared to the researcher for further analysis from each field office as per the due date.

3.7. Methods of Data Analysis

In order to make sense out of the collected data, analysis were conducted at the completion of the data collection and presented in a meaningful manner. The data, obtained through structured questionnaires and relevant documents were interpreted and summarized in line with respective theme against the background of the research questions and objectives.

First the collected questionnaires were edited for completeness and consistency then coded to allow grouping under different categories. The Statistical Package for the Social Sciences, SPSS 20 software is used for both descriptive and inferential analyses. Descriptive statistics was employed using mean, standard deviation, frequency and percentage to describe the demographic characteristics of the respondents. While, inferential analysis involved correlation and regression analysis to determine strength of relationship and effect of the independent variables on the dependent variables respectively.

3.8. Validity and Reliability

To ensure validity, the researcher made pre-test on a sample respondents before conducting the data collection. The pre-test study guided to modify and improve the research questionnaires. In addition, the items on the questionnaire were face validated by senior colleagues in research area, from advisor of this research, who assessed and reviewed the appropriateness of questions and the scales of measurement. Feedbacks on questionnaires were to focus on the standard questionnaires in order to maintain its meaning were considered. The total questionnaire consisted of 61 closed-ended questions.

The Cronbach alpha reliability test/method was used as a diagnostic measure to ascertain the reliability of the research measuring instrument. Cronbach's alpha coefficients was used to establish internal consistency and resultant reliability of the instruments used to collect the data. According to (Davidson, 2003) a reliability coefficient of between 0.60 and 0.90 is recommended. Any coefficient below this scale were rejected as having the characteristics of inter inconsistency. The results of the reliability analysis are summarized in the below table.

Table 3.2 Reliability Test Result Variables

Variables	Cronbach Alpha	No. of Items
Involvement	0.890	14
Consistency	0.864	9
Adaptability	0.794	10
Mission	0.836	6
Employee Performance	0.831	18
Total questions		57

Source: own survey, 2020

As shown in the above table, the Cronbach's alpha coefficient of all the above variables fall within the stated range and concluded that there is consistency among each question in the questionnaire.

3.9 Ethical Considerations

All the ethical principles, with a maximum precision, was taken into consideration in this research. The company has given the permission allowing this research to be conducted at the company and to support for assisting in administering the questionnaire where necessary. Before the distribution of the questionnaire, respondents were well-informed about the purpose of the research by the researcher.

And also regarding the purpose of the study and voluntary participations were clearly informed orally and in writing under the instruction of the questionnaire. Nobody was induced to participate in the study but it was a complete voluntary participation. The researcher ensured any of respondents response is not personalized in the process of data presentations, analysis and interpretation. Confidentiality of data was maintained during the research process. Anonymity was maintained as the response were not required to write names of the participants to completed questionnaires.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter focuses on data analysis and discussion results and findings about the effect of Organizational Culture on Employee Performance in the case of International Medical corps, Ethiopia mission based on the data collected from the questionnaires gathered from employees of the organization.

4.1 Response Rate

Table 4.1 Response of Respondents

Description	Respondents
Sample size	182
Questionnaire Distributed	180
Questionnaire Returned	165
Response rate %	90%
Usable response	165

Source: Own survey, 2020

Response rate is the total number of respondents who participated in the study. Out of the total questionnaires distributed i.e. 180, 165 employees returned the questionnaire which were used for particular survey. The percentage of response rate was 90%.

4.2 Demographic profile of Respondents

Table 4.2 General Information of Respondents

No.	Items	Response	
		No.	%
1.	Gender of the respondents		
	a) Male	135	82%
	b) Female	30	18%
	Total	165	100
2.	Age of Respondents		
	a) 23- 29	54	33%
	b) 30-39	81	49%
	c) 40-49	15	9%
	d) Greater than 50	15	9%
	Total	165	100
3	Employment Category		
	a) Clerical	15	9%
	b) Professional	117	71%
	c) Managerial	33	20%
	Total	165	
4	Educational level of the respondents		
	Diploma	11	7%
	Degree	96	58%
	Masters and above	58	35%
	Total	165	100
5	Experience in IMC		
	a) 1-3	40	24%
	b) 4-6	71	43%
	c) Above 7	54	33%
	Total	165	100

Resource: own survey 2020

For the purposes of this study, the first section of the research questionnaire provided the demographic profile of the respondents to be used as a building frame for the interpretation of the results. The respondents profile is organized in terms of gender, age, employment Category, qualification and, experience in the organization. The result of this demographic presentation is stated below using descriptive statistics analysis using graphs and pie charts. The respondents' demographic profile are captured and analyzed in below table.

4.2.1 Gender Distribution of Respondents

As shown in the above table 4.2 gender category, most of the respondents, 135 (82%) are male, and 30 (18%) are female. Gender is considered as an important attribute while reviewing the employee performance variations between men and women as they have different perceptions on organizational culture and its effect on performance.

4.2.2. Age Distribution of the Respondents

As depicted in table 4.2 above, the respondents' age groups were categorized into four groups. The first group ranges between 23-29 years, the second is 30-39 years, the third is 40-49 years, and the last age group is above 50 year. The 54 results showed that 33% of the respondents were between the ages of 23-29. The age group between 30-39 years age formed majority part of the response which were 81 (49%). 40-49 aged and above 50 years of respondents have 15 (9%) of the total respondents.

The organization under study has a young workforce that has the capability of promoting and directing the existence of the desired corporate culture at International Medical corps, Ethiopia mission. Also, the age group has a characteristics to career

development and performance oriented; accepting challenging assignments and adopts constant change.

4.2.3. Employment Category of the Respondents

As depicted in the table 4.2 above, the research obtained 15 responses (9%) response from the lower level, Clerical positions. The researcher obtained 117 responses (71%) from the professional employees while 33 (20%) of the respondent fall under managerial position.

4.2.4 Qualification/Educational Level of the Respondents

Looking at the educational qualification of respondents, the highest number of respondents, 96 (58%) have first Degree followed by 58 (35%) were Master's Degree holders, 11 (7%) are Diploma holders. Therefore, it is possible to say that academically, majority of respondents hold First Degree and above.

4.2.5 Work Experience of the respondent in IMC

The descriptive data analysis of experience levels of the respondents in International Medical Corps showed that 40 (24%) had from 1 to 3 years of experience with their current organization followed by 70 (43%) with 4 to 6 years, and finally 54 (33%) with above 7 years of experience. This may have implied that most of the employees were not hired in recent years but stayed in the organization above four years.

Generally, the analysis of the demographic statistics demonstrated that, the work force comprises with larger number of male and productive employees while majority of the

respondents represented undergraduates and above. On top of this, the result showed that quite a number of employees stay in the organization more than four years.

4.3 Descriptive Analysis

4.3.1 Research Objective One: To assess the organizational culture being practiced at International Medical Corps.

As per the research objective stated above, understanding the existing organizational culture at International Medical Corps, employees were asked to give their extent of agreement to the statements with regard to the four organizational cultural dimensions. Therefore, the respondents were asked to rate how they felt about the organizational culture dimensions of Involvement, Consistency, Adaptability and Mission on their performance using five point Likert scale were then analyzed with descriptive statistics of mean score and standard deviation.

Quantitative data analysis were used based on the collected data from the questionnaires. The questionnaires were closed ended. It should be noted that the questions were opinion based which seek to find out views, opinions and perceptions of respondents.

The standard deviation measures how concentrated the data are around the mean; the more concentrated, the smaller the standard deviation and according to Zaidaton and Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considers as high. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to 'Strongly disagree', 2 point as 'Disagree', 3-point as 'Neither agree nor disagree', 4-point as 'Agree', and 5-point as 'Strongly Agree'. Thus, detail of the analysis was presented as follows.

The following subsections present the results of descriptive analysis as per the research objectives.

4.3.1.1. Involvement as Organizational Culture Dimension.

Table 4.3. Involvement Cultural Dimension at International Medical Corps

Items	N	Mean	Std. Deviation
Empowerment			
In International Medical Corps most employees are highly involved in their work.	165	3.97	0.837
In IMC, decisions are usually made at the level where the best information is available.	165	3.67	0.912
Information is widely shared so that everyone can get the information s/he need when it is needed.	165	3.49	1.028
Everyone in IMC believes that's/he can have a positive impact.	165	3.66	0.984
Business planning is ongoing and involves everyone in the process to some degree.	165	3.19	0.999
Average	165	3.6	0.66
Team Orientation			
In IMC, cooperation across different parts of the organization is actively encouraged.	165	3.91	0.86
In IMC, I feel like I am part of a team	165	4.08	0.90
In IMC, teamwork is used to get work done, rather than hierarchy.	165	3.67	1.08
In IMC, work is organized in a way everyone can easily see the relationship with the goal of the organization.	165	3.73	1.11
Teams are given primary building blocks.	165	3.61	0.97
Average	165	3.8	0.76
Capability Development			
Authority is delegated so that people can act on their own.	165	3.63	1.072
I believe, the capability of people is constantly improving	165	3.66	0.966
I agree that IMC is constantly working on developing its employee's capability.	165	3.25	1.191
In my opinion, capabilities of employees within IMC are viewed as an important source of capability development.	165	3.31	0.960
Average	165	3.46	0.81
Involvement	165	3.63	0.64

Source: Own survey, 2020

As showed in the above table 4.3, involvement dimension has three sub section: Empowerment, Team Orientation and Capacity Development. Team Orientation has got the highest mean score of (M=3.8 with SD=0.76) and followed by empowerment (M=3.6 and SD=0.66), capacity development, (M=3.46, SD=0.81).

All mean score for involvement cultural dimension has got moderate mean score 3.63, SD=0.64 that confirmed team orientation and empowerment culture practice is well adopted in IMC and employees feels that they are part of a team and highly involved in their work. In regards to capability development, employees believed that there is a need of exercising consistent employees' capacity development intervention as indicated from the respondent from the lowest mean score.

4.3.1.2. Consistency as organizational culture dimension in IMC

Table 4.4 Consistency Cultural Dimension in IMC

Item	N	Mean	Std. Deviation
Core Value			
The core value of IMC is shared widely to everyone and accessible as needed.	165	3.81	0.979
In our organization, managers and supervisors are usually doing what they are saying in practice.	165	3.63	0.951
In our organization, there is ethical value that guides our behavior and tells us right or wrong.	165	4.10	0.921
IMC has a clear and consistent set of values that dictates the way I do my work.	165	4.00	0.904
Average		3.89	0.72
Agreement			
Different departments and division of IMC are able to work together well to achieve common goals.	165	3.92	0,978
I think IMC has a strong organizational culture.	165	3.79	0.972
In our organization, when disagreement occurs, employee work hard to achieve a ‘win-win’ solutions, reaching consensus, conflicting issues	165	3.43	1.00
Average		3.71	0.76
Coordination and Integration			
In our organization, the approach to doing business is very consistent and predictable	165	3.34	0.997
In our organization, there is a good alignment of goals across level	165	3.69	.770
Average		3.51	0.70
Consistency	165	3.75	0.65

Source: Own survey, 2020

Consistency is the other organizational culture dimension which was intended to evaluate the degree of the IMC's consistency culture in terms of three sub items namely: Core values, Agreement and Coordination and Integration.

Hence, nine questions were presented to assess the opinion and agreement level of the sampled employees. While evaluating the perception of respondents on whether IMC's core values are shared among the members in the organization, and the average mean and standard deviation rate was displayed. Among the queries, a question asked about the existence of ethical code has got the highest mean score ($M=4.10$; $SD=0.92$), their perception revealed that they are familiar with the IMC's existing core values.

The overall mean score for the three sub dimensions of consistency culture: Core Value, Agreement, Coordination and Integration are ($M=3.89$; $SD= 0.72$, $M=3.71$; $SD=0.76$, and $M=3.51$; $SD=0.70$), respectively. All of the consistency sub-dimensions mean score falls under moderate range except core value. While comparing their mean score, both agreement, coordination and integration were lower than core values, this tends to indicate that the organization may have a relatively moderate intentions in resolving work related disagreement occurs, reaching consensus in conflicting issues or differing opinions whenever arises. It also have a positive implication that the employees perceived that there is good alignment of goal across level and the level of enforcement throughout departments/section may relatively consistence. This indicated that consistency organizational culture enhance employees productivity having shared value, well-coordinated and integrated implementation of the organizational objectives.

4.3.1.3 Adaptability as organizational culture dimension

Table 4.5 Adaptability Culture Dimension in IMC

Item	N	Mean	Std. Deviation
Creating Change			
In our organization, the way things are done is very flexible and easy to change	165	3.84	0.729
IMC responds well to competitors and other changes in the business environment.	165	3.77	0.598
New and improved ways of doing works are continually adopted in IMC.	165	3.95	0.723
Average		3.86	0.47
Customer Focus			
Customer comments and recommendation often lead to changes	165	3.75	0.933
Customer input directly influence our decision	165	3.39	1.039
All members in IMC have a deep understanding of customer want and needs	165	3.71	1.030
Average		3.62	0.81
Organizational Learning			
Learning is an important objective in our day-to-day work.	165	4.28	0.613
In our organization, highest priority and support is given to meet the needs of clients and customers and solving their problems.	165	3.80	0.938
We view failure as an opportunity for learning and improvement.	165	3.64	0.904
In IMC, innovation and risk taking are encouraged and rewarded.	165	3.09	0.977
Average		3.71	0.58
Adaptability	165	3.72	0.46

Source: Own Survey 2020

The above table 4.5 sought that majority of the respondents agreed that creating change is a key adaptability culture dimension on employee's performance as shown by a mean of 3.86 and a standard deviation of 0.47. Organizational learning and customer focus has also got moderate mean score (M=3.71, SD=0.58), and (M=3.62, SD=0.81) respectively.

The highest mean score presented from employees response regarding flexibility and easy change when doing things, giving highest priority and support to clients and customers to meet their needs and solve problems and learning as important objectives on day to day work. However, lower mean score shows innovation and risk taking practices were encouraged and rewarded among the other questions. In general, the importance and practice of adaptability cultural dimension in IMC was indicated as a moderate mean score of (M=3.72, SD= 0.46).

4.3.1.4. Mission as Organizational Culture Dimension

Table 4.6 Mission Cultural Dimension at IMC

Item	N	Mean	Std. Deviation
Strategic Direction and Intent			
There is a clear mission that gives meaning and direction to our work in IMC.	165	4.20	0.627
There is a clear strategy for the future in IMC	165	3.98	0.685
Average		4.09	0.58
Goal and Objectives			
The goal of the organization is widespread among employees of IMC.	165	3.96	0.480
We continuously track our progress against our stated goals	165	3.78	0.527
Average		3.88	0.41
Vision			
We have shared the vision of what IMC will be like in the future.	165	4.12	0.717
IMC Vision always make me happy and motive me to accomplish my work.	165	4.04	0.747
Average		4.09	0.63
Mission		4.02	0.44

Source: Own Survey, 2020

The mean score for mission was high (4.02). Vision and strategic direction, sub-cultural dimensions of mission, has got the highest score; (M=4.09, SD= 0.63) and (M= 4.09 SD=0.58) followed goal and objectives, (M=3.88, SD=0.41). Most of the respondents were in agreement with widely speeded company's goal and objectives and clarity of the vision and long term strategy that motivated employees to perform well. This indicates that employees give more value and agree with the measure of mission statements.

4.3.1.5. Employee Performance

Table 4.7 Employees' Performance in IMC

Item	N	Mean	Std. Deviation
I have a complete knowledge and understanding of my tasks.	165	4.37	0.617
I have the required skills to perform my task.	165	4.50	0.502
I have the required level of motivation to perform the tasks with minimum will and efforts.	165	3.93	0.944
I am able to manage my time and allocate resources effectively.	165	4.41	0.615
My organization examines targets given for employees or teams against the planned objectives.	165	3.47	0.838
I perform my work to the expected standards.	165	4.35	0.527
I complete in all areas of my job handling tasks with proficiency.	165	4.30	0.487
I receive regular performance reviews.	165	3.39	1.151
I always reach my objective set (performance target).	165	3.95	0.756
I understand how my performance is evaluated.	165	3.94	0.809
I understand the link between my performance and my pay.	165	3.73	0.807
I do my job independently	165	4.12	0.896
I am able to make quick judgments with limited information	165	3.95	0.868
I am effectively communicate to perform my job	165	4.33	0.586
I trust the feedback I receive from my Supervisor.	165	4.24	0.551
I am able to judge a given work situation and respond to it.	165	4.25	0.557
I delivered my work assignments timely	165	4.47	0.611
I think carefully before responding to customers and project activities	165	4.15	1.022
Average		4.10	0.38

Source: Own Survey, 2020

The above table 4.7 shows at the mean of employees' performance 4.10 and standard deviation of 0.38.

Employees' of IMC's performance response rate was assessed with eighteen performance indicator parameters. The sampled employees were asked to indicate

whether they agreed or disagreed with the statements to rate with a five-scale agreement and it was presented in the above table.

As shown in the Table 4.7 above, it is evident from the respondents that the performance levels of employees were all good starting with the required skills of employees to perform the task with a mean of 4.50, followed by employees' timely delivery of work assignments supported by a mean of 4.47. Employees' effective time and resource management by a mean of 4.47. On the other hand, the lower mean score shown for the questions about regular performance reviews and examining targets given for employees or teams against the planned objectives, 3.39 and 3.47 respectively. The overall mean score for employee performance is 4.01, with standard deviation of 0.38 which is high. Majority of the respondents agreed that employee performance towards their task was generally very good as per their perception.

All in all, from statistic mean score ($M= 4.02$; $SD=0.44$) Mission has got the highest among the other three cultural dimension. Followed by consistency ($M=3.75$; $SD=0.65$), Involvement ($M=3.63$; $SD=0.64$), and Adaptability ($M=3.72$; $SD= 0.46$) respectively. It means that mission organizational culture is predominantly practice in the organization. The mean score for dependent variables, employee performance mean score shown also a high score.

4.4. Correlation Analysis

Research Objective Two: Effect of Involvement, Consistency, Mission and Adaptability of cultural dimensions on employee's performance.

In order to examine the effect of organizational culture on employee performance, inferential statistics i.e. correlation and regression analysis, have been considered and the results are interpreted as follows.

Correlation analysis is used to measure association and confirm the relationship between the variables. Accordingly Pearson correlation coefficient was used to examine the magnitude (intensity of relationship -1 to +1) and the direction of the relationships (+ve/-ve) (Mark et. al., 2009). Likewise, the significance level, p-value, is labeled as “Sig.” in the SPSS output and helped to statistically determine the significance of the results during a hypothesis test. If the significance value is less than 0.05 ($p < 0.05$) then the relationship is statistically significant. If the significance value is greater than 0.05 ($p > 0.05$) then the relationship is not statistically significant.

Table 4.8 Correlations Result

Variables		Involvement	consistency	Adoptability	Mission	Emp. Perf.
Involvement	Pearson Correlation	1				
	Sig. (2-tailed)					
Consistency	N	165				
	Pearson Correlation	.827**	1			
	Sig. (2-tailed)	.000				
	N	165	165			
Adoptability	Pearson Correlation	.669**	.689**	1		
	Sig. (2-tailed)	.000	.000			
	N	165	165	165		
Mission	Pearson Correlation	.613**	.631**	.477**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	165	165	165	165	
Employee performance	Pearson Correlation	.596**	.552**	.437**	.531**	1

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

Source: Own Survey: 2020

According to Marczyk, Dematteo and Festinger, (2005) correlations of 0.01 to 0.30 are considered small, correlations of 0.30 to 0.70 are considered moderate, correlations of 0.70 to 0.90 are considered large, and correlations of 0.90 to 1.00 are considered very large.

From the Pearson correlation analysis; employee performance was found to have a moderate positive correlation with the organizational culture dimensions. Involvement dimension with ($r=0.596$, $P < 0.05$) followed by consistency dimension ($r=0.552$, $P < 0.05$), Mission ($r=0.531$, $P < 0.05$) and adaptability with ($r=0.437$, $P < 0.05$).

From this correlation output obtained sig.(2- tailed) of $0.000 < 0.05$ it can be concluded that there is statistically positive significant relationship between organizational culture dimensions and employees performance practices in IMC.

4.5. Regression Analysis

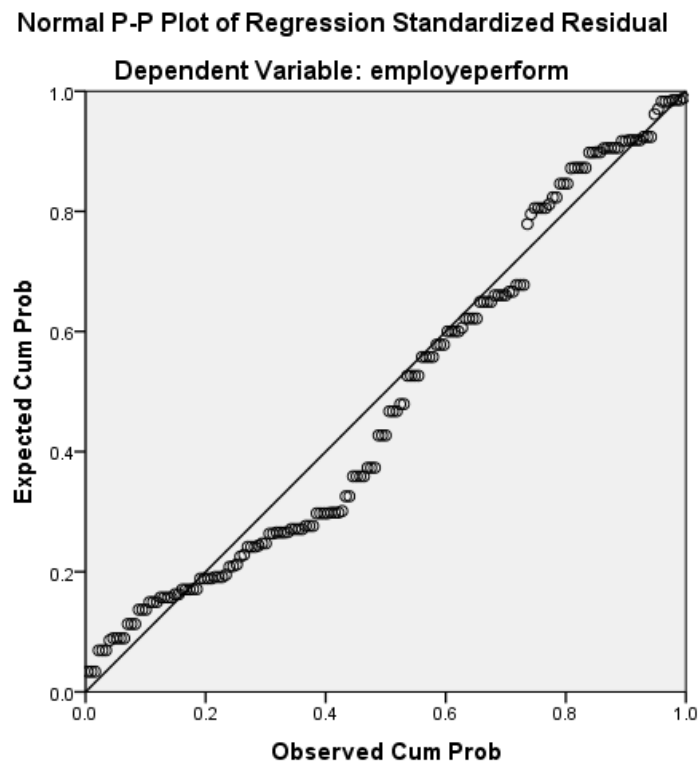
In the application of regression analysis, the first step is to check assumption in order to ensure the appropriateness of data for a regression analysis.

4.5.1 Checking the Assumption

4.5.1.1. Normality and Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the independent variable organizational culture (Involvement, Consistency, Adaptability and Mission) and the dependent variable that is employee performance linear; Normal probability plots of the regression residual through SPSS software had been used.

Figure 4.1 p-plot graph



Source: Own survey: 2020

The scatter plot of residuals shows no larger difference in the spread of the residual as you look from left to right on figure 4.1. This result suggests the relationship we are trying to predict is linear. Similarly, the above figure shows the normal distribution of residuals around its mean of zero. Hence the normality assumption is fulfilled as required based on the above figure, it is possible to conclude that the inference that the researcher made about the population is somewhat valid.

4.5.1.2. Multicollinearity

Multiple linear regression analysis was employed in addition to linearity and normality test to examine the significant effect of the independent variables on the dependent variable. This is because the study comprises one dependent variable and two or more independent variables (Kothari 2004). Multicollinearity verifies that the independent

variables are not highly correlated with each other, tested using VIF/Variance Inflation Factor and tolerance. If the results of VIF are below 10 and the tolerance value greater than 0.1 then there is no possibility of multicollinearity among this variables (Hair et al., 2006).

Table 4.9. Multicollinearity Diagnosis

Model	Collinearity Statistics	
	Tolerance	VIF
Involvement	0.286	3.495
Consistent	0.265	3.780
Adoptability	0.494	2.025
Mission	0.575	1.739

a. Dependent Variable: employee performance

Source: Own survey: 2020

The above table 4.9 displays that the multicollinearity tests by computing tolerance values and Variance Inflation Factor (VIF) for each independent variables. In this case, all the tolerance values are greater than 0.10 and VIF is less than 10. Hence, the researcher assumed Multicollinearity was not a problem so that regression analysis can be conducted.

4.5.2 Linear Regression Analysis

4.5.2.1 Analysis of Variance (ANOVA)

The key purpose of ANOVA test is to show whether the model is significantly better at predicting the dependent variable, employee performance or using the means.

Table 4.10 Overall Model Fit of the Regression Model (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9.685	4	2.424	26.818	.000 ^b
Residual	14.461	160	.090		
Total	24.156	164			

a. Dependent Variable: Employees Performance

b. Predictors: (Constant), Mission, Adoptability, Involvement, Consistent

Source: Own Survey, 2020

The overall statistical acceptability or significance of the model was proved as indicated in the above ANOVA table. Accordingly, the findings in Table 4.10 established the independent variables significantly predict the dependent variables, $F=26.818$, p value .000, i.e. $p<.005$ inferring that the model was significant. This can be concluded that accepting at least one of the cultural dimensions (i.e. involvement or consistency or adaptability or mission) had a significant influential relationship on employees' performance.

4.5.3 Multiple Linear Regression Analysis

Multiple regression models attempt to determine whether a group of variables together predict a given dependent variable. A multiple regression model separates each individual variable from the rest allowing each to have its own coefficient describing its relationship to the dependent variable. Multiple regression models were used to determine the causal relationship between organizational culture and employees' Performance.

4.5.3.1 Model summary

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F change
1	.634 ^a	.401	.386	.30063	0.000

a. Predictors: (Constant), mission, adaptability, involvement, consistency

b. Dependent Variable: employees performance

Source: Own survey: 2020

In the above table 4.11, R Square is the coefficient of determination of the two variables which shows the percentage of total variation of the dependent variable explained by the independent variable. The analysis shows, $R^2 = 0.401$ (40%), which is a moderate coefficient and clearly implies that 40% variation in employees performance are explained by organization culture. The remaining 60 % variation is explained by stochastic error term (e) meaning that 60% of changes in employees performance changes are explained by factors that are not explained in the model

4.5.4. Regression Coefficients

Table 4.12 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.206	.247		8.916	.000
Involvement	.218	.069	.363	3.173	.002
Consistency	.048	.070	.083	.692	.490
Adaptability	.016	.072	.020	.226	.822
Mission	.215	.070	.247	3.066	.003

a. Dependent Variable: Employee performance

Source: Own survey: 2020

The regression coefficients in table 4.12 demonstrate that the relative extent of the influence that each independent variable has on the dependent variable and through which the most contributing predictor/independent variable is revealed. The results of the analyses presented above allow us to answer the second and third research questions. Standardized beta coefficient was considered to compare the strength of each predictor/independent variable influence on the criterion employee performance.

The above table describes involvement and mission had significant contribution in predicting employee performance ($\beta=0.363$, $P<0.05$) and ($\beta=0.247$, $P>0.05$) respectively. The significance levels of involvement, 0.002 and mission 0.003, which was less than 0.05. Thus, involvement is the most contributing organizational culture dimension in the prediction of employee performance with beta value 0.363, followed by mission $r=0.247$ that make statistically significant to the prediction of employee performance. Hence, the overall result established that involvement cultural dimension have the greater rate of influence than the other predictors considered in this study.

Therefore, the hypotheses related to mission and involvement were accepted, but the significant level of consistency is 0.490 and 0.822 for adaptability, which is greater than 0.05. This implies both consistency and adaptability variables were statistically insignificant relationship between employees performance as per this study and hypotheses were rejected.

In general, the two cultural dimensions i.e. mission and involvement have statistically significant influential relationship (contribution) to employees' performance. But consistency and adaptability have positive but statistically insignificant influential

relationship (contribution) to employees' performance as it is explained by the significance level $p > 0.05$ according to this study. This indicates that, though the company tries to maintain a strong culture by being highly maintain a strong culture through involvement and mission culture, this doesn't significantly contribute to the level of consistent and high adaptability with employees' performance based on this study.

4.6 Hypothesis Testing

The four hypotheses which were developed earlier in chapter two were tested based on the regression coefficient data.

Table 4.13 Summary of Tested Hypothesis

No	Developed Hypothesis	Test Result
1	Consistency has a significant and positive impact on employees' performance	Rejected
2	Adaptability has a significant and positive impact on employees' performance.	Rejected
3	Mission has a significant and positive impact on employees' performance.	Accepted
4	Involvement has a significant and positive impact on employees' performance.	Accepted

CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the study findings, conclusions, recommendations, limitation of the study and future research direction. Based on the key findings and results, conclusions are drawn and recommendations were made. The recommendations included interventions to improve employee performance in the studied organization and pave the way for further studies.

5.1 Summary of Major Findings

The findings derived from the data analyzed by using descriptive statistics, correlation and regression were presented below:

- From the arithmetic mean values generated by the descriptive statistics, it shows that the three independent variables, Consistency (M=3.75; SD=0.65), Adaptability (M=3.72; SD= 0.46) and Involvement (M=3.63; SD=0.64.), ranges under moderate mean score but Mission culture (M= 4.02; SD=0.44), got high mean score and highest among the three cultural dimensions. This indicates that organizational cultural dimensions were practiced in International Medical Corps in which mission cultural dimension were predominantly practice among others dimensions. Moreover, its importance contribution to employees' performance that confirmed as per the perception of employees in this study.
- Lowest mean were depicted from the response from involvement cultural dimension, capacity development and innovation and risk taking practices from adaptability cultural dimension. This implies that the need to exercising

consistent employees' capacity development intervention and encouraging and rewarding the practice of innovation and risk taking adaptability culture were indicated.

- The Employee Performance variable has got a highest mean score of (M=4.10, SD=0.38) however lower mean scored learned from the response on regular performance reviews and examining targets given for employees or teams against the planned objectives.
- From the Pearson correlation analysis; employee performance was found to have a moderate positive correlation with the organizational culture dimensions. Involvement dimension with ($r=0.596$; $p < 0.01$) followed by consistency dimension ($r=0.552$; $p < 0.01$), Mission ($r=0.531$; $p < 0.01$) and adaptability with ($r=0.437$; $p < 0.01$). From this correlation, it can be inferred that consistency, involvement, adaptability and mission culture dimensions have statistically moderate positive correlation with employees' performance. This finding was consistent with early research studies (Senit L, (2017); Bethelhem H, (2017)).
- The regression coefficient result of Involvement dimension in International Medical Corps was indicated as ($\beta=0.363$, $P<0.05$), implying a 36.3% of increase in employee performance is due to the change in the involvement culture practices, which entails that involvement culture dimension has a positive relationship and significant effect on employee performance. P is less than 0.05 statistically significant.

- The regression coefficient result of Mission in International Medical corps was defined with ($\beta=0.247$, $P<0.05$), which infers that 24.7% of increase in employee performance is explained or justified by due to the changes in Mission culture dimension. Therefore, the hypothesis (H4) is accepted.
- The regression coefficient result of adaptability culture dimension was denoted as ($\beta = .072$, $P>0.01$) and consistency culture dimension has got a Beta coefficient with ($\beta = 0.83$ $P>.05$) in this relation, consistency and adaptability culture positive relationship with employees performance but insignificance coefficient result which were above the p value of 0.05.
- As per the finding of this research, involvement cultural dimension has statistically positive effect on employee performance. This indicates that when involvement culture dimensions is practical, performance of employees would increase.

5.2 Conclusions

The study was intended to examine the effect Organizational Culture on employees' performance in the case of International Medical Corps, Ethiopia mission. The study was also explored the effect of the four types of Organizational Cultural dimension; Involvement, Consistency, Adoptability and Mission on employee performance. Based on summary of the findings of this study, the researcher derived the following conclusions in order to address the research questions that this study sought to answer.

The results indicated that all the variables of Organizational culture (Consistency, Adaptability, Mission and Involvement) have positive relationship with employee's performance. The study shown that mission culture dimension has been a dominant

cultural practice within the select organization, International Medical Corps among the other three organizational cultural as per the descriptive analysis. This is consistent with other research, (Messeret N, 2018; Bethelehem H, 2017).

As inferred from descriptive analysis, employees' high involvement in their work resulted to feel that they are part of the team in the organization and team work was highly encouraged and employees' perceived gaps in organizational cultural practice in their performance particularly the provision of employees' capacity development, encouraging and rewarded innovation and risk taking culture, plan objectives and targets given to employees, regular performance review as per employees perception. This result was consistent with studies of (Omondi D, 2014).

The regression analysis also revealed that involvement and mission culture showed statistically significant cultural dimension that affected employee performance. Whereas, adaptability and consistency cultural dimension, indicated a positive but insignificant relation with employees performance based on the Beta coefficient result in this study. This is inconsistent with the research by Meseret N (2018) indicated that Consistency and Adaptability sub culture dimensions have a positive and a high significant effect on employees' performance.

Moreover, different researches finding were revealed on practices of organizational cultural dimensions that differ from one organization to another. For instant Mission and Adaptability cultural dimension has got statistically significant effect on performance practice in ECA while involvement has negative effect. (Senit L, 2017). According to (Mousavi, Hosseini, and Hassanpour 2015), results of the study showed

that between the components of organizational culture, just involvement and adaptability affect the performance of the bank while the other components have indirect effect on the performance. The results of the study have provided important implications on the relationship between organizational culture and employees performance practices and has also provided us with a better understanding of the relationships of organization culture and employees performance as one of the factors to increase effectiveness and success of organizations unlike the previous studies. (Kotter and Heskett, 1992; Denison, 1990).

In general, organizational cultural dimensions, Involvement, consistency, adaptability and mission have proven a positive relationship with organizational culture. Moreover, influence of each dimensions of organizational culture practice varies from one organization to another as shown in above researches. Therefore, it is vital to understand the organizational culture and different aspects of employee performance (Ratnawat, 2014). Studies have also shown that the relationship between many cultural attributes and employees' performance has not been consistent over time (Denison, 1990); (Sorenson, 2002).

Therefore, it can be concluded that organizational culture is practiced in the organization and believed it is very important in improving the level of employees' performance which was asserted by the statistically significant contribution of mission and involvement towards employees' performance. However, consistency and adaptability have positive but statistically insignificant contribution towards employees' performance with $p > 0.05$. Finally, we can conclude that not all cultural measures have significant contribution towards employees' performance but there might be other factors which are not included in this study.

5.3 Recommendations

In this section, some important suggestions were made on the basis of the findings of the study. Therefore, in view of finding of the study, the researcher recommend the followings.

- As per the finding of this study, mission and involvement cultural dimension have significant effect on employees performance that IMC needs to maintain good cultural practice by communicating its mission and vision to the newly hired employees consistently in order to enhance employee's performance.
- As organizations are expected to have the ability to understand and react to the competitive environment, IMC requires to encourage and reward innovation and risk taking adaptability strategy to enhance employees' confidence and organization be more proactive for changes.
- As it is observed from the result of this research paper, 41.1% of the variation of employees' performance were predicted by the independent variables of the study (i.e. involvement, consistency, adaptability, and mission). This implies that there were also other contributing factors (indicated by the remaining 58.9% of variation) which were related to employee' performance. These may be job satisfaction, employee rewards, employee' motivation, employee' engagement etc.

5.4 Limitations and Suggestions for Future Research

- The study of the research is confined with only one organization and even with limited sample size; therefore, future researchers should also make their researches to consider other sectors so as broaden empirical evidences in the area.
- Future researchers can also apply various types of organizational culture models formulated by different authors other than the Denison model.
- The study should also incorporating responses of participants from other job categories such as Consultants, Individual Contractors, Fellows and Interns who have a contract of a temporary nature.
- Researchers are recommended to make their research based on the employees performance appraisal result other than on the employees' perception and opinion.

References

- Achua, C. F. and Lussier, R. N. (2013), *Effective Leadership*, South-Western Cengage Learning, Canada.
- Agwu, M.O. (2014), “Organizational Culture and Employees Performance in the National Agency for Food and Drugs Administration and Control (Nafdac), Nigeria”, *Global Journal of Management and Business Research*, 14(2), pp.1-10.
- Aluko, M.A. (2003), “The Impact of Culture on Organizational Performance in Selected Textile Forms in Nigeria”, *Nordic Journal of African Studies*, 12 (2), pp. 16-16.
- Alvesson, M. (2002), *Understanding Organizational Culture*, SAGE Publications, London.
- Armstrong, M. (2006), *A Handbook of Human Resource Management Practice*, Kogan Page Publication, London.
- Armstrong, M. (2010), *Armstrong’s Essential Human Resource Management Practice: A Guide to People Management*, Kogan Page Publication, London.
- Arnold, J., Silvester, J., Cooper, C. L., Robertson, I. T., and Patterson, F. M, (2005), *Work Psychology: Understanding Human Behavior in the Workplace*, Pearson Education Publisher, London.
- Awadh, A.M. and Alyahya, M.S. (2013), “Impact of Organizational Culture on Employee Performance”, *International Review of Management and Business Research*, 2(1), p.168.

- Bassi, L. and McMurrer, D. (2007), "Maximizing Your Return on People", *Harvard Business Review*, 85(3), pp.115.
- Bernardin, H.J. and Russell, J.E.A. (1993), *Human Resource Management: An Experiential Approach*, MC. Graw-Hill, New York.
- Bethelhem, H. A. (2017), "*The effect of Organizational Culture on Employee Performance: John Snow Incorporated (ISI)*", Addis Ababa University, Addis Ababa.
- Brooks, I. (2006), *Organizational Behavior: Individuals, Groups and Organization*. Pearson Education, New York.
- Cameron, K.S. and Quinn, R.E. (2011), *Diagnosing and Changing Organizational Culture: Based on the competing values framework*. John Wiley & Sons Publication, New York.
- Carrell, M. R., Kuzmits, F. E., and Elbert, N. F. (1992), *Personnel/Human Resource Management*, Macmillan Publishing Company.
- Cascio, W. F. (2006), *Managing Human Resources: Productivity, Quality of life, profits*, McGraw-Hill/Irwin, Indiana University, Bloomington.
- Chen, G., Tjosvold, D., and Liu, C. (2006), "Cooperative Goals, Leader People and Productivity Values: Their Contribution to Top Management Teams in China", *Journal of Management Studies*, 43(5), 1177-1200.
- Clark, S.C. (2001), "Work Cultures and Work culture and work/family balance", *Journal of Vocational Behavior*, 58(3), pp.348-365.
- Collins, J. and Porras, J. and et. al. (2000), *Built to last: Successful Habits of Visionary Companies*, Harper Publisher, New York.

- Daft, R. (2004), *Organization Theory and Design*, South-Western, Nashville, United State of America.
- Daft, R.L., Murphy, J. and Willmott, H. (2010), *Organization Theory and Design*, Cengage learning EMEA, New York.
- Darmawan, D. (2013), *Principles of Organizational Behaviour*, Pena Semesta, Surabaya.
- Davidson, G.M. (2003), “*The Relationship between Organizational Culture and Financial Performance in a South African Investment Bank*”, Unpublished Doctoral dissertation, University of South Africa, Pretoria, UNISA.
- Deal, T.E. and Kennedy, A.A. (1983), “Corporate Cultures: The rites and rituals of corporate life:” Addison-Wesley, 1982. ISBN: 0-201-10277-3. *Business Horizons*, 26(2), pp.82-85.
- Denison, D.R. (1990), *Corporate Culture and Organizational Effectiveness*, John Wiley & Sons, New York.
- Denison, D.R. (2000), “Organizational Culture: Can it be a key lever for driving organizational change”, *The International handbook of organizational culture and climate*, 18(4), pp.347-72.
- Denison, R.D. and Neale, S.W. (2011), *Denison Organizational Survey: Facilitator Guideline*. Denison consulting LLC, Wahington.
- Dessler, G. and Varrkey, B. (2005), *Human Resource Management*, 15e. Pearson Education, India.
- Durrheim, K. and Tredoux, C. (2004), *Numbers, hypotheses & conclusions: A course in statistics for the social sciences*, Juta and Company Ltd.

- Fey, C.F. and Denison, D.R. (2003), "Organizational Culture and Effectiveness: Can American theory be applied in Russia?", *Organization science*, 14(6), pp.686-706.
- Hamel, G., and Prahalad, C. K. (2010), *Strategic intent*, Harvard Business Press, Boston, Massachusetts.
- Hofstede, G. (1991), *Cultures and Organizations*, Software of the mind, McGrawHill, New York.
- Hofferberth, D. and Urich, J. (2011), "The effect of culture on performance", *SPI Research*, Thomson, South-West, United States.
- Kaufman, R. (2002), Prometheon builds a company culture that serves, sizzles & succeeds. *Cited in one line document Transformation within Organizational Culture: the Gap between Paper and Reality*, Brenda Bertrand, weLEAD Inc.
- Kothari, C.R. (2004), *Research Methodology*, 2 rev.
- Kotter, J.P. (1992), en JL Heskett. *Corporate culture and performance*.
- Linnenluecke, M.K. and Griffiths, A. (2010), "Corporate sustainability and organizational culture", *Journal of world business*, 45(4), pp.357-366.
- Lok, P., Westwood, R. and Crawford, J. (2005), Perceptions of organizational subculture and their significance for organizational commitment, *Applied Psychology: An International Review*.
- Lunenburg, F.C. (2011), "Organizational culture-performance relationships: Views of excellence and theory Z", *National forum of educational administration and supervision journal* (Vol. 29, No. 4, pp. 1-10).

- Martins, N. and Martins, E. (2003), "Organizational culture, *Organizational Behaviour:*" *Global and Southern African Perspectives. Cape Town: Pearson Education South Africa*, pp.379-400.
- Mesert, N. (2018), *The effect of organizational culture on Employees' Perceived Performance: The case of Berhan International Bank S.C., Addis Ababa Univeristy, Addis Ababa.*
- Mintzberg, H. (1987), *Crafting strategy* (pp. 66-75). Boston, MA: Harvard Business School Press.
- Monzavi, B., Mirabi, V. and Jamshidi, A. (2013), "Evaluating the effect of organization culture on the successful execution of strategies: Case study of Payam-e-Noor university", *Management Science Letters*, 3(7), pp.2059-2070.
- Mousavi, S. A., Hosseni, S. Y., & Hassanpour, N. (2015), "On the effects of organizational culture on organizational performance: An Iranian experience in state bank branches", *Iranian Journal of Management Studies*, 8(1), 97-116.
- Mwita, J.I. (2000), "Performance Management Model", *International Journal of Public Sector Management*, 13 (1), pp. 19-37.
- Narayana, A. (2017), "A critical review of organizational culture on employee performance", *American Journal of Engineering and Technology Management*, 2(5), p.72.
- Nasution, F.N. Mariatin, E. and Zahreni, S., (2018), "The Influence of Career Development and Organizational Culture on Employee Performance", *International Journal of Scientific Research and Management (IJSRM)*, 6(1), pp.57-65.

- Ogbor, J.O. (2003), "Corporate Culture as Corporate Hegemony", *Journal of Critical Management Studies*, 23(4), pp.1-23.
- Omondi, D.O. (2014), "*The influence of organizational culture on employee job performance: A case study of Pacis insurance company limited*, Doctoral dissertation," United States International University-Africa.
- Omukaga, A.A. (2016), "Effects of organizational culture on employee performance at AON limited, Nairobi, Kenya", The University Of Nairobi.
- O'Reilly III, C.A., Chatman, J. and Caldwell, D.F. (1991). "People and organizational culture: A profile comparison approach to assessing person-organization fit." *Academy of management journal*, 34(3), pp.487-516.
- Pangewa, M. (2015), "The Influence of the Organizational Culture toward the Performance of Local Governance", *Mediterranean Journal of Social Sciences*, 6(6 S4), pp.307-307
- Qureshi, M.T. Ramay, I.M. and Marwat, Z.A., (2006), "Impact of human resource management practices on organizational performance in Pakistan", *Muhammad Ali Jinnah University Islamabad*.
- Ratnawat, R.G. and Jha, P.C. (2014), "Impact of organizational culture on employee performance: review and research agenda", *ZENITH International Journal of Business Economics & Management Research*, 4(12), pp.186-197.
- Robbins, S.P. and Judge, T.A. (2017), *Organizational Behavior* [Internet].
- Saunders, M., Lewis, P., Thornhill, A. and Wang, C. (2009), "Analyzing qualitative data", *Research methods for business students. 5th edn. Harlow, Essex, UK: Pearson Education Ltd*, pp.480-525.
- Schein, E. (2004), *Organizational culture and leadership*, 3rd edn. Joddy-Bass.

- Schein, E. H. (2010), *Organizational culture and leadership* (Vol. 2). John Willey and Sons.
- Schein, E.H. (2011), “The concept of organizational culture: Why bother” *Classics of organizational theory*, 7, pp.349-360.
- Scholz, C. (1987), “Corporate culture and strategy- The problem of strategic fit”, *Long Range Planning*, 20(4), pp.78-87.
- Senit, L. (2017), “*The Impact of Organizational Culture on Performance Management Practices: The Case of Economic Commission for Africa*”, Addis Ababa University, Addis Ababa.
- Shahzad, F., Luqman, R.A., Khan, A.R. and Shabbir, L. (2012), “Impact of organizational culture on organizational performance: An overview”, *Interdisciplinary journal of contemporary research in business*.
- Shahzad, F., Iqbal, Z. and Gulzar, M. (2013), “Impact of organizational culture on employees job performance: An empirical study of software houses in Pakistan”, *Journal of Business Studies Quarterly*, 5(2), p.56.
- Singh, K. and Billingsley, B.S. (1996), “Intent to stay in teaching: Teachers of students with emotional disorders versus other special educators’, *Remedial and Special Education*, 17(1), pp.37-47.
- Sørensen, J. B. (2002), “The strength of corporate culture and the reliability of firm performance”, *Administrative science quarterly*, 47(1), 70-91.
- Stewart, D. (2010), Growing the corporate culture, *Obtained from <https://www.wachovia.com/foundation/v/index.jsp>*.
- Tucker, R.W., McCoy, W.J. and Evans, L.C. (1990), “Can questionnaires objectively assess organizational culture?” *Journal of Managerial Psychology*.

- Uddin, M.J., Luva, R.H. and Hossian, S.M.M. (2013). “Impact of organizational culture on employee performance and productivity: A case study of telecommunication sector in Bangladesh”, *International Journal of Business and Management*, 8(2), p.63.
- Wilson, I. (1992), Realizing the power of strategic vision, *Long range planning*, 25(5), 18-28.
- Yamane, T. (1967), *Statistics: An Introductory Analysis*, (No. HA29 Y2 1967).
- Yilmaz, C. and Ergun, E. (2008), “Organizational Culture and Firm Effectiveness: An examination of relative effects of culture traits and the balanced culture hypothesis in an emerging economy”, *Journal of World Business*, 43(3), pp. 290–306.

ANNEXES

Annex 1.

**ADDIS ABABA UNIVERSITY,
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
HUMAN RESOURCE MANAGEMENT MASTERS PROGRAM**

**Questionnaire to be filled by Employees of International Medical Corps,
Ethiopia Mission.**

Dear Participant,

I am Woinshet Kebede, a graduate student at Addis Ababa University, school of commerce. As part of my Master's Degree requirement, I am expected to successfully conduct a research paper on a relevant topic in my area of concentration. Therefore, I am undertaking a research to identify the '**Effect of Organizational Culture on Employee's Performance**'. The result of the study will assist the case study of the organization, **International Medical Corps (IMC), Ethiopia Office.**

Hence, this questionnaire is designed to collect relevant information to conduct the study. Your participation in this survey is voluntary. You may refuse to participate or leave blank any questions you don't want wish to answer. You are not required to write your name to maintain anonymity and your responses will remain confidential and the information you provide will be used only for the purpose of the study. Results will be reported as aggregate and there is no way a response can be traced to any individual respondents. Hence, there is no harm in participating in this study.

If you agree to participate, please answer the questionnaire to the best of your knowledge. It only takes about 15 minutes to fill out questions under General profile, Organizational Culture and Employees' performance category. Please take into consideration that the soundness and the validity of the findings will highly depend on your genuine responses.

Thank you in advance for your kind cooperation and your support is highly appreciated.

Yours sincerely,

Part I: General Profile (Please put mark using the check box that best describes you).

1. Gender : Male Female
2. Age between : 23-29 30-39 40-49 ≥50
3. Employment category : Clerical Professional Managerial
4. Qualification : Diploma Degree Masters & above
5. Experience in IMC : 1 - 3 4 - 6 above 7 years

PART II: ORGANIZATIONAL CULTURE SECTION

Please indicate the degree of your agreement/disagreement with the following statements associated with the four dimensions of organizational culture; Involvement, Consistency, Adaptability and Mission to what extent each statement fits the culture of your organization, International Medical Corps (IMC)

(Please click on the check box to put mark that best describes your view by using the scale of 1-5 where,

(1) Strongly Disagree (SD) (3) Neutral (N)

(2) Disagree (D)

(4) Agree (A)

(5) Strongly Agree (SA)

NO.	Questions on organizational culture Dimension	(1) SD	(2) D	(3)N	(4) A	(5) SA
	Involvement					
I.	Empowerment					
6	In International Medical Corps most employees are highly involved in their work.					
7	In IMC, decisions are usually made at the level where the best information is available.					
8	In IMC, information is widely shared so that everyone can get the information s/he need when it is needed.					
9	Everyone in IMC believes that's/he can have a positive impact.					

NO.	Questions on organizational culture Dimension	(1) SD	(2) D	(3)N	(4) A	(5) SA
10	Business planning is ongoing and involves everyone in the process to some degree.					
II	Team Orientation					
11	In IMC, cooperation across different parts of the organization is actively encouraged.					
12	In IMC, I feel like I am part of a team					
13	In IMC, teamwork is used to get work done, rather than hierarchy.					
14	In IMC, work is organized in a way everyone can easily see the relationship with the goal of the organization.					
15	Teams are given primary building blocks.					
III	Capability Development					
16	Authority is delegated so that people can act on their own.					
17	I believe, the capability of people is constantly improving					
18	I agree that IMC is constantly working on developing its employee's capability.					
19	In my opinion, capabilities of employees within IMC are viewed as an important source of capability development.					
	Consistency					
IV	Core Value					
20	The core value of IMC is shared widely to everyone and accessible as needed.					
21	In our organization, managers and supervisors are usually doing what they are saying in practice.					
22	In our organization, there is ethical value that guides our behaviour and tells us right or wrong.					
23	IMC has a clear and consistent set of values that dictates the way I do my work.					
V.	Agreement					
24.	Different departments and division of IMC are able to work together well to achieve common goals.					
25	I think IMC has a strong organizational culture.					
26	In our organization, when disagreement occurs, employee work hard to achieve a 'win-win' solutions, reaching consensus, conflicting issues					

NO.	Questions on organizational culture Dimension	(1) SD	(2) D	(3)N	(4) A	(5) SA
VI	Coordination and Integration					
27	In our organization, the approach to doing business is very consistent and predictable					
28	In our organization, there is a good alignment of goals across level					
	Adaptability					
VII	Creating Change					
29	In our organization, the way things are done is very flexible and easy to change					
30	IMC responds well to competitors and other changes in the business environment.					
31	New and improved ways of doing works are continually adopted in IMC.					
VIII	Customer Focus					
32	Customer comments and recommendation often lead to changes					
33	Customer input directly influence our decision					
34	All members in IMC have a deep understanding of customer want and needs					
XI	Organizational Learning					
35	Learning is an important objective in our day-to-day work.					
36	In our organization, highest priority and support is given to meet the needs of clients and customers and solving their problems.					
37	We view failure as an opportunity for learning and improvement.					
38	In IMC, innovation and risk taking are encouraged and rewarded.					
	Mission					
X	Strategic Direction and Intent					
39	There is a clear mission that gives meaning and direction to our work in IMC.					
40	There is a clear strategy for the future in IMC					
XI	Goal and Objectives					
41	The goal of the organization is widespread among employees of IMC.					
42	We continuously track our progress against our stated goals					

NO.	Questions on organizational culture Dimension	(1) SD	(2) D	(3)N	(4) A	(5) SA
XII	Vision					
43	We have shared the vision of what IMC will be like in the future.					
44	IMC Vision always make me happy and motive me to accomplish my work.					

Part III. Employee performance section

This part of the questionnaire consists of questionnaires which are designed to assess your perception about the level of your Performance accomplishment within your organization, International Medical Corps.

Please indicate with a tick mark ✓ or (x) the extent to which you agree or disagree with the following statements by using the scale of 1-5 where (1) for Strongly Disagree (SD), (2) Disagree (D), (3) Neutral(N), (4) Agree (A) and (5) for Strongly Agree.

NO.	Questions on organizational culture Dimension	(1) SD	(2) D	(3) N	(4) A	(5) SA
1	I have a complete knowledge and understanding of my tasks.					
2	I have the required skills to perform my task.					
3	I have the required level of motivation to perform the tasks with minimum will and efforts.					
4	I am able to manage my time and allocate resources effectively.					
5	My organization examines targets given for employees or teams against the planned objectives.					
6	I perform my work to the expected standards.					
7	I complete in all areas of my job handling tasks with proficiency.					
8	I receive regular performance reviews.					
9	I always reach my objective set (performance target).					
10	I understand how my performance is evaluated.					
11	I understand the link between my performance and my pay.					
12	I do my job independently.					
13	I am able to make quick judgments with limited information.					
14	I am effectively communicate to perform my job					
15	I trust the feedback I receive from my Supervisor.					

NO.	Questions on organizational culture Dimension	(1) SD	(2) D	(3) N	(4) A	(5) SA
16	I am able to judge a given work situation and respond to it.					
17	I delivered my work assignments timely.					
18	I think carefully before responding to customers and project activities.					

THANK YOU VERY MUCH FOR YOUR TIME AND WILLINGNESS!

ANNEX 3

DESCRIPTIVE STATISTICS

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Empowerment	165	2.80	2.00	4.80	3.6000	.66443	-.466	.189	-.576	.376
Teamwork	165	4.00	1.00	5.00	3.8012	.76206	-1.085	.189	2.026	.376
Capacity Development	165	3.50	1.50	5.00	3.4621	.81880	-.170	.189	-.475	.376
Core value	165	3.00	2.00	5.00	3.8864	.72806	-.826	.189	.389	.376
Agreement	165	3.67	1.33	5.00	3.7131	.75609	-1.028	.189	1.382	.376
Coordination and Integration	165	3.00	2.00	5.00	3.5152	.69936	-.041	.189	-.323	.376
Creating change	165	2.00	3.00	5.00	3.8586	.47018	.655	.189	.012	.376
Customer focus	165	3.00	2.00	5.00	3.6162	.81034	-.053	.189	-.948	.376
Organizational learning	165	2.75	2.25	5.00	3.7061	.57644	-.336	.189	.230	.376
Strategy Direction and Intent	165	2.00	3.00	5.00	4.0909	.56112	.106	.189	-.531	.376
Goal and Objectives	165	2.00	3.00	5.00	3.8758	.41100	-.110	.189	.401	.376
Vision	165	2.50	2.50	5.00	4.0879	.62701	-.187	.189	-.434	.376
Valid N (listwise)	165									