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**Effect of Organizational Culture on Employees Job Satisfaction:
In the case of selected Multinational brewery companies (BGI and
Heineken Brewery SC)**

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**THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
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JUNE, 2024

ADDIS ABABA, ETHIOPIA

Declaration

I, the undersigned, declare that the work contained in the body of this research thesis is my own original work and has not been submitted for any award. All information from other published and unpublished sources is properly cited and authenticated in accordance with relevant scholarly practice.

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Certification

This is to certify that **Tihtina Abebe** carried out under my supervision of thesis "**Effect of Organizational Culture on Employees Job Satisfaction: In the case of selected Multinational brewery companies(BGI And Heineken Brewery SC).**" The work is original and eligible to be submitted, meeting the requirements for obtaining a Master of business Administration

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ADDIS ABABA UNIVERSITY
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IN THE CASE OF SELECTED MULTINATIONAL BREWERY COMPANIES (BGI AND
HEINEKEN BREWERY SC)**

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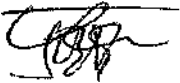
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Acronyms

ANOVA	Analysis of Variance
BGI	Brasseries et Glaciers Internationals
CVF	Competing value framework
HBSCE	Heineken Breweries Share Company Ethiopia
JBSat	Job Satisfaction
JSS	Job satisfaction survey
OC	Organization Culture
OCAI	Organizational Cultural Assessment instrument
OCE	Organizational culture related on employees
OCM	Organizational culture related to management
VIP	Variance inflation factor

Abstract

The purpose of this study investigates the Effect of Organizational Culture on Employees' Job Satisfaction in selected Multinational brewery companies. Both Descriptive and explanatory research design used and a mixed research approach used to answer the research questions. The data analysis intends to accomplish the objectives of the study and answer the research questions. The total of 370 questionnaires distributed to the randomly selected staffs of HBSCE and BGI Ethiopia using PSS in order to collect data. Accordingly, 363 questionnaires were appropriately filled and returned and used for the analysis. Finally, the study revealed that employees exhibited low levels of job satisfaction and were not fully aligned with Clan, Adhocracy, and Market Cultures within their organizations, but strongly identified with Hierarchy Culture. The correlation analysis indicated positive relationships between Clan, Adhocracy, and Market Cultures with job satisfaction, while Hierarchy Culture showed a significant negative correlation. The regression analysis further confirmed that Clan, Adhocracy, and Market Cultures positively influence job satisfaction, highlighting the importance of fostering supportive organizational cultures to enhance employee well-being and engagement while addressing hierarchical structures that may hinder job satisfaction. Hence, to implement interventions to strengthen Clan, Adhocracy, and Market Cultures within the organizations to enhance employee job satisfaction. This could involve promoting teamwork, innovation, and customer focus to align with these cultural dimensions.

Key Words: Clan Culture, Adhocracy culture, Market culture, Hierarchy culture and Job Satisfaction

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Today's business environment is a very difficult one where rapid change in demand leads to business development and often leaves employees dissatisfied with their workplaces and jobs. Since the 1980s, organizational culture has become an important part of business management and is considered a way to survive in a rapidly changing world (Nam and Kim, 2016). The fundamental characteristics of a company are governed by its organizational culture. Organizational culture permeates every important part of the organization. Culture plays many roles in an organization; it gives identity to the organization, creates a boundary between organizations and individuals, and improves the organizational level of the organization by managing the behavior of employees (Tianya, 2015).

Organizational Culture is one of the most significant subjects in organizational behavior which has been studied and defined variously (Angela, 2006). Organizational culture is typically defined as a set of assumptions, symbols, organizational beliefs, routines, shared language, and myths; it appears in the way people behave and making sense (Alam, 2019). Additionally, organizational culture as intrinsically linked to all facets of an organization's functioning, making it an ambiguous and difficult to quantify. However, some attempts have been made to address this issue. (Schein, 2004).

In the current era of rapid global change, it is imperative to consider advancements such as national companies, organizations, local investments, and international, local, and worldwide marketplaces to keep up with the pace of change (Huang and Chi, 2004). Successful businesses also dedicate themselves to building and delivering a positive work environment that emphasizes employee protection and support as well as learning from the present state of affairs. Operating within a challenging climate is what the organization does. It's interesting how it gets more and more complicated. Present leaders now face a new problem as a result of emerging, diverse issues including citizenship, tribalism, and men/women (Alvesson, 2002).

An organization's culture often includes the company's values, attitudes, and behaviors. Culture refers to the way work is done in different organizations (Nayak and Barik, 2013). An organization's culture

focuses on the learning aspect. An organization's culture consists of the shared values, beliefs, and behaviors that shape work in an organization. It plays an important role in influencing employees' job satisfaction because it can influence their experience, motivation and commitment at work. A good organizational culture helps create a supportive and productive work environment that keeps employees satisfied with their work.

Organizational culture is defined as the values, beliefs, or principles held by employees in an organization or organization. Organizational culture can affect employees' attitudes and behaviors because it reflects the values, beliefs, and behaviors of employees in the organization that give meaning to the situations they encounter (Tsai, 2011). It is a basic pattern of thinking developed or discovered by a group as it learns to solve problems of external change and internal integration, and that works well enough to establish validity and can therefore inform new members as members. This is a good way to look at problems, and think about them. Within the framework of this definition, culture is a dynamic process that emerges as a result of the interaction of other people and is guided by behavior. It consists of processes, procedures, rules, and standards that guide and limit behavior (Dimitrios Belias et al., 2014).

Job satisfaction is an employee's evaluation of their responsibilities and work environment. Depending on satisfaction, employees develop positive or negative feelings about the organization's policies, beliefs, and values that affect work. The advantages or disadvantages of performance appraisal are worth discussing because it is important to the health and success of the organization. Organizations should pay attention to culture because greater literacy leads to greater job satisfaction, which in turn makes employees more productive. Therefore, it is important to understand the relationship between culture and employee satisfaction (Tsai, 2011).

A multinational corporation is a business that conducts operations in a small number of nations and maintains operations, such as warehouses or distribution centers, in at least one foreign nation. The company's primary focus is the home market, despite its international activities. It is possible to alter its native products to better suit the needs of foreign consumers, such as by altering the packaging's language. Multinational organizations are increasingly recognizing the importance of understanding the impact of organizational culture on employees' job satisfaction. Heineken, and BGI (Brasseries et Glaciers Internationals) serves as a compelling case study due to its diverse workforce and the influence of multinational organizational culture on employees.

As the organization operates in a dynamic and competitive environment, it is essential to explore how its organizational culture influences employees' job satisfaction. This study aims to investigate the specific types of organizational culture within Heineken, and BGI (Brasseries et Glaciers Internationals), and their effects on employees' job satisfaction. By understanding these dynamics, the organization can implement strategies to enhance job satisfaction and overall performance. This research will contribute to the existing body of knowledge on organizational culture and its implications for multinational organizations, particularly in the context of Heineken, and BGI (Brasseries et Glaciers Internationals).

1.2. Background of the organizations

Heineken is a Dutch brewing company, founded in 1864 by Gerard Adriaan Heineken in Amsterdam. It is one of the largest and most well-known beer producers in the world, with a presence in over 70 countries. Heineken's portfolio includes more than 250 international, regional, local, and specialty beers and ciders. The company is known for its flagship beer, Heineken Lager Beer, as well as other popular brands such as Amstel, Desperados, and Strongbow.

Heineken, the third largest international beer company, with around 140 breweries in more than seventy countries, entered the Ethiopian beer market after acquiring Harar and Bedele breweries in 2011, at a cost of 78.1 million dollars and 85.2 million dollars, respectively. It was the second foreign company to enter the local beer market, after BGI acquired St George Beer in 1998 for 10 million dollars. In moving towards the capital market Heineken Ethiopia was successful built new brewery at klinto and successfully launches its leading brand walya beer. In addition, as an international brand, Heineken is making a move to have a noticeable presence in the capital because that is where most foreigners living in or visiting Ethiopia are located. And now Heineken Ethiopia is creating more job opportunities and contributing to economic development of the country.

BGI is a leading brewing company in Ethiopia, known for producing a wide range of alcoholic and non-alcoholic beverages. The company was established in 1922 and has since become a key player in the Ethiopian beverage industry. BGI's product portfolio includes beer brands such as St. George, Zebidar, Meta Abo, Doppie, Raya and Castel wine and beer , as well as non-alcoholic beverages like Senqe energy drink Websites of BGI, (2023).

1.3. Statement of Problem

Multinational organizations like Heineken, and BGI (Brasseries et Glaciers Internationals) operate in various countries with different cultural, social, and economic backgrounds. As a result, they encounter the challenge of harmonizing diverse national cultures within their workforce. This involves navigating differences in communication styles, decision-making processes, and approaches to conflict resolution, which can lead to misunderstandings and inefficiencies. Furthermore, work practices and organizational values may vary significantly across different regions. For example, attitudes towards hierarchy, work-life balance, and individualism versus collectivism can differ widely. Managing these differences requires careful consideration to ensure that the organization's values and practices are effectively communicated and implemented globally.

Multinational companies, by their very nature, operate in diverse environments that encompass a wide range of cultures, languages, and demographics. This diversity can be a double-edged sword for organizational culture. While diversity can bring fresh perspectives, creativity, and innovation to a company, it can also present challenges that may negatively impact the organizational culture (Colvin, Volet and Fozdar, 2014). One of the key factors contributing to the negative impact of corporate group diversity on organizational culture is the potential for conflicting values and norms among different subsidiaries or branches of a multinational company. Each subsidiary may have its own unique culture shaped by its local environment, which can clash with the overall corporate culture promoted by the headquarters. These clashes can lead to misunderstandings, communication breakdowns, and even conflicts within the organization (Engle and Crowne, 2014).

Demographical diversity within multinational companies refers to differences in age, gender, ethnicity, nationality, and other demographic characteristics among employees. While diversity in this aspect is often celebrated for fostering inclusivity and equality in the workplace, it can also pose challenges to organizational culture if not managed effectively (Earley and Mosakowski, 2004). One common issue related to demographical diversity is the formation of cliques or subgroups based on shared demographic characteristics. These cliques may inadvertently exclude others who do not belong to the same demographic category, leading to feelings of isolation or discrimination within the organization. Such divisions can erode trust among employees, weaken teamwork, and create barriers to collaboration (Engle, Dimitriadi and Sadrieh, 2012).

Culture is both a result of genetic inheritance and a result of socialization. Having a multicultural background has been found to increase creativity in cross-cultural collaborations (Tadmor, Satterstrom,

Jang and Polzer, 2012) and to reduce ethnocentrism levels (Dong, Day and Collaco, 2008). People with multicultural backgrounds have different ideas and perspectives, as a result of their exposure to foreign cultures (Tadmor et al., 2012). For instance, Engle and Crowne, (2014) found that multicultural behavior, as measured by the degree of social interaction with people from other cultures, has a positive impact on cultural intelligence and the inclination to accept a job offer from a foreign country. Therefore, there exists a cultural distance at the individual level when a person is born and raised in a country different from his or her parents (Colvin, Volet, & Fozdar, 2014).

The study by Dimitrios and Athanasios, (2014) provided a critical review of the relation between organizational culture and the levels of job satisfaction experienced by employees. The review shows that contemporary job-related phenomena like job satisfaction are related to their perceptions of their working environment, relations with colleagues, institution aims and strategies and success criteria. In addition, the employees' preference of organizational culture is likely to be affected by demographic characteristics, especially gender. It can be supported, therefore, that measuring and analyzing an institution's organizational culture in combination with its employees' demographic and individual characteristics may lead to valuable conclusions, so that job satisfaction is promoted. In addition Vas, Daniel, Dan, Douglas, Fabian, Alfredo and Peter, (2019) observed the behaviors and interactions of 5,728 individuals in 804 remote international teams. The analysis showed that personal diversity can negatively affect team climate. When team members come from different cultures, are of different ages, unequally fluent in the team's working language, or differ otherwise at the personal level, they tend to find it less enjoyable to spend time together, trust each other less, make less favorable attributions about each other's motives, and generally communicate less. As a result, they experience less cohesion and have more conflicts and misunderstandings. Consequently in this study the researcher take this as trigger to examine the effects of organizational culture on employee job satisfaction focusing on multinational brewery companies in Addis Ababa Heineken and BGI Ethiopia.

International companies are becoming more and more prevalent, which calls for a greater comprehension of the interactions between organizational culture and worker job satisfaction in this setting. Although the literature that has already been written has acknowledged the impact that organizational culture has on employee attitudes and actions, there is still a significant knowledge gap about the complex effects of organizational culture, particularly in the context of multinational corporations. Furthermore, it's critical to understand how organizational culture affects workers' job satisfaction in these intricate, multinational workplaces as global workforces grow more culturally

varied and interconnected. Therefore, in order to guide efficient management techniques and promote employee well-being within this unique organizational landscape, a thorough examination into the impact of organizational culture on job satisfaction in the context of multinational corporations is important.

Most researchers think that organizational culture is related to job satisfaction (MacIntosh and Doherty 2010; Silverthorne 2004; Lund 2003; Lok and Crawford 1999, Johnson and McIntyre 1998; Nystrom 1993, Odom et al. 1990). Early studies confirmed the existence of this relationship (Lok & Crawford 1999, Johnson & McIntyre 1998), elucidated the underlying mechanisms (MacIntosh & Doherty 2010), and identified the impact of specific types of leadership on job satisfaction (Lund 2003; Odom et al., 1990). However, more research is needed on this topic, as questions remain about how organizational culture affects job satisfaction and the following processes are not yet clear. This study investigates the extent to which organizational culture affects job satisfaction, the nature and processes of these relationships, and the extent to which different types of organization culture affect employee job satisfaction of multinational company.

Considerable research has been conducted on the relationship between job satisfaction and other organizational variables; Such as organizational climate, organizational commitment, organizational performance and standards. Organizational culture has been studied in relation to core organizational ideas and activities such as creativity and innovation (Martins and Terblanche, 2003); efficiency and quality (Mathew, 2007) and knowledge transfer (Lucas, 2006). Despite the above studies, there are few studies investigating how organizational culture types affect job satisfaction, which has attracted extensive research attention.

The complexities of organizational culture and its impact on job satisfaction within multinational companies represent an interdisciplinary field of study. Previous research has indicated that employee attitudes and behaviors are greatly influenced by company culture, and that this influence can have an important effect on job satisfaction. According to Cooke and Rousseau (1988), Hofstede (2001), and Schneider (2014), have emphasized the importance of understanding how organizational culture, particularly within multinational company settings, influences the job satisfaction levels of employees. Even in light of the significant amount of research on the topic, there is still an obvious gap in our understanding of the specifics of the relationship between organizational culture and job satisfaction in international companies. This is true regardless of the large body of research on the topic.

In particular, under varied organizational structures, Cooke and Rousseau (1988) highlighted the need for a sophisticated knowledge of how national and organizational cultures overlap to influence work satisfaction. They maintained that employee performance and well-being may be strongly impacted by the distinctive blending of cultures found in international corporations. Furthermore, Hofstede's (2001) groundbreaking research on national cultural dimensions emphasized the impact of cultural values on employee experiences and organizational practices, providing important new understandings into the relationship between culture and job satisfaction in a global setting.

However, despite these contributions, there is still a need for further research on this topic. Many questions remain unanswered, particularly regarding how exactly organizational culture affects job satisfaction and the specific processes involved in this relationship Multinational Companies. Limited research has explored the role of organizational culture in shaping job satisfaction across diverse industries (multinational companies) and organizational contexts, preventing us from creating actions and plans that are best suited to improving employee satisfaction in light of particular cultural characteristics. This study aims to fill the knowledge gap about how organizational culture affects job satisfaction among employees in a multinational company, with a particular focus on Heineken, and BGI (Brasseries et Glaciers Internationals). As a result, the company might be passing on chances to maximize worker job satisfaction and overall company performance. In order to find possible areas for development and create plans that support a pleasant work environment at Heineken, and BGI (Brasseries et Glaciers Internationals) it is necessary to look into and understand how organizational culture affects employee job satisfaction.

1.4. Objective of the research

1.4.1. General Objective

The general objective of this research study was to examine the effects of organizational culture on employee job satisfaction focusing on selected multinational brewery companies (BGI and HBSCE).

1.4.2. Specific Objective

- To examine the effect of clan culture on employee job satisfaction.
- To test the effect of Adhocracy culture on employee job satisfaction.
- To examine the effect of Market culture on employee job satisfaction.
- To test the effect of Hierarchy culture on employee job satisfaction.

1.5. Research Questions

The research answers:

1. What is the effect of clan culture on employee job satisfaction?
2. To what extent does Adhocracy culture affect employee job satisfaction?
3. What is the effect of Market culture on employee job satisfaction?
4. To what extent does Hierarchy culture affect employee job satisfaction?

1.6. Hypothesis of the study

H1: Clan culture has a positive and statistically significant effect on the employees' job satisfaction.

H2: Adhocracy culture has a positive and statistically significant effect on the employees' job satisfaction.

H3: Market culture has a positive and statistically significant effect on the employees' job satisfaction.

H4: Hierarchy culture has a positive and statistically significant effect on the employees' job satisfaction.

1.7. Scope of the study

The study is delimited to conceptually, geographically, and methodologically:

Conceptually: The study delves into the concept of organizational culture, including its components clans, adhocracy, market, and Hierarchy. It aims to explore how these cultural types shape the work environment and influence employee job satisfaction.

Employee Job Satisfaction: The study focus on understanding the factors that contribute to employee job satisfaction within the multinational organization. This includes examining aspects such as work environment, leadership styles, communication practices, and opportunities for growth and development.

Multinational Context: The studies consider the unique challenges and opportunities associated with operating in a multinational context, particularly operating within Ethiopia of the company Heineken, and BGI.

Geographically: The geographical scope of the study " Effect of Organizational Culture on employees Job Satisfaction: In the case of multinational brewery Organizations in Ethiopia " is focused specifically on the operations and workforce of Heineken, and BGI (Brasseries et Glaciers Internationals) in Ethiopia.

Methodologically: The methodological scope of the study " Effect of Organizational Culture on employees Job Satisfaction: In the case multinational brewery Organizations " involves a mixed-methods approach. This includes both qualitative and quantitative research methods to provide a comprehensive understanding of the relationship between organizational culture and employee job satisfaction.

Qualitative methods involve conducting observations to gain insights into the organizational culture at Heineken, and BGI (Brasseries et Glaciers Internationals). The study also involves a review of existing literature and relevant theoretical frameworks to contextualize the findings within the broader research on organizational culture and employee job satisfaction.

Quantitative methods include surveys and questionnaires to measure employees' job satisfaction levels and to gather data on specific aspects of organizational culture. Statistical analysis techniques used to identify correlations and trends between different variables.

1.8. Significance of the study

Understanding the impact of organizational culture on employee job satisfaction is important for many organizations such as the Heineken, and BGI (Brasseries et Glaciers Internationals). This research can provide insight into how organizational culture affects employee satisfaction, and therefore productivity, retention, and performance. Additionally, this study focuses on specific transnational organizations operating in Ethiopia, providing a unique understanding of the region. These findings help understand differences in organizational culture across regions and its impact on the job satisfaction of employees in different areas. The findings could also lead to better decisions for the Heineken, and BGI (Brasseries et Glaciers Internationals), and similar multinational organizations. By identifying the key elements of organizational culture that affect employees' job satisfaction, organizations can develop strategies to increase job satisfaction and overall performance.

Practical Implications for Heineken, and BGI (Brasseries et Glaciers Internationals): The findings of this study will provide valuable insights into the relationship between organizational culture and employee job satisfaction in Heineken, and BGI (Brasseries et Glaciers Internationals). By

understanding how specific aspects of the organizational culture affect employee job satisfaction, the organization can make informed decisions and implement targeted interventions to improve employee morale, productivity, and retention. This study will provide practical recommendations that can be applied within the organization to enhance the work environment and promote overall employee well-being.

Managerial Implications for Multinational Organizations: The findings of this study will have broader implications for multinational organizations operating in similar contexts. The insights gained from examining the effect of organizational culture on employee job satisfaction in Heineken, BGI (Brasseries et Glaciers Internationals), can be applied to other multinational organizations facing similar challenges. This study will provide valuable guidance to managers and leaders in multinational organizations on how to increase a positive organizational culture that promotes job satisfaction and employee well-being across different cultural and geographical contexts.

Employee Well-being and Organizational Performance: Employee job satisfaction is a critical factor influencing both individual and organizational outcomes. By studying the effect of organizational culture on employee job satisfaction, this research will contribute to the understanding of factors that impact employee well-being and performance. The findings will highlight the significance of creating a positive and supportive organizational culture that enhances job satisfaction, which can ultimately lead to improved employee motivation, engagement, and overall organizational performance.

Academic Contribution to Organizational Culture Research: This study contributes to the existing body of knowledge on organizational culture and its impact on employee job satisfaction. By focusing on a multinational organization and examining the specific case of Heineken, and BGI (Brasseries et Glaciers Internationals), this research will provide unique insights into the relationship between organizational culture and employee outcomes in a specific context. The findings will expand the theoretical understanding of the mechanisms through which organizational culture influences job satisfaction, thereby contributing to the broader field of organizational behavior and human resource management.

The study's recommendations can offer practical guidance for Heineken, and BGI (Brasseries et Glaciers Internationals), and other multinational organizations seeking to improve their organizational culture to enhance employee job satisfaction. This could include specific interventions or changes in communication practices, leadership styles, or values alignment. Overall, the significance of this

study lies in its potential to provide actionable insights that can positively impact employee job satisfaction, organizational culture, and overall performance within Heineken, and BGI (Brasseries et Glaciers Internationals), and similar multinational organizations.

The study can contribute to the academic literature on organizational culture and employee job satisfaction within multinational organizations, adding to the body of knowledge in this field and potentially serving as a reference for future research.

1.9. Operational Definition

Organizational Culture: is defined as the shared values, beliefs, and norms that shape the behavior and attitudes of employees.

Job Satisfaction: defined as the employees' overall positive or negative emotional and attitudinal response towards their work at the organization. This measured using standardized job satisfaction scales and self-reported assessments of various aspects of their job, such as workload, compensation, opportunities for growth, and work environment (Green, 2000).

Multinational Organization: a multinational organization is defined as a company that operates in multiple countries, Heineken, and BGI (Brasseries et Glaciers Internationals). This determined based on the geographic distribution of operations, international presence, and cross-border business activities.

Diverse environment: - refers to a workplace or organizational setting where individuals from different backgrounds, including but not limited to race, ethnicity, gender, age, sexual orientation, religion, and socio-economic status, are present.

Adhocracy Culture: Adhocracy culture is characterized by innovation, risk-taking, and flexibility. Employees in organizations with an Adhocracy culture are encouraged to be creative and entrepreneurial, which can lead to higher job satisfaction due to the freedom to explore new ideas and approaches (Machado and Davim, 2019).

Clan Culture: In a Clan culture, the organization is like a large family where emphasis is placed on collaboration, teamwork, and employee development. This type of culture fosters a sense of belonging and loyalty among employees, which can positively influence their job satisfaction (Cameron and Quinn, 2011).

Hierarchy Culture: Hierarchy culture values stability, control, and efficiency. While this type of culture provides clear structures and processes for employees to follow, it may also lead to lower job satisfaction if employees feel constrained by rigid rules and lack opportunities for autonomy (Fong and Kwok, 2009).

Market Culture: Market culture focuses on competitiveness, achievement, and results orientation. In this type of culture, employees are driven by goals and performance metrics, which can enhance job satisfaction through a sense of accomplishment and recognition for their efforts (Allameh et al., 2011).

1.10. Organization of the Study

The researcher divided all these studies into five parts. The first part is an introduction of the research report. This provides the background of the study, the statement of the problem, the research questions, the objectives, and the hypothesis of the study, the scope and significance of the study. The second part is literature review. It discusses the theoretical, empirical and finally the conceptual literatures and frameworks discussed. The third part is research design and methodology. In this section, the design, sample design, data collection process, and analysis that is used in this study discussed. Chapter four present the findings and discussions of the research. Finally, the summary, conclusions, and recommendations presented in chapter five.

CHAPTER TWO

REVIEW OF THE RELATED LITRATURE

2.1. Theoretic Review

2.1.1. *Overview of Organizational Culture*

The first anthropologist to introduce the term culture apparently is Edward B Taylor in 1871 (Brown, 1998). He described culture as consisting of knowledge, beliefs, art, morals, law, custom, and any other capabilities and habits acquired by a human as a member of a society. A huge amount of research followed this and the original conception of Taylor's culture has been refined by other anthropologists (Brown, 1998).

Since many different definitions have been suggested for organizational culture, many researchers agree that it refers to a system of values, beliefs and behavior shared among employees (Ravasi & Schultz, 2006; Xiaoming & Junchen, 2012). The most popular and concise definition is most probably the one that has been formed by Schein (2004), who stated that: "Organizational culture is the pattern of basic assumptions that a group has invented, or discovered in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (p. 3). In the frame of this definition, culture is a dynamic process, resulting from the interaction among others and promoted by leadership behaviors. Organizational culture is also defined through what is recognized as value, common leadership styles, symbols, language, procedures and features which make an organization unique (Cameron & Quinn, 2006).

Last decade witnessed the rise to prominence of organizational culture as an important concept in the business world. There are various definitions of the concept organizational culture, with Mohelska and Sokolova, (2014), stating that the definition depends on the sector, the organization's historical events, and the employees' personalities and nature of interaction. It is variously defined as: a system of shared meaning held by members that distinguishes one organization from another (Robbins, 2001; Naicker, 2008); collective thinking, habits, attitudes, feelings and behavior patterns (Clemente,

Greenspan, 1999); and a programmed way of perception derived from the beliefs and values (Sonja, Matjaz, & Monty, 2008).

Culture is considered as an environment made by people living together at same place. It consists of the norms and values, which helps to connect people (Gjuraj, 2013). According to Thrap (2009), culture is a combination of knowledge, attitude, beliefs, laws, values, morals and habits of individuals within a society. Culture has diversity and it involves what the human beings think, do and make. It is a social pattern and can be transmitted from one generation to another through learned and shared behaviors. Organizational culture can be defined as the values, beliefs and hidden assumptions that organizational members have in common (Cameron & Quinn, 2011; Denison, 1990; Deshpande & Webster, 1989; Miron et al., 2004). It is collective in nature and is based on how incumbents think, feel and behave accordingly and is deeply entrenched in the organizations. It consists of habits and core values, which are visible and invisible respectively.

Schein (2010) posited that organizational culture is the set of beliefs and presumptions that a particular group discovers in order to deal with their internal as well as external challenges and depicts character of the organization. Culture has great impact on the overall performance of organizations. It helps to align the attitudes and behaviors of employees with the goals and objectives of organizations enhancing the level of job satisfaction among individuals that leads to better organizational performance (Cameron & Quinn, 2011; Paais & Pattiruhu, 2020).

Research on organizational culture shows that dominating culture within the organization focuses on the routine activities and common behavior among employees and decreases the organizational effectiveness in the changing environments, which leads to demoralization and lower levels of job satisfaction (Jennifer, 2014). Primarily, organizational culture consists of three main components including the attitude and behavior of individuals (the norm content), the overall shared beliefs of employees (culture consensus) and how strongly employees hold a particular culture (culture intensity) (Hodges, 2006). In order to stay competitive in the market, knowledge sharing is considered necessary for businesses. Some of the challenges faced by these businesses are manager's incompetency, wrong strategies and lack of understanding of the culture. Companies are sending their employees abroad for cross cultural trainings and foreign assignments to enhance job satisfaction and learn how to manage cross-cultural groups more effectively, while reducing the cultural shocks (Black, Gregersen & Mendenhall, 1992).

2.1.2. Benefits of Organizational Culture in Multinational companies

According to (Sinickas, 2006) culture provides consistency for an organization and its people. Culture also determines at the power within the organization. In more traditional culture power rests with management in more nurturing culture power is more widespread, etc. Culture may also impact who can report to whom. Change has been implemented in the past decade, but too often deployment is a problem. Yet changing the culture has not often been an initiative itself, resulting in sense of complacency or discouragement. (Vogds, 2001).

In Hofstede, G. (2001) perspective, multinational companies to be successful, they must recognize the importance of culture and integrate cultural awareness into their operations. This includes understanding how cultural differences impact communication, decision-making, employee engagement, and conflict resolution, and adapting their strategies and approaches accordingly to create a more inclusive, collaborative, and effective global business environment.

2.1.3. Organizational Culture Models

A successful corporate culture is crucial for the efficiency, productivity and general well-being of employees in an organization. This overview is dedicated to the most important organizational culture models and their importance for organizations (Schein, 2004). The importance of a healthy corporate culture cannot be underestimated. It influences employee loyalty, motivation, innovative strength and the performance of a company. Take a look at our article *Organizational Corporate Culture: Basics to 6-Step Roadmap* to find out more (Schneider, Erhart, and Macey 2011) and most prominent organizational culture models, these models offer different approaches to developing a healthy corporate culture, and highlight their pros and cons to help readers choose the model that best suits their organization. After all, corporate culture is not only a competitive advantage, but also the key to long-term success (Armstrong, 2006).

2.1.3.1. Schein's Three-Level Model

Schein's three-level model of culture provides an in-depth analysis of organizational culture by dividing it into three interrelated levels: Artifacts, Espoused Values and Fundamental Assumptions. Each of these levels contributes to shaping organizational culture in different ways (Balthazard, Cooke, & Potter 2006). Schein's Three-Level Model of Culture: Developed by Edgar Schein, this model suggests that culture can be understood at three levels: artifacts and behaviors (visible

manifestations), espoused values (explicit beliefs and norms), and basic underlying assumptions (unconscious beliefs and values). This model emphasizes the importance of understanding the deeper layers of culture to effect meaningful change within an organization (Daft, 2001).

Artifacts: represent the elements of the company culture that are clear and noticeable. They are like the visible portion of the iceberg above the water's surface. Rituals, symbols, corporate procedures, and the outwardly visible organizational structure are examples of artifacts (Balthazard, Cooke, & Potter 2006). Regular team meetings or an open office layout, for instance, can be used as markers of cultural characteristics. Although these exterior characteristics give first indications about the culture of an organization, they are frequently vague or deceptive since they are easily modified to convey a particular message (Daft, 2001).

Espoused Values: is the formally adopted standards and values of the organization. Typically, official documents, mission statements, and other declarations of intent outline these ideals. These are the values and tenets that the organization says it adheres to. The emphasis on sustainability and ethics, which is highlighted in corporate communications (Denison, 2003), is one example. Nonetheless, a problem with examining corporate culture is that declared principles and real behavior frequently diverge (Denison, 2011).

Basic assumptions: The underlying presumptions are the deepest and hardest level to understand. These are the strongly held, frequently unspoken values and beliefs that have a big impact on how people behave within the company. Seldom are these presumptions questioned because they seem so obvious. Concerns like how authority and power are viewed, how disputes are resolved, or how choices are made can all be connected to these. Underlying presumptions include the idea that the only acceptable leadership style is one of hierarchy and command and obedience, which has an impact on all organizational activities.

2.1.3.2. Hofstede's Cultural Dimensions

Hofstede's Cultural Dimensions: Geert Hofstede's theory of cultural dimensions outlines six dimensions—power distance, masculinity versus femininity, individualism versus collectivism, uncertainty avoidance, long-term versus short-term normative orientation, and indulgence versus restraint—along which cultures can be contrasted. According to Denison (2011), this model offers a framework for comprehending how cultural variations affect organizational behavior and practices.

An essential framework for analyzing cultural variations and their effects on societies and organizations is provided by Hofstede's cultural dimensions. Geert Hofstede created these dimensions, which highlight the many attitudes and beliefs that are prevalent across cultural divides. Every dimension shapes cultural identity and affects how people behave both individually and collectively within organizations (Schneider, Erhart, and Macey 2011). A closer look at each dimension is provided below:

The Power Distance dimension denotes the degree to which a culture tolerates disparities in power and inequality. High power distance cultures have a rigid hierarchy where subordinates are expected to respect and obey superiors. Hierarchies are flatter and communication between subordinates and superiors is more transparent in cultures with little power gap (Schein, 2004).

Individualism vs. Collectivism: This dimension describes how much a society values its members' individuality over their shared good. Personal autonomy, self-reliance, and individual success are valued in individualistic societies. Conversely, communities, families, and collaboration are valued more in collectivist cultures (Armstrong, 2006).

Masculinity vs. Femininity: This dimension examines the degree to which gender roles are valued in a society. Stressed gender disparities, rivalry, and a drive for achievement are traits of masculine cultures. Feminine cultures provide a strong emphasis on caring for others, reducing gender inequalities, and social responsibility (Balthazard, Cooke & Potter 2006).

Uncertainty Avoidance: The ability of a culture to accept change and uncertainty is referred to as this dimension. Strict laws, little tolerance for deviation, and a strong dread of the unknown are characteristics of societies that have a high uncertainty avoidance level. Higher levels of acceptance of change and uncertainty are found in cultures with lower levels of uncertainty avoidance (Colyer, 2000).

Indulgence vs. Restraint: This dimension explains the cultural perspective on self-control and excess. While cultures with high self-control value self-discipline and restraint, high indulgence cultures tend to favor pleasure and leisure (Beach, 2006).

Long-Term Orientation vs. Short-Term Orientation: The Long-Term vs. Short-Term Orientation component examines a culture's tendency toward a long-term or short-term time horizon. Long-term oriented cultures prioritize saving, tenacity, and achieving objectives in the future. Traditions, instant gratification, and preserving the status quo are more important in short-term-oriented cultures (Colyer, 2000).

2.1.3.3. Denison's Organizational Culture Model

The four main characteristics of organizational culture that Daniel Denison identified are involvement (employee engagement), consistency (systems and procedures integration), flexibility (ability to change), and mission (strategic direction). Denison's model highlights how crucial it is to match these cultural characteristics with organizational objectives in order to achieve success (Balthazard et al., 2006). A helpful framework for examining and enhancing company culture is offered by Denison's Organizational Culture Model. There are four primary dimensions to this model:

Mission: The organization's ultimate objective and vision are incorporate in the mission. A clear and inspiring mission is essential since it guides the organization and inspires workers. An organization's aims can be more easily understood by staff members when there is a clear mission statement (Rafaeli & Pratt, 2006).

Consistency: The organization's principles and procedures should be clear and cohesive in order to be considered consistent. Employee decisions and everyday actions should be consistent with the values outlined in the organization's mission and guiding principles. According to Scheres and Rhodes (2006), inconsistency can cause misunderstandings and disputes.

Participation: The degree of employee involvement in decision-making processes is the focus of the participation dimension. Employee engagement and identification with the company can be strengthened when there is strong involvement, since it indicates that workers are actively participating in creating plans and choices. Additionally, it makes it possible to incorporate many viewpoints, which might enhance the caliber of decisions (Kusluvan & Karamustafa, 2003).

Customization: The ability of an organization to handle change and adjust to new situations and market conditions is characterized by its adaptability, which is of utmost importance. Adaptable organizations are better equipped to handle new problems and opportunities. This frequently necessitates fostering an environment that values learning and creativity (Lewis, 2002).

2.1.3.4. Cameron and Quinn's Competing Values Framework

Cameron and Quinn's Competing Values Framework: This model categorizes organizational cultures into four quadrants based on two dimensions: flexibility vs. control and internal focus vs. external focus. The four culture types identified in this framework are clan culture (collaborative), adhocracy culture (innovative), market culture (results-driven), and hierarchy culture (structured). Cameron and Quinn emphasize the need for organizations to balance competing values to achieve effectiveness (Quinn & Cameron 2006). Cameron and Quinn's Competing Values Framework is a powerful model

for analyzing organizational cultures that identifies and emphasizes four main cultures (Denison 2003). Each of these cultures has its own distinctive characteristics and priorities:

Clan culture: This culture places a strong emphasis on cooperation and unity. Employees in a clan culture are frequently bonded to one another as "family." Here, the most important things are the growth of relationships and shared values, the exchange of information and experience, and the casual working environment. Maintaining relationships and employee satisfaction are valued over rigid hierarchical systems (Schneider, Erhart, and Macey, 2011).

The Adhocracy culture is characterized by its inventiveness, adaptability, and experimentation. It encourages innovation and adaptability. Workers are encouraged to take chances and come up with new ideas in this culture. Organizations operating in fast-paced, constantly-changing contexts are especially well-suited to this culture (Quinn & Cameron 2006).

Hierarchy culture: This culture places a strong emphasis on efficiency, control, and well-defined procedures. There are defined roles, procedures, and hierarchies in this society. Efficiency and a results-oriented approach are prioritized. Clear guidelines and procedures are important in hierarchical organizations to guarantee that work is done efficiently (Robbins, Judge, and Judge, 2018).

Market culture: The market culture is focused on results and is competitive. Here, competitiveness, reaching objectives, and maximizing financial success are the main concerns. Performance, an emphasis on outcomes, and a readiness to compete in marketplaces are all encouraged in this culture. Workers are urged to perform exceptionally well and learn more about the various organizational systems (Cameron and Quinn, 2011).

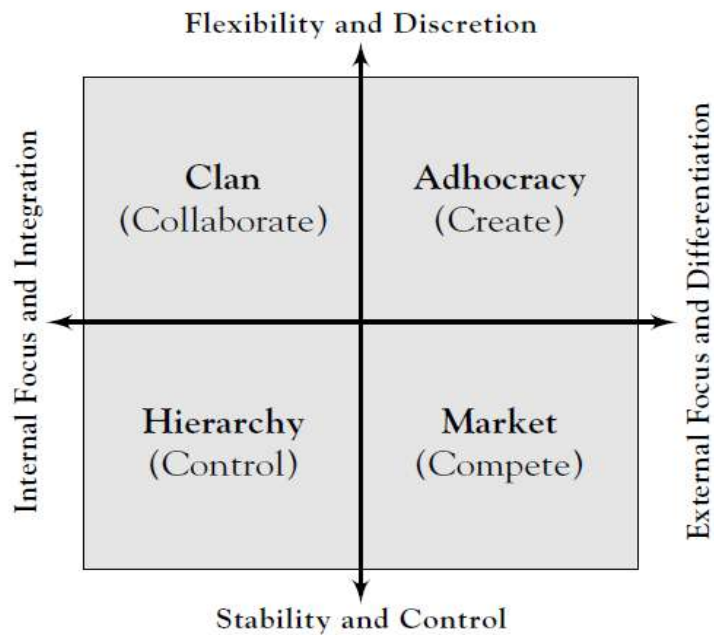


Figure 2-1: *Competing Values Framework (Cameron & Quinn, 2011 3rd edition).*

2.1.3.5. *Handy’s Cultural Types Model*

Handy’s Cultural Types: Charles Handy proposed four cultural types based on power distribution within organizations: power culture (centralized authority), role culture (bureaucratic structure), task culture (project-based teams), and person culture (individual empowerment). Handy’s model highlights how different power dynamics shape organizational behavior and decision-making processes according to Handy, (1991) as cited by Angela, (2006). Handy’s culture types provide a focused look at the different types of organizational cultures and how they shape the way organizations work and behave. Here are the descriptions of each culture type:

Power culture: The power culture is characterized by a strong concentration of power in the organization. Authoritarian and hierarchical behavior is encouraged here. Decisions are usually made from the top down and the emphasis is on asserting power and control. Employees in a power culture can often find themselves in a more hierarchical and disciplined environment where command and obedience play a central role (Daft, 2001).

Task culture: In a task culture, the focus is on tasks, efficiency and goal orientation. Here clear goals are set and employees are expected to pursue these goals effectively and without distractions. There is

often an emphatically professional environment in which the focus is on performance and task completion. The aim here is to complete tasks precisely and efficiently (Armstrong, 2006).

Personal culture: The people culture focuses on the needs and satisfaction of employees. Here, great importance is placed on the relationships between employees and on creating a supportive and pleasant working environment. Employees in a people culture often feel part of a close-knit community in which personal needs and social interaction play an important role (Luthans, 2005).

Role culture: In a role culture, the emphasis is placed on compliance with rules and procedures. Clear structures and defined roles are expected here. The organization follows a clear set of rules and employees are guided by their specific tasks and functions. This type of culture is particularly common in highly regulated or bureaucratic organizations (Schein, 2004).

2.1.4. The Competing Values Framework (CVF)

Competing values framework (Quinn and Rohrbaugh 1983) is only one theory that tries to explain organizational effectiveness (see more Cameron 1986 and Cameron 2005). Cameron and Quinn (2006) see organizational culture something that organization has (Smircich, 1983). The framework emphasizes multiple perspectives and types of measures to evaluate the effectiveness of the organization. Hence, there is no universal model of effective organization. This basis is also supported by contingency theory (e.g. Lawrence and Lorsch 1967). The framework consists of four cultural value types: clan/collaborate, adhocracy/create, market/compete, and hierarchy/control. Each cultural value is characterized by particular set of organizational characteristics: bonding, style of leadership, dominant attributes and strategic emphases. This framework makes assumption that organizations can be characterized according to cultural traits or dimensions common to all human organizations (Colyer, 2000).

Organizations need to create organizational culture as a positive environment that drives the competence and engagement of their faculty and staff (Asbari et al., 2020). Moreover, Caliskan & Zhu (2020) reported significant association and impact of organizational culture features on factors of employee motivation towards student-centric learning and stressed on the use of innovative educational technologies. Organizational culture can enhance the organizations effectiveness or act as a hurdle in the way of fulfilling organizations goals and objectives. In order to examine such issues, Competing Values Framework (CVF) is considered the most reliable and convenient model used in the field of organizational culture typology research. It measures the overall effectiveness of organizations (Cameron & Quinn, 2011). The CVF when compared with the other models and

instruments are the most reliable instruments for practical implications in the context of organizations (Yu, 2009). Some recent applications of the CVF are available in the case of public sector organizations (Zeb et al., 2021), community healthcare (O'Neill et al., 2021) green culture and environmental performance of firms (Maheshwari & Kaur, 2021).

2.1.4.1. Clan Culture

Clan culture is defined as a representative of a family-style organization, wherein teamwork is a crucial aspect of work and members of the organization are involved together in decision making (Cameron and Quinn, 1999). Correspondingly, the definition has been updated by researchers from time to time. Cameron and Quinn (2006) defined clan culture as it focuses on internal environment and emphasizes on employee development, teamwork, and collaboration. Further, clan culture type of organization is alleged together by loyalty, tradition, commitment, group cohesion and participation (Choi et al., 2010). Organizations that are practicing clan culture are a friendly, calmly, enjoyably and comfortably place to work and this makes the employees perform genuinely, freely express their perceptions, thoughts, ideas and feelings, and behave in any ways that adequate their own values and beliefs (Gull and Azam, 2012).

Furthermore, clan is also defined as a collective culture based on concept of team (Dimitrios and Konstantinos, 2014), moulded between the dimensions of organization focus and dynamism (Acar, 2014) and these definitions made Ashraf and Rezaie (2015) summarized the term clan culture as flexibility and internally focused. Recently, researchers modernized the definition to an internal orientation and accentuate the performance by communal cooperation and an amicable environment which employees share a lot of themselves because the work environment emphasizes on encouragement of supportive workplace, apprehending potential and commitment of employees, nurturing teams and leading to managers as facilitators and mentors (Nam and Kim, 2016; Reis et al., 2016; Lindquist and Marcy, 2016). In fact, this is supported by Maslow's (1943), He highlights that humans need to feel a sense of belonging and acceptance among their social groups, regardless whether it is a large or small group. On the other hand, Nam and Kim (2016) argued that clan culture practices a passive to environmental change and lacks diversity due to inner-directed. It is also said to be very difficult to control and manage as teams (Dimitrios and Konstantinos, 2014). Last but not least, clan cultures may lead to a positive impact to the organizations that are practicing it. Previous studies found that there are positive relationships between work engagement and features of clan culture; for instance, appreciation, supervisor and co-worker support, and information (Pati and Kumar 2010; Krog, 2014). Similarly, Crawford et al (2010) also stated that admission to information,

and support from co-workers, supervisors, and the organization, had significant positive relationships with work engagement. A previous study by Bakker & Demerouti (2007) also provided clarification that supervisor support, appreciation, and information sharing had significant positive relationships with the three dimensions of work engagement. The three dimensions of work engagement are vigor, dedication, and absorption (Schaufeli et al., 2002).

In fact, clan culture was identified as the most significant and positively related to employee engagement compared to adhocracy, hierarchy, and market culture (Harper, 2015). He also states that among the three dimensions of employee engagement (intellectual, social, and affective), clan culture has the most significant and positive relationship to social engagement because they are similar in terms of communication and social interaction with others. Therefore, it is hypothesized that clan culture has a significant and positive relationship with employee engagement.

2.1.4.2. Adhocracy Culture

There are many definitions regarding to adhocracy culture, from its original definition to the revised versions by many researchers. Tseng (2010); Acar (2014) stated other than a dynamic and entrepreneurial culture, it also promotes an innovative and creative workplace with external structure. This definition is parallel to previous research which identified that adhocracy culture fosters creativity, sovereignty, diversity, exciting and stimulating (Cameron and Quinn, 2006). In some other way, adhocracy culture is like a temporary institution which can be formed and dismissed immediately as it is flexible and adaptable based on new tasks emerge (Yu and Wu, 2009). Similarly, Erdem and Keklik (2013) believe that this culture possesses its ability to adapt changes and encounter new challenges as it places a greater focus on flexibility and external situations. Other than that, Cameron and Quinn (2011) further believe that adhocracy culture values flexibility, risk-taking, and innovation. Interestingly, Choi et al (2010) relate adhocracy culture to satisfy main external stakeholders by focusing on invention, elasticity, and transformation. Moreover, Ashraf and Rezaie (2015) added adhocracy culture as an element of discovering new markets and organizational growth. Thus, with those characteristics of adhocracy culture literally, it allows employees to design their jobs effectively (Harper, 2015).

Meanwhile, the elements that bind the organizations together are commitment to innovation, emphasizing growth and acquire new resources. In common, Lindquist and Marcy (2014) acknowledged that leadership style in this culture is a transformational due to the elements of innovation and adaptation. In the end, because of transformational in leadership, this leader may contribute to success of organization performance and as a result, adhocracy culture may lead teams

to a higher level on Maslow's Hierarchy of Needs which is self-actualization (Bass, 1985). Adhocracy cultures may lead the employees to engage with their work. According to Krog (2014), adhocracy culture provides employees with opportunities for being autonomous and innovative in their job which as a result, it leads employees to be engaged with their job. It was statistically found that adhocracy culture is positive and significantly related to work engagement (Barbars, 2015; Harper, 2015; Evangeline and Ragavan, 2016). Therefore, it is hypothesized that adhocracy culture has a significant and positive relationship with employee engagement.

2.1.4.3. Hierarchy Culture

According to Cameron and Quinn (1999), hierarchy cultures were originally defined as cultures that accentuate on internal focus and in the meantime, it emphasizes on centralized and bureaucratize management control. Then, the definitions have evolved and were revised by many researchers. Organizations with hierarchy culture run based on rules, policies, procedure which means, they are doing daily jobs following on existing procedures with emphasis on efficiency (Shimmoeller, 2006). Not only that, he also mentioned that organizations that focus on hierarchy culture will be unable to cope with unique circumstances. In addition, Tseng (2010) states that this culture is practiced by an organization with structured and formalized procedures that govern what employees do. Then, Choi et al. (2010) described organizations with emphasis on hierarchy culture incline to execute regulation as it focuses on internal efficiency, consistency, synchronization, and valuation and implementing its organizational strategies (Toscano, 2015). Hartnell et al (2011) and Iroanya (2012) further added that rules and policies were believed to bind the organizations to ensure stability and predictability that in the end, helped to foster efficiency in future.

At the same time, a culture of hierarchy values precise communication, clear roles, and routinization. Moreover, it is more important to follow regulations (policies and procedures) and minimize errors rather than to find a new way (Shim et al., 2015). Apart from that, Lindquist and Marcy (2016) recently characterized hierarchy culture with an emphasis on detailing, quantifying, and managing information in an organization. In general, Reis et al (2016) explained an organization that has no emotional attachment and employees with less openness is strictly bound to the formal roles and responsibilities. As a consequence of hierarchy culture, there are pros and cons for those who are practicing this type of culture. However, organizations that emphasize on hierarchy culture will lead to work disengagement and this has been tested in previous researches, and it was found that hierarchical cultures have no significance and are negatively related to work engagement (Krog,

2014; Harper, 2015). This is because; bureaucratic organizations may cause employees to feel that they have no power in their position which will cause disengagement towards the organization. Hence, hierarchy culture is not expected to foster engagement in the majority of employees. According to a number of researches that have made use of this paradigm, job satisfaction and hierarchy culture are positively correlated (e.g., Goodman et al., 2001; Hartnell et al., 2011). The results showed that employee work satisfaction was positively and significantly correlated with firms that had a dominant hierarchical culture type. One of the four primary cultural kinds was characterized as hierarchy in Quinn and Rohrbaugh's (1983) Competing Values Framework. A study by Lund (2003) examined the link between organizational culture types and job satisfaction among marketing professionals. The findings indicated that organizations with a dominant hierarchical culture type had a positive and significant relationship with employee job satisfaction. According to a number of research that have made use of this paradigm, job satisfaction and hierarchy culture are positively correlated (e.g., Goodman et al., 2001; Hartnell et al., 2011). Therefore, it is hypothesized that hierarchy culture has significance and positive relationship with employee engagement.

2.1.4.4. Market Culture

Kimberly and Quinn (1984) introduced market culture as a rational culture which is characterized as outer directed, based on controllability and directed towards rational goals. Then, according to Cameron and Quinn (1998), the market culture involved transactions with external constituencies including suppliers, customers, contractors, licensees, unions, regulators and so forth. Market culture was trending in the 1960's and it focused on competitors and market share (Cameron and Quinn, 1999). There are evidences that market cultures are likely to provide the best business performance, even in Japan where market cultures are considered the classical style of business culture (Deshpande et al., 1993).

In other words, the organizations with market culture want to be a market leader. Likewise, market culture as an organization that is competitive, productive, performance, goal fulfilment, and achievement and tends to achieve and attain well-defined objectives such as financial success (Choi et al., 2010; Hartnell et al., 2011). Meanwhile, conferring to Gull and Azam (2012); Acar (2014), market culture is where the organizations achievement and success oriented is on output basis.

Stability and control are important in order to motivate staffs. A meta-analysis by Hartnell et al. (2011) looked at the connection between employee satisfaction and organizational effectiveness, including culture. They discovered a favorable correlation between market culture—which prioritizes efficiency, competitiveness, and a results-oriented focus—and employee satisfaction. Additionally,

Ostroff et al. (2003) discovered a favorable relationship between employee attitudes and actions, such as job satisfaction, and market culture. They propose that market cultures, which place a strong focus on goal attainment, achievement, and competitiveness, might help employees develop a feeling of purpose and motivation. In their 2016 study, Naranjo-Valencia et al. focused on the influence of various cultural types on job satisfaction. Their findings showed that, when compared to other cultural kinds including clan, adhocracy, and hierarchy, market culture had the strongest positive link with job satisfaction. Therefore, it is hypothesized that market culture has a significant and positive relationship with employee satisfaction.

2.1.4.5 Dimensions of Organization Culture

The Competing Values Framework (CVF) was originally proposed by Quinn & Rohrbaugh (1981) to investigate organizational culture in various organizational settings. The CVF has been considered a useful tool in helping organizations study the change of organizational culture needed to reach a desired quality culture (Cameron & Quinn, 1999). The framework consists of four cultural value types: clan\ collaborate, adhocracy\create, market\compete, and hierarchy\control. Each cultural value is characterized by particular set of organizational characteristics: bonding (Organization Glue), style of leadership, dominant attributes, Management of Employees, Criteria of Success and strategic emphases(Quinn & Rohrbaugh (1981) The dimensions of the organization culture are:

- 1. Dominant Characteristics** In an organization that is like an extended family, people tend to share a lot of themselves, creating a personal and supportive environment. In contrast, a dynamic and entrepreneurial organization encourages individuals to take risks and be innovative, fostering an atmosphere of creativity and initiative. Conversely, in a controlled and structured organization, formal procedures govern people's actions, leading to a more organized and regulated work environment (Cameron and Freeman, (1991).
- 2. Organizational Leadership** In a controlled and structured organization, the leadership typically emphasizes coordinating, organizing, and smooth-running efficiency to maintain stability and order. Each of these leadership styles reflects the unique needs and priorities of the organization, shaping the culture and guiding its success Cameron and Freeman, (1991).
- 3. Management of Employees** It embraces teamwork, consensus, and participation, fostering a supportive and collaborative environment akin to an extended family. It also emphasizes hard-driving competitiveness, high demands, and achievement, reflecting a results-oriented focus to drive performance. Additionally, the management style prioritizes security of employment,

conformity, predictability, and stability in relationships, creating a controlled and structured environment (Cameron and Freeman, (1991).

4. **Organization Glue** The factors or elements that hold an organization together, fostering cohesion, collaboration, and a sense of unity among its members. It encompasses the various aspects that contribute to the smooth functioning of an organization, such as shared values, a strong organizational culture, effective communication, teamwork, leadership, and a sense of common purpose. (Cameron and Freeman, 1991).
5. **Strategic emphases** This dimension refers to the extent to which an organization focuses on its long-term goals, strategies, and future direction. It also reflects the degree to which the organization aligns its culture with its strategic priorities and how well it communicates and reinforces these priorities throughout the organization (Cameron and Freeman (1991),
6. **Criteria of success** the organization define success through the development of human resources, teamwork, employee commitment, and concern for people, as well as by being a product leader and innovator with unique or newest products. It also defines success by winning in the marketplace and outpacing the competition, as well as by emphasizing efficiency through dependable delivery, smooth scheduling, and low-cost production(Cameron & Quinn, 1999).

2.1.5 Job Satisfaction

To understand the meaning of job satisfaction, it seems reasonable to look at how it is defined in the literature. Even though many researchers define job satisfaction, the search for a universal definition of job satisfaction is an impossible one and the definitions vary. Nevertheless, different authors had defined job satisfaction from different angles. According to Krog, (2014), Job satisfaction refers to those positive emotions that arise when the individual experiences positive emotions as a result of the individual's job meets or exceeds his/her expectation.

Job satisfaction thus, has to do with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations. People were therefore evaluating their jobs on the basis of factors, which they regard as being important to them (Green, 2000).

Job satisfaction is related to general attitude of individuals to their job. Affective dimension of job satisfaction is defined as satisfying or positive emotional state which results from estimation of a job

or work experience (Locke,). Although job satisfaction is more an attitude than behavior many managers expect results because satisfied workers were come to work more regularly and stay in the company longer (Robins and Coulter, 2005). Employees' job satisfaction influences their mental health, longevity, emotional life as a whole (Locke, 1976; Sempane et al., 2002). Job dissatisfaction can significantly influence behavior of employees which results in absence from work, complaints and termination of employment. It can be concluded that job satisfaction in certain extent represents an indicator of employees' perception about organizational culture of their company (Sempane et al., 2002). Job satisfaction is no doubt most researched variable in Industrial and Organizational Psychology (Spector, 1997).

2.1.5.1 Importance of Job Satisfaction

In a review of past literature, Green (2000) justified the significance of job satisfaction by presenting three reasons .These are firstly, if organizations wants to satisfy the interest of their employees as their own: they can be shaped by humanitarian values since they were attempt to treat their employees with honor and respect by abiding humanitarian values. Secondly, organizations can take on a practical position in which employees' behavior would be expected to influence organizational operations according to the employees' degree of job satisfaction/dissatisfaction. Thirdly, job satisfaction can be a sign of organizational operations which is helpful in pinning down areas that need improvement by identifying various levels of satisfaction among organizational departments through assessment of job satisfaction.

2.1.6 Theories of Job Satisfaction

Green (2000), had categorized the theories of job satisfaction in his review of literature into three categories, namely content theories, process theories as well as situational models of job satisfaction.

2.1.6.1 Content Theories

The content theories seek to investigate the factors that control and organize human behavior. These theories focus on the needs and values that motivate individuals and enhance their satisfaction and performance. Schermerhorn (2011) suggests that the content theories “focus primarily on individual needs – physiological or psychological deficiencies that we feel a compulsion to reduce or eliminate. The content theories try to explain work behaviors based on path-ways to need satisfaction and on blocked needs”. Consequently, they are often regarded as static theories because “they look at only one point in time and do not predict behavior” (Hosoi, 2005). Scholars in organizational behavior have proposed many content theories. Although there are a number of content theories in this area,

this section was mainly concentrate on three of the most know in this area of job satisfaction. These theories are Maslow's Need Hierarchy, Alderfer's ERG Theory, and Herzberg's Two Factor Theory.

2.1.6.2 Process Theories

The content theories described above have been widely criticized for being static a descriptive, and being lacking for empirical support (Bowen, Cattell, Distiller, & Edwards, 2008). Thompson and McHugh (2002) add to the shortcomings of these theories that they do not explain the direction of the motivation process and how it is shaped. On the other hand, the process theories are concerned with answering these questions. They focus on how individual behavior is energized, directed, maintained, and stopped (Ivancevich, 2010). This section examines two of the most prominent and widely known process theories: expectancy theory and equity theory.

2.1.6.3 Situational Occurrences Theory

According to Green's (2000) theoretical framework, the situational occurrences theory of job satisfaction was proposed by Quarstein, McAfee, and Glassman. The two main components of the theory are situational characteristics and situational occurrences. Examples of situational characteristics are pay, promotional opportunities, working conditions, company policies, and supervision. Individuals tend to evaluate situational characteristics before they accept a job.

Situational occurrences tend to be evaluated after accepting a job. Situational occurrences can be positive or negative. Positive occurrences include, for example, giving employees some time off because of exceptional work or placing a microwave in the work place. Negative occurrences include, for example, confusing email messages, rude remarks from coworkers, and copiers which seem to break down a great deal. This theory hypothesized that overall job satisfaction is a function of a combination of situational characteristics and situational occurrences.

2.1.7. Measurement of Job Satisfaction

Measurement of job satisfaction is a relatively difficult task because it's a nonfigurative personal cognition that exists in a person's mind. If one wants to measure the erect, he must have clear understanding of the construct, and must decide the indirect factors to be measured along with the direct factors. According to the literature available, there is no single agreed upon definition of job satisfaction, hence there is no single way to measure job satisfaction (Wanous& Lawler, 1972). The basic way of measuring job satisfaction could be an interview, or work place surveillance, but most of the researchers prefer more purposive and in-depth utensil (Spector, 1997).

Many instruments are available to measure Job satisfaction nowadays. Unlike productivity, absenteeism, and turnover, job satisfaction is present only inside an individual’s mind and cannot be measured directly (Shing, 2008). However there are methods for indirectly measuring job satisfaction like observing employees, interviewing them, and asking them to complete a questionnaire. He further explains that Job satisfaction can be measured using either single-item, general, or facet measures which include The Job Satisfaction Survey (JSS) (Spector, 1997), The Job Descriptive Index (JDI) (Smith, Kendall, &Hulin, 1969), The Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, &Lofquist, 1967). Green (2000)

According to Locke (1975) and Spector (1997), job satisfaction involves the following dimensions.

- i. Work, which is inclusive of intrinsic interests, variety, opportunity for learning and chances for success
- ii. Pay, including amount, fairness and equity
- iii. Promotion, inclosing opportunities
- iv. Recognition- including raises for accomplishment and credit for work done.
- v. Benefits, which include pension, medical annual level and vacation, leave.
- vi. Working conditions, such as equipment, ventilation and location
- vii. Supervision, includes supervisory style and influence and human relations
- viii. Coworkers, including competence, helpfulness and friendliness
- ix. Communication which includes concerns for the employee and the interaction among collogues and supervisor.

Facet	Description
Pay	Satisfaction with pay and pay raises
Promotion	Satisfaction with promotion opportunities
Supervision	Satisfaction with person's immediate supervision
Fringe benefits	Satisfaction with monetary and non-monetary fringe benefits
Contingent rewards	Satisfaction with appreciation, recognition and rewards for good work
Operating procedures	Satisfaction with operating policies and procedures
Co-workers	Satisfaction with co-workers
Nature of work	Satisfaction with type of work done
Communication	Satisfaction with communication within the organisation

Figure2-2: Nine facets of job satisfaction, (Spector 1997).

According to Mullins (1999) and Theron (1999) emotional and behavioral components of attitudes are also involved in job satisfaction. They also viewed that the following factors are conducive to job satisfaction:

Mentally challenging work involving a fair amount of variety freedom, utilizing workers' skills and abilities and receiving feedback on their work - Equitable rewards, such as pay and promotion policies and practices that workers perceive as fair, based on the demands of a job. Many people are prepared to work for less money if their work has other rewards. Working conditions that are conducive to doing the job well, including safety and comfort, a clean environment and adequate equipment. Working with coworkers and bosses who are friendly and supportive. Supervisors who facilitate job satisfaction show an interest in workers, offer praise for good performance and listen to workers' opinions.

According to O'Malley (2000), a satisfying job has three properties: It has intrinsically enjoyable features, it provides an opportunity for growth and development and it makes employees feel effective in the execution of their duties. The following section presents the relationship between organizational culture and employees' job satisfaction.

2.1.8 The Relationship between Organizational Culture and Job Satisfaction

Working environment promotes the construction of a specific organizational culture and the experience of employees' job satisfaction (Hellreigel & Slocum, 1974; Schneider & Synder, 1975). Furthermore, they implied that job satisfaction increases as employee's progress to higher job levels (Corbin, 1977). Schneider and Reichers (1983) found a correlation between organizational climate and job satisfaction for employees in certain job positions, as well as a relation between satisfaction and turnover. As they explain, organizational culture is a combination of value system and assumptions which lead an organization to run its business. McCormick and Ilgen (1987) suggested that the measurement of individual dimensions of job satisfaction enables researchers to identify the environmental factors (climate variables) related to certain dimensions of job satisfaction.

Robbins (1993) and Hutcheson (1996) suggested that, since the dimensions of job satisfaction are components of an organization, job satisfaction is an evaluation of organizational culture. The latter described job satisfaction as the difference between the outcomes that an employee expects to receive and those that they actually receive. Hence, job satisfaction is related to job characteristics and evaluated according to what employees perceive as being important and meaningful to them. Therefore, it could be said that the evaluation of the different aspects of the job by employees is

subjective, and people was reflect different levels of satisfaction around the same factors. (Dimitrios Belias, 2014)

2.2. Empirical Review

Based on the previous studies, organizational culture included several facets, such as knowledge sharing, organizational learning capacity, workplace learning, innovation, empowerment, team work, and so forth. Sabri et al. (2011) conducted a study on 347 teachers to determine the effect of organizational culture on job satisfaction among teachers in public and private universities and colleges in schools in Lahore, the second largest city and universities in Pakistan. Cultural support can improve teachers' professional performance, and satisfied teachers can create healthy, satisfied, and creative thinking. The results showed that organizational culture was divided into two dimensions; organizational culture (OCM) regarding leaders and managers, and the cultural impact of the organization on employees (OCE). In this study, the effect of two cultures on job satisfaction is positive and significant.

Tsai (2011) conducted research to understand the job satisfaction, culture, and leadership of 200 doctors working in a hospital in Taiwan. He found a significant relationship between organizational culture and job satisfaction. It was also observed that nurses' job satisfaction was quite high and they knew a good culture.

Dr. Tariq Jalees and Shaguft a Ghauri (2016) examined the impact of organizational culture on job satisfaction, organizational commitment, and entrepreneurial intentions in a private university in Karachi. 92 teachers were selected from a pool of 120 teachers. Culture was measured with the organizational Cultural Assessment instrument (OCAI) using a five-point Likert scale-based survey. Use quantitative research techniques such as descriptive statistics, correlation, and multiple regression analysis to analyze collected data. Research results show that knowledge workers are important assets and should be supported with development opportunities. This also shows that with a good environment, employees will be happy and motivated.

Zammuto and Krakower (1991) propose that board of the organization with the positive culture can improve the performance and satisfaction echelon of the workers. Kline and Boyd (1994) establish the relationship involving organizational structure and job satisfaction. They study that employees at disparate levels are induced by varied work aspects and different component of work environment. Kerego and Muthupha (1997) clarify and explicate that working circumstances and means of communications extremely influence and impinge the job satisfaction.

In the 1980's, the study of Schneider and Reichers (1983) found a correlation between organizational climate and job satisfaction for employees in certain job positions, as well as a relation between satisfaction and turnover. According to them (1983) organizational culture is a combination of value system and assumptions which lead an organization to run its business. McCormick and Ilgen (1987) suggested that the measurement of individual dimensions of job satisfaction enables researchers to identify the environmental factors (climate variables) related to certain dimensions of job satisfaction.

During the 1990's, the studies of Robbins (1993) and Hutcheson (1996) suggested that, since the dimensions of job satisfaction are components of an organization, job satisfaction is an evaluation of organizational culture. The latter described job satisfaction as the difference between the outcomes that an employee expects to receive and those that he/she actually receives. Therefore, job satisfaction is related to job characteristics and evaluated according to what employees perceive as being important and meaningful to them. The evaluation of the different aspects of the job by employees is thus subjective, and people will reflect different levels of satisfaction around the same factors.

Koustelios (1991) reviewed a number of investigations correlating job satisfaction with several aspects of organizational culture: organization size, employees' background, attitudes and national culture. In addition, he found that there was a significant difference in job satisfaction among employees who operate in different organizational cultures. Also, he found that when employees have a match-up between their present and desired culture, they are more satisfied with the intrinsic aspects of their work.

Taurisa and Ratnawati (2012) in their research on the influence of organizational culture that reflects organizational culture that is, security with work, feeling valued, cooperation, organizational clarity, support and attention found that these six indicators except openness have a significant effect on job satisfaction, organizational commitment and performance. Feeling valued has the highest level of significance.

Edgar H. Schein (2011) is a renowned organizational psychologist and management consultant who has made significant contributions to the understanding of organizational culture. In his seminal work "Organizational Culture and Leadership," Schein delves into the concept of organizational culture as a set of shared assumptions, values, and beliefs that shape the behavior and attitudes of individuals within an organization. He explores the role of leaders in shaping and influencing organizational

culture, emphasizing the importance of leadership behavior, symbols, and rituals in reinforcing cultural norms. Schein also discusses the impact of culture on employee satisfaction, performance, and organizational effectiveness, highlighting the need for organizations to understand and manage their cultures in order to achieve strategic objectives. Furthermore, he addresses the role of culture in facilitating organizational change and adaptation, providing insights into how leaders can leverage culture as a powerful tool for driving transformation.

The research study "Organizational Culture and Job Satisfaction: A Study Among Academicians at Al-Azhar University-Gaza" by Mohanad S.S. Abumandil (2012) aims to investigate the relationship between organizational culture and job satisfaction among academicians at Al-Azhar University-Gaza. The study explores the impact of different dimensions of organizational culture on job satisfaction and examines the perceptions and experiences of the faculty members regarding their work environment. The findings of the study provide insights into the influence of organizational culture on job satisfaction and the implications for improving the work environment and overall job satisfaction among academicians in the university setting Abumandil (2012).

Mearg Hagos (2021) that the study aims to examine the influence of organizational culture on employee job satisfaction within the context of Guna Trading House Plc. The research likely explores the various dimensions of organizational culture and their impact on employees' job satisfaction, as well as the specific experiences and perceptions of employees within the company. The findings of the study would likely provide insights into the relationship between organizational culture and job satisfaction, with potential implications for improving employee satisfaction and overall organizational effectiveness within Guna Trading House Plc.

Sintayehu Lemma (2020) the thesis aims to investigate how organizational culture influences employee job performance within the context of Wegagen Bank S.C. The research likely explores the various dimensions of organizational culture and their impact on employees' performance, as well as the specific experiences and perceptions of employees within the bank. The findings of the thesis would likely provide insights into the relationship between organizational culture and job performance, with potential implications for improving employee effectiveness and overall organizational success within Wegagen Bank S.C.

There are a number studies on job satisfaction related to individual characteristics of organizational culture. Mikkelsen, Ogaard, and Lovrich (2000) identified a positive connection between

organizational culture and job satisfaction. Keller et al. (1996) reported that work climate has a significant impact on job satisfaction and team productivity, especially participation, cooperation, and work importance. Rowden and Ahmad (2000) and Tsai, Yen, Huang, and Huang (2007) concluded that workplace learning promoted a high level of job satisfaction among employees. Eylon and Bamberger (2000) concluded that empowerment has a positive relationship on job satisfaction. Griffin, Patterson, and West (2001) confirmed that the extent of teamwork is related to perceptions of job autonomy, which, in turn, impacts job satisfaction. Kim (2002) suggested that participative management that incorporates effective supervisory communication can improve job satisfaction. Lund (2003) indicated that organizational culture with innovation, entrepreneurship, and flexibility obtains a high level of employee job satisfaction. Chiva and Alegre (2008) stated that organizational learning capacity through a stimulating work context has effects in developing employees' competencies and job satisfaction.

In addition to this there has been a lack of unanimity amongst researchers regarding the influence of cultural dimensions on job satisfaction. Huang and Wu (2000) found job satisfaction of the employees to be positively influenced by control & management, result orientation and professionalism. Platonova et al. (2006) revealed that the organizations where employees feel their performance is recognized have high job satisfaction. However, McKinnon et al. (2003) found stability, respect for people and aggressiveness to have a positive effect on job satisfaction of the employees. Odom et al. (1990), in their study of organizational culture, job satisfaction and organizational commitment revealed that the individual's job satisfaction and organizational commitment is negatively affected by bureaucratic culture. Silverthorne (2004) concluded in his study that job satisfaction of the employees is impacted by the supportive organizational culture, innovative organizational culture and bureaucratic organizational culture, in descending order.

As we can see from the empirical research, the promotion of organizational culture can enhance job satisfaction. This result is also confirmed by Egan et al. (2004), Lim (2003), Wang (2005), and Xie (2005)

Regarding to the variables which are used in this researches there are some studies previous studies conducted. Lund (2003), had found that job satisfaction was positively related to clan and adhocracy cultures and negatively related to market and hierarchy cultures. In addition, Choi, Martin, and Park (2008), found that the clan culture is the most desired cultural type to increase employees' job satisfaction as well as motivation for achieving organizational success.

Besides Tesfatsion (2011) in his research aimed to investigate the relation between organizational culture pattern and academic staff job satisfaction at St. Mary's University College, Addis Ababa, Ethiopia. The results showed that hierarchy culture affected staff job satisfaction negatively. There was a positive and significant relation between market culture and all aspects of job satisfaction. Furthermore Teka (2012) had found that all the four variables of organizational culture had positive effect on job satisfaction

2.3. Conceptual Framework

Organizational culture is typically measured in terms of several key dimensions, which can provide a comprehensive understanding of the values, beliefs, behaviors, and practices that characterize the culture of an organization. An organizational value in terms of achievement is depending on environment provided by the organization to their employees and workers. This type of organizational achievement depends on coordination and trustworthiness of the employees on the organization. Organizations, in turn, place a huge amount of their budget to achieve these characteristics Cameron and Quinn (2011). Organizational culture types are adopted from this model within this typology. The "Competing Value Framework" typology allows businesses and their corporate cultures to be categorized based on their internal/external focus and control/flexibility perspective (Lukášová 2010).

Corporate cultures are divided into four categories by Cameron and Quinn: hierarchy, market, clan, and adhocracy. Members of each category have distinct presumptions in common. Businesses with a hierarchical culture are characterized by tight regulations and controls that ensure stability and predictability. The market culture is focused on control while maintaining an external orientation. Its main goals are profitability, bottom-line outcomes, market niche strength, stretch targets, and customer security. Clan culture emphasizes teamwork, employee involvement, and corporate loyalty. Members behave similarly to families and are very flexible yet focused on the internal environment. Adhocracy Culture is Places a strong emphasis on adaptability and outward orientation Is concerned with surviving in unstable business settings and capturing chances.

Thus, for the purpose of evaluating organization culture effects on employee job satisfaction which is determined by factors like pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication, this research work takes into account these four-organization culture; Adhocracy Culture, Market Culture, Hierarchy Culture, and Clan

Culture. Hence the independent variables are the types of the organization culture of them are: four-organization culture; Adhocracy Culture, Market Culture, Hierarchy Culture, and Clan Culture. This research thus was attempted to tie the gap by providing groundwork for a sharp-eyed and complete conclusion of organizational culture and job satisfaction. Referring to the theoretical and empirical studies, it can be argued there is causality between organizational culture and job satisfaction. Based on this, the study used the following conceptual framework which is expected to be addressed statistical analyses.

Independent Variable

Dependent Variable

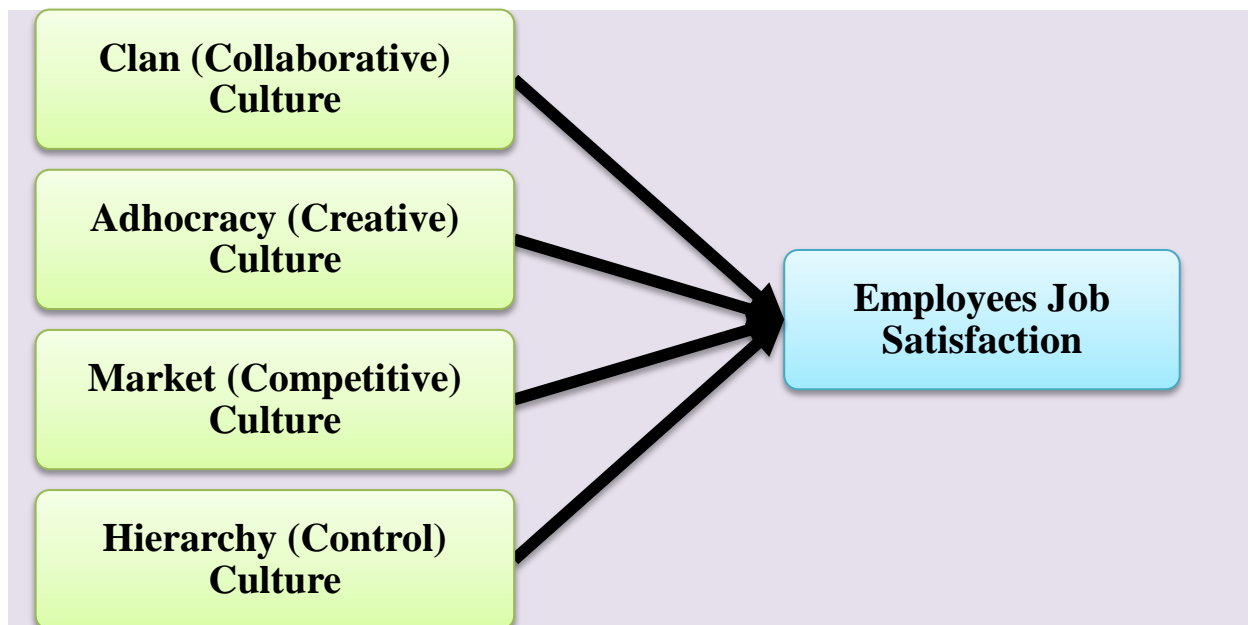


Figure2- 3: Conceptual Framework

Source: Adopted from Cameron and Quinn (2006 2011)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter deals with the description of Research approach and design, data types and source, data collection, methodology that used in the study by presenting methods, techniques, and procedures utilized in the study for propose of reaching the research findings. The research population, data collection, and sampling methods are described; then this chapter explains collection procedures, issues related to validity and the reliability of the instrumentation are discussed. Also, the data analysis process and the statistical tools that used are explained.

3.1. Description of Study Methods

3.1.1 Research Design

The study employ both descriptive and explanatory design. Descriptive research concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures (Creswell, 2012). It helped researcher to gather information about the present state of sample population(demographic data and independent variables) in given case study situation.it is quantitative method focused on obtaining measurable data for stastical analysis of population or samples.

Explanatory research is more interested in understanding, explaining, predicting, and controlling relationships between variables than detecting causes(Hair et al., 2015). It involves collecting data from the respondents and describing it and seeing the effects of independent variables on dependent variables to answer questions concerning the current status of the subject(s) of a study. In this study, explanatory research design is appropriate as it helps to explain the cause-and-effect relationship between organization culture and employees Job Satisfaction in multinational Organization.

3.1.2 Research Approach

In this study, the researcher use quantitative research approach to study the Effect of Organizational Culture on employees Job Satisfaction in multinational Organization. According to Creswell (2014), combined use provides a more comprehensive understanding of the research question and interprets or structures research findings by triangulating different data sources and sources. Quantitative data were gathered using structured questionnaire and hence quantitative approach is more appropriate to meet the research objectives.

The information must also be timely, accurate and reliable. The quantitative approach of the research work involved administering questionnaires to the respondents through online and hardcopy which sent back to the researcher via the same means. Quantitative data refer to all such data and can be a product of all research strategies (Saunders, Lewis and Thornhill, 2015). Perhaps not surprisingly, the questionnaire is one of the most widely used data collection techniques for a quantitative research strategy.

3.2. Data Sources

In order to achieve the research objectives, first-hand data gathered using different tools such as questionnaire. The study also based on secondary data that were collected from different sources such as books, journal articles, conference proceedings, masters or doctoral theses, theories, company reports, etc.

3.3. Population, Sample Size and Sampling Techniques

3.3.1. Target Population

The target population for the study on the effect of organizational culture on employee job satisfaction in Multinational companies would likely include employees working within the Heineken and BGI at Ethiopia. Specifically, this encompasses employees at various levels of the organization, including but not limited to: Executives and senior management, middle management, supervisors and team leaders, and frontline employees and staff. Additionally, the study consider including employees from different departments or functional areas within the organization to ensure a comprehensive representation of the workforce. Population means the totality of individuals from which some sample is drawn. This study carry out in Heineken Breweries Share Company Ethiopia and BGI Ethiopia. According to the information obtained from the sources of the HBSCE, there are currently 1295 employees in Ethiopia and the source of BGI there are currently 3560 permanent employees in Ethiopia. The population of this study was the employees of HBSCE and BGI Ethiopia. The total population of the company in Ethiopia was 4855 and hence the target population of employees in total was 4855.

3.3.2. Sampling Techniques

In terms of research methods, there are two types of sampling techniques probabilistic sampling techniques and nonprobability sampling techniques. It is a sampling method that does not have a basis for estimating the probability of each item in the population included in the sample, such as non-probability sampling, opinion sampling, purposive sampling, and sampling. In this type of

sampling, the sample is chosen deliberately by the researcher. As a non-probable sample, the organization of the survey aims to select from the large size to be the model or representative of the whole, according to the size they choose from the large size to form the sample of the units in the world (Creswell, 2009).

In this research, a simple random sampling technique and strata were implemented. A simple random sample is a randomly selected subset of a population. In this sampling method, each member of the population had an exactly equal chance of being selected. This method is the most straightforward of all the probability sampling methods, since it only involves a single random selection and requires little advance knowledge about the population. Because it uses randomization, any research performed on this sample should have high internal and external validity. And it uses strata since there are two categories company.

3.3.3. Sample Size Determination

According to the information obtained from the sources of the HBSCE, there are currently 1295 employees in Ethiopia and the source of BGI there are currently 3560 permanent employees in Ethiopia. A total of 4855 employees. Among, 4855 employees, the researcher used the following formula to determine the sample size which is developed by Yamane (1967). Respondents, approximately 370 respondents by using this formula at 95% confidence level and 5% level

$$n = \frac{N}{1+N(e)^2} = \frac{4855}{1+4855(0.05)^2} = 369.55 = 370$$

Where:

N= population size

n= sample size

e= level of statistical significance set (5% =0.05)

Therefore, the sample size (n) =370

As indicated above to determine the sample size, the study employed confidence interval of 95%. The justification for this is that to have manageable sample size by considering the resources and time constraints and also for the purpose of making analysis process encouraging and free from laborious task.

However, the sampling method is strata so based on this the researcher stratified population in two by their company and there are two companies of which HBSCE and BGI Ethiopia.

Finally, the number of employees participating determined using the population proportionate sampling (PPS).

$$n = \frac{nf * N}{N_{total}}$$

N_{total}

Where, n= Proportion of employees participate in the study, nf= Final sample size obtained using correction formula (370), N= is the total number of employees in HBSCE and BGI Ethiopia (4,855) i.e. N_{total} = Total number of employees in both academic and non-academic staffs.

Table 3-1: Sample Size Determination

Stratum	Company Strata	Population	PPS	Sample Size
1	HBSCE	1,295	0.27	99
2	BGI Ethiopia	3,560	0.73	271
	Total	4,855		370

Source: Survey result, 2024

3.4. Data Collection Instrument

The researcher adopted questionnaires from scholars which delivered and subsequently collected. As Saunders et al (2005), the respondents usually complete asserted, and self-administered questionnaires. A questionnaire is a list of questions properly arranged and organized in a sequential manner in line with how the research questions have been formulated, in order to gather the needed facts by way of data from the respondents through which the research problems are solved. The questionnaire is a fact-finding technique. It is one of the major research instruments adapted by the researcher in obtaining information on the topic under investigation. Questionnaires make it possible for the researcher to attach numerical value to responses and analyze them accordingly.

Efforts were made to design the questions in a simple, straight to the point and unambiguous manner. The questionnaire administered on employees of HBSC and BGI Ethiopia. In order to measure study variables, 5-point Likert scale items (5 for strongly agree, the lowest being 1 for strongly disagree) used.

The data were collected from the sample using the validated and reliable research instrument. First, Section A contain the demographic background of the respondents. It consists of gender, race, age, marital status, and occupation of the respondents. Next, Section B aim was to examine and evaluate

the dependent variable and independent variable. The sources of the constructed instrument used on this research adopted from Cameron and Quinn (2006).

Cameron and Quinn (2006) created the famous Organizational Culture Assessment Instrument (OCAI), based on the four culture types mentioned. The evaluation of a culture is made through those four core values, in a 2 x 2 competing values, Flexibility and discretion opposing Stability and control and Internal focus and integration versus External focus and differentiation.

In this study, to measure employees' job satisfaction, job satisfaction survey which was developed by Spector (1985) was adopted. Spector (1985) developed Job Satisfaction Survey to measure employees' attitudes towards nine aspects of their jobs (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication) using a Likert-type rating scale format.

3.6. Pilot Study

Before collecting the data of main study, the researcher performed a pilot study in order to know whether the questionnaires is reliable and valid or not. The invalid items of the questionnaires were dropped. The researcher conducted a pilot study with the employees who had similar characteristics with the main target. The pilot sample of the study consisted of 37 respondents (10% of the sample size) who were purposely sampled from HBSC(72.87%) and BGI Ethiopia(27.01%).

The purpose of the pilot study were to determine the feasibility of the study; to test the reliability and validity of the instrument and trustworthiness of respondents for data collection in the main study; to establish how appropriate, understandable and practical the instrument is; to address any problems prior to the main study; and to check the time required for the completion of the questionnaire and to identify if there is not cleared or vague questions.

Case Processing Summary			
Cases		N	%
Valid	Valid	36	97.3
	Excluded ^a	1	2.7
	Total	37	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	
.840	.835	59	

Summary Item Statistics							
Item Means	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
	2.121	1.500	3.444	1.944	2.296	.147	59

Figure 3.1 pilot study results

3.7. Data analysis

Survey data were analyzed through descriptive and statistical analysis using SPSS software version 25 (Social Science Statistical software). Descriptive statistics (frequency distribution, percentage, minimum, maximum, mean, and standard deviation) help researchers analyze the impact of organization culture on employee job satisfaction. SPSS were used in the analysis of the data obtained from the main sources. This research mainly focuses on descriptive statistics (mean, standard, and variance) and inferential statistics analysis (description and regression).

Regression is the determination of the relationship between two or more variables (Kothari 2004). This regression analysis used to understand how well the independent variables explain the variance of the variables. In this study, research hypotheses tested using regression analysis because this method was found to be the most appropriate and more reliable than the correlation model. It differs from the model because of the complexity of the model and the information contained in it. Regression performed on properties specific to four control variables (independent variable) and employee job satisfaction (dependent variable). The regression model is as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + E$$

In the above equation,

Y	Employee job satisfaction
X1	Clan Culture
X2	Adhocracy Culture
X3	Market Culture
X4	Hierarchy Culture
E	Error

3.8. Validity and Reliability of the instrument

Internal reliability test were conducted to ascertain the stability and dependability of the research instrument (Malhotra, 2004). Malhotra (2004) affirmed that the co-efficient varies from 0 to 1 and value of 0.6 or less normally indicates unacceptable internal consistency reliability. Alpha coefficients value of 0.6 demonstrates weak, 0.6-0.8 shows fairly strong, and 0.8-1.0 portrays very strong internal reliability (Malhotra, 2004).

The data were collected from the sample using the validated and reliable research instrument. The sources of the constructed instrument used on this research study adopted from Cameron and Quinn (2006).

The data were analyzed using the SPSS reliability and, the Cronbach's Alpha coefficients of reliability were derived for each dimensions and it were above 0.7.

Table 4-2: Reliability Analysis of the research frame CVF-OCAI

N=363

No	Variables	Cronbach Alpha	No of Item
1	Clan Culture	0.906	6
2	Adhocracy Culture	0.798	6
3	Market Culture	0.785	6
4	Hierarchy Culture	0.709	6
5	Job Satisfaction	0.701	35

Source: Survey analysis result, 2024

3.9. Ethical Consideration

Research ethics refers to the types of agreements researcher made with research participants. Ethical considerations play an important role in all research and it is important for all researchers to know and understand ethical considerations for their research. Therefore, researcher collected information from participants with their consent. The purpose of the research is clear and understandable to all participants. All communication with the relevant organizations made with their consent and not affect or harm their privacy and health anyone.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1. Introduction

This chapter deals with data presentation, analysis and interpretation of the research findings. In order to present findings and discussions about Effect of Organizational Culture on Employees Job Satisfaction: In the case of selected Multinational brewery companies; the researcher used tables and figures. The data analysis intends to accomplish the objectives of the study and answer the research questions. The total number of questionnaires distributed to the randomly selected staffs of HBSCE and BGI Ethiopia in order to collect data. The data collected from the respondents are presented and analyzed in this chapter. This section of the study deals with the statistical testing of hypothesis and interpretation of the result using SPSS version 25.

4.2. Response rate

As stated in the previous chapters of this thesis, questionnaire was designed and distributed to a total of 370 employs of HBSCE and BGI Ethiopia. From the total 370 questionnaires 7 were not filled and returned appropriately. Accordingly, 363 questionnaires were appropriately filled and returned which gives 98.11 % return rate. A total of 363 staffs of HBSCE and BGI Ethiopia respondents' responses were collected successfully and used for analysis.

4.3. Demographic information of the respondents

The first part of the questionnaire consists of items about the demographic information of the respondents. It covers the personal data of respondents, such as Sex, academic level, year of service and monthly income of the respondents. The following tables, depicted for each demographic characteristic of the respondents.

Table 4-1: Demographic information of the respondents

		Freq	Perc %
Gender	Male	232	63.90%
	Female	131	36.10%
Age	21-25 Years	86	23.70%
	26-36 Years	85	23.40%
	37-49 Years	151	41.60%
	50-59Years	34	9.40%
	Above 60 Years	7	1.90%
Educational Background	Certificate	38	10.50%
	Diploma	65	17.90%
	BA/Bsc Degree	202	55.60%
	MBA MBS Sc Master	58	16.00%
	PhD and Above	0	0.00%
Nationality	Ethiopian	346	95.30%
	Non Ethiopian	17	4.70%
Your monthly income in Ethiopian Birr or USD	Less than 20,000 Birrs (\$500)	75	20.70%
	20,001-60,000 Birr (\$501-\$1000)	83	22.90%
	60001-100,000(\$501-\$1000)	107	29.50%
	100,001-200,000 Birr (\$1001-\$2000)	88	24.20%
	Above 200,000 Birr (\$3501)	10	2.80%
How many years have you spent serving the organization?	Below 3 years	54	14.90%
	From 3 –8 years	230	63.40%
	From 9 –12 years	48	13.20%
	12 years and above	31	8.50%
Position in the organization	Higher management	7	1.93%
	Medium Management	19	5.23%
	Lower management	98	27.00%
	Non Management	239	65.84%

Source: Sample survey, 2024

The demographic information of the respondents in the study titled "Effect of Organizational Culture on Employees Job Satisfaction: In the case of selected Multinational brewery companies (BGI and Heinken Brewery SC)" is presented as follows. The majority of the respondents were male, accounting for 63.9% of the total sample. On the other hand, females constituted 36.1% of the respondents. This gender distribution indicates that there was a higher participation of males in the study compared to females.

In terms of age, the largest group of respondents fell within the 37-49 years category, representing 41.6% of the sample. The second-largest age group was 21-25 years, accounting for 23.7%. This suggests that the majority of the participants were in their late thirties to early forties.

Regarding educational background, respondents with a BA/BSc degree constituted the highest percentage at 55.6%. Diploma holders accounted for 17.9%, while those with an MBA/MBSc Master's degree made up 16% of the sample. This indicates that a significant proportion of the participants had completed a bachelor's degree.

The majority of the respondents were Ethiopian nationals, making up 95.3% of the sample. Non-Ethiopian nationals accounted for only 4.7%. This suggests that the study primarily focused on employees from Ethiopia, with limited representation from other nationalities.

In terms of monthly income, the highest percentage of respondents fell within the 60,001-100,000 Birr (\$501-\$1000) range, representing 29.5% of the sample. The second-highest income category was 100,001-200,000 Birr (\$1001-\$2000), accounting for 24.2%. This indicates that a significant proportion of participants had a monthly income within these ranges.

This demographic information provides insights into the characteristics of the respondents in the study. It highlights the gender distribution, age groups, educational background, nationality, and income levels of the participants. These factors may have implications for how organizational culture impacts job satisfaction among employees in multinational brewery companies like BGI and Heineken Brewery SC.

4.4. Descriptive Statistics

In this section various statistical data analysis tools such as mean, standard deviation, frequency and percentage are used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale (“1”being “strongly disagreed” to “5” being “strongly agreed”). According to Zaidaton & Bagheri (2009) overall mean (M) score between 4.21-5.00 is considered as the respondents strongly agreed (SA), if the respondents score between 3.41-4.20 means they agreed (A), the score between 2.61-3.40 is considered as the respondents are neutral(N), the respondents score between 1.81-2.60 shows that they disagreed and if the respondents score between 1-1.80 shows that they strongly disagreed. Thus, detail of the analysis is presented as follows:

Table 4-2: Aggregate mean of each dimensions

Descriptive Statistics			
	N	Mean	Std. Deviation
Job Satisfaction	363	1.9552	0.31912
Clan Culture	363	2.6795	0.997
Adhocracy Culture	363	2.1644	0.65745
Market Culture	363	2.3113	0.81798
Hierarchy Culture	363	3.9816	0.68515

Source: Sample survey, 2024

The results of the study show the mean scores for job satisfaction and the dimensions of organizational culture, namely Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture. The mean score for Job Satisfaction is 1.9552, which falls within the range of respondents strongly disagreeing with their job satisfaction. This indicates that the employees in the study expressed a low level of satisfaction with their jobs.

In terms of organizational culture dimensions, the mean score for Clan Culture is 2.6795, indicating that respondents were neutral towards this type of culture. This suggests that employees neither strongly agreed nor strongly disagreed with the characteristics of Clan Culture within their organizations. Adhocracy Culture received a mean score of 2.1644, placing it in the range where respondents disagreed with this type of culture. This implies that employees were not aligned with the innovative and dynamic aspects associated with Adhocracy Culture.

Market Culture received a mean score of 2.3113, indicating that respondents were also in disagreement with this type of culture. This suggests that employees did not perceive their organizations as competitive and results-driven, which are typical characteristics of Market Culture. On the other hand, Hierarchy Culture received a significantly higher mean score of 3.9816, placing it in the range where respondents strongly agreed with this type of culture. This indicates that employees in the study identified with the structured and controlled nature of Hierarchy Culture within their organizations.

Finally, the results suggest that employees in the multinational brewery companies studied had low job satisfaction levels and were not fully aligned with the organizational culture dimensions of Clan, Adhocracy, and Market Cultures. However, they strongly identified with the Hierarchy Culture within

their organizations. These findings highlight potential areas for improvement in enhancing job satisfaction and aligning organizational culture with employee preferences to foster a more positive work environment and performance outcomes.

4.5.1. Clan Culture of the Organization

	Descriptive Statistics			
		N	Mean	Std. Deviation
1	The organization which I worked on is a very personal place. It is like an extended family. People seem to share a lot of themselves.	363	2.79	1.254
2	The management style in the organization is characterized by teamwork, consensus, and participation.	363	2.39	1.02
3	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	363	2.8	1.251
4	The organization emphasizes human development. High trust, openness, and participation persist.	363	2.7	1.275
5	The leadership in the organization which I worked on is generally considered to exemplify mentoring, facilitating, or nurturing.	363	2.9	1.377
6	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	363	2.5	1.028

Table 4-2: Clan Culture of Multinational Companies mean and standard deviation

Source: Sample survey, 2024

The results of the study on Clan Culture within the organization indicate that employees' perceptions vary across different dimensions. The mean score for the statement "The organization which I worked on is a very personal place. It is like an extended family. People seem to share a lot of themselves" is 2.79, which falls within the range where respondents are neutral. This suggests that employees neither strongly agreed nor strongly disagreed with the organization being perceived as a personal and familial place.

In contrast, the mean score for "The management style in the organization is characterized by teamwork, consensus, and participation" is 2.39, indicating that respondents disagreed with this

aspect of Clan Culture. This implies that employees did not perceive a strong emphasis on teamwork and participation in the management style of their organizations.

The statement "The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high" received a mean score of 2.80, placing it within the neutral range. This suggests that employees were neither strongly aligned nor opposed to the idea of loyalty and mutual trust being key factors in organizational cohesion.

Similarly, the mean score for "The organization emphasizes human development. High trust, openness, and participation persist" is 2.70, indicating a neutral stance among respondents. This implies that employees did not strongly agree or disagree with the organization's emphasis on human development and trust.

Finally, the results suggest that employees in the multinational brewery companies studied had mixed perceptions of Clan Culture dimensions within their organizations. While some aspects such as personal connection and commitment were viewed neutrally, others like teamwork and human development were not strongly aligned with employee perceptions. These findings highlight potential areas for improvement in fostering a stronger sense of community, trust, and participative management practices to enhance organizational culture and employee satisfaction.

4.5.2. Adhocracy Culture of Multinational Companies

Descriptive Statistics				
		N	Mean	Std. Deviation
1	The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	363	2.29	1.269
2	The leadership in the organization which I worked on is generally considered to exemplify entrepreneurship, innovation, or risk taking.	363	2.5	0.924
3	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	363	2.7	1.006
4	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	363	1.5	0.67
5	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	363	2.61	1.02

6	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production	363	1.4	0.49
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Table 4-3: Adhocracy Culture of Multinational Companies mean and standard deviation

Source: Sample survey, 2024

The results of the study on Adhocracy Culture dimensions within the organization indicate varying perceptions among employees. The mean scores for the statements reveal that respondents generally did not strongly agree with the characteristics associated with Adhocracy Culture.

The statement "The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks" received a mean score of 2.29, falling within the range where respondents disagreed with this aspect of the culture. This suggests that employees did not perceive the organization as highly dynamic or entrepreneurial.

Similarly, the mean score for "The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk-taking" is 2.50, indicating a neutral stance among respondents. This implies that employees neither strongly agreed nor strongly disagreed with the leadership being exemplars of entrepreneurship or innovation.

The statement "The glue that holds the organization together is commitment to innovation and development" received a mean score of 1.50, placing it in the range where respondents strongly disagreed. This suggests that employees did not perceive a strong emphasis on innovation and development as key factors in organizational cohesion.

Finally, the mean scores for the Adhocracy Culture dimensions were generally lower, indicating a lack of strong agreement with characteristics such as risk-taking, innovation, and emphasis on being on the cutting edge. These findings suggest that there may be opportunities for organizations to enhance their Adhocracy Culture by fostering a more dynamic and entrepreneurial environment, emphasizing innovation and development, and encouraging individual risk-taking and creativity among employees.

4.5.3. Market Culture of Multinational Companies

Descriptive Statistics				
		N	Mean	Std. Deviation
1	The organization is very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented.	363	2.6	1.282
2	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	363	2.09	1.136
3	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.	363	2.8	1.169
4	The glue that holds the organization together is an emphasis on achievement and goal accomplishment.	363	2.1	1.135
5	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	363	2.39	1.283
6	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	363	1.89	1.044

Table 4-4: Market Culture of Multinational Companies mean and standard deviation

Source: Sample Survey, 2024

The results of the study on Market Culture dimensions within the organization indicate varying perceptions among employees. The mean scores for the statements reveal that respondents generally did not strongly agree with the characteristics associated with Market Culture.

The statement "The organization is very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented" received a mean score of 2.60, falling within the range where respondents disagreed with this aspect of the culture. This suggests that employees did not perceive the organization as highly results-oriented or competitive.

Similarly, the mean score for "The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus" is 2.09, indicating a neutral stance among respondents. This implies that employees neither strongly agreed nor strongly disagreed with the leadership being characterized by a focus on results.

The statement "The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key" received a mean score of 1.89, placing it in the range where respondents strongly disagreed. This suggests that employees did not perceive winning in the marketplace or competitive market leadership as defining success for the organization.

Finally, the mean scores for the Market Culture dimensions were generally lower, indicating a lack of strong agreement with characteristics such as being results-oriented, competitive, and focused on market leadership. These findings suggest that there may be opportunities for organizations to enhance their Market Culture by emphasizing achievement, goal accomplishment, competitive actions, and defining success based on marketplace performance and outpacing the competition.

4.5.4. Hierarchy Culture of Multinational Companies

Descriptive Statistics				
		N	Mean	Std. Deviation
1	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	363	4.5	0.921
2	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	363	4	1.349
3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	363	4.2	0.979
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	363	3.5	1.023
5	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	363	4.2	0.602
6	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production	363	3.49	1.369

Table 4-5: Hierarchy Culture of Multinational Companies mean and standard deviation

Source: Sample Survey, 2024

The results of the study on Hierarchy Culture dimensions within the organization indicate that employees generally agreed with the characteristics associated with this type of culture. The mean

scores for the statements reveal that respondents tended to agree with the aspects of control, structure, stability, and efficiency within the organization.

The statement "The organization is a very controlled and structured place. Formal procedures generally govern what people do" received a mean score of 4.50, falling within the range where respondents strongly agreed. This suggests that employees perceived the organization as highly controlled and structured, with formal procedures governing their actions.

Similarly, the mean score for "The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency" is 4.00, indicating agreement among respondents. This implies that employees agreed that leadership in the organization focuses on coordination, organization, and smooth-running efficiency.

The statement "The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships" received a mean score of 4.20, placing it in the range where respondents agreed. This suggests that employees perceived the management style as emphasizing security, conformity, predictability, and stable relationships.

Finally, the mean scores for the Hierarchy Culture dimensions were relatively high, indicating a strong agreement with characteristics such as control, structure, stability, and efficiency within the organization. These findings suggest that employees perceive the organization as emphasizing formal rules and policies, maintaining smooth operations, and defining success based on efficiency and dependable delivery. Organizations with a Hierarchy Culture may benefit from further reinforcing these aspects to maintain a structured and stable work environment.

4.6. Correlation Analysis

Correlation analysis is done to examine this relationship between organizational culture dimensions and employee job satisfaction. The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Ruud et. al. 2012). Table below clearly shows the relationship between two variables as negligible, low, moderate, substantial, or very strong.

Table4-6: Correlation Coefficient

Correlation coefficient(r)	Strength of correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 up to 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Joe W. Kotrlik, J. C. Atherton, A. Williams and M. Khatajabor.(2011)

Pearson correlation analysis was used to determine the degree of association between the selected independent variables and job satisfaction.

Table 4-7: Correlation analysis

		Correlations				
		Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture	Job Satisfaction
Clan Culture	Pearson Correlation	1	.322**	.404**	.357**	.180**
	Sig. (2-tailed)		0	0	0	0.001
	N	363	363	363	363	363
Adhocracy Culture	Pearson Correlation	.322**	1	.763**	-.364**	.656**
	Sig. (2-tailed)	0		0	0	0
	N	363	363	363	363	363
Market Culture	Pearson Correlation	.404**	.763**	1	-.162**	.531**
	Sig. (2-tailed)	0	0		0.002	0
	N	363	363	363	363	363
Hierarchy Culture	Pearson Correlation	.357**	-.364**	-.162**	1	-.569**
	Sig. (2-tailed)	0	0	0.002		0
	N	363	363	363	363	363
Job Satisfaction	Pearson Correlation	.180**	.656**	.531**	-.569**	1
	Sig. (2-tailed)	0.001	0	0	0	
	N	363	363	363	363	363

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

Source: Sample survey, 2024

From the above table, it can be inferred that organization culture dimension of clan culture ($r=0.180$ and $p<0.01$) is positively correlated with job satisfaction. This implies the presence of low relationship between clan culture and job satisfaction which is statistically significant.

Furthermore, Adhocracy Culture ($r=0.656$ and $p<0.01$) is also positively correlated with Job satisfaction. This implies the presence of strong relationship between Adhocracy Culture and Job satisfaction which is statistically significant.

Market Culture ($r=0.531$ and $p<0.01$) is also positively correlated with job satisfaction. This implies the presence of strong relationship between market culture and job satisfaction which is statistically significant.

However, Hierarchy Culture ($r=-0.569$ and $p<0.01$) is also negatively correlated with job satisfaction. This implies the presence of strong negative relationship between Hierarchy Culture and Job satisfaction which is statistically significant.

4.7. Multi linear Regression Analysis

4.7.1. Multiple regression Assumption tests

The assumptions of multiple regression that are identified as primary concern in the research include linearity, independence of errors, homoscedasticity, normality, and collinearity. This section will specifically define each assumption, review consequences of assumption failure, and address how to test for each assumption, and the interpretation of results. Some researchers argue that this assumption is the most important, as it directly relates to the bias of the results of the whole analysis (Keith, 2006). Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Darlington, 1968). Multiple regression can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). The chance of non-linear relationships is high in the social sciences; therefore it is essential to examine analyses for linearity (Osborne & Waters, 2002).

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). This is evident when the variance around the regression line is the same for all values of the predictor variable. Collinearity (also called

multicollinearity) refers to the assumption that the independent variables are uncorrelated (Darlington, 1968; Keith, 2006).

The researcher is able to interpret regression coefficients as the effects of the independent variables on the dependent variables when collinearity is low (Keith, 2006; Poole & O'Farrell, 1971). This means that we can make inferences about the causes and effects of variables reliably. Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables (Keith, 2006).

Depending on the number of variables, one can run either simple linear regression with one dependent or one independent variable or otherwise, run multiple regressions to see the linear relationship between one dependent and two or more independent variables. This particular study put in place, linear multiple regressions to study, the impact of organizational culture components (i.e. clan culture, adhocracy culture, market culture and hierarchy culture) on the dependent variable employee job satisfaction. Hence, to be able to develop the regression line formula, the dependent and the independent variables are denoted as, (X1=clan culture, X2=adhocracy culture, X3=market culture and X4=hierarchy culture) and the dependent variable, Y=employee job satisfaction.

Before running a multiple linear regression on the SPSS, the researcher conducted a test of basic assumptions that are required to be fulfilled while conducting multiple regression, which otherwise be impossible to do.

I. Normality tests

Multiple regression assumes that variables have normal distributions (Darlington, 1968; Osborne & Waters, 2002). This means that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006). The assumption is based on the shape of normal distribution and gives the researcher knowledge about what values to expect (Keith, 2006). Once the sampling distribution of the mean is known, it is possible to make predictions for a new sample (Keith, 2006).

Descriptive Statistics												
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job Satisfaction	363	1.14	1.6	2.74	1.9552	0.01675	0.31912	0.102	1.343	0.128	1.125	0.255

Table 4-8: Normality test

Source: Sample survey Analysis, 2024

According to Cramer(1998) In order to the data distributed Normally the Z value of Skewness and Kurtosis should be between -1.96 to +1.96. Here the Z value of skewness is $(0.128/0.25)$ which is 0.5 located between -1.96 and +1.96. On the other hand the Z Value of kurtosis is $(0.255/.821)$ which is 1.02 found in between -1.96 to +196 implies the data is distributed Normally.

II. Linearity assumption

Before using classical linear regression analysis, it is important to test the data to fulfill linearity assumption. As shown in the underneath p-p plot, the dots are lying onto the line implying that there exists a linear relationship between the independent and dependent variables.

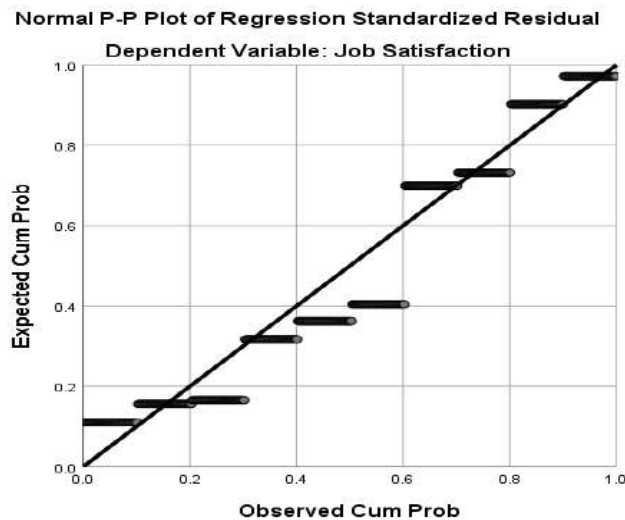


Figure 4-1: Normal P-P plot

Source: Survey Analysis result, 2024

III. Homoscedasticity test

The residuals should do not vary systematically with the predicted values by plotting the residuals against the values predicted by the regression model. It can be looking for any evidence that residuals vary in a clear pattern. This assumption is also known as the homogeneity of variance assumption (Weisberg, 2005 as cited by, Matt, Carlos and Deson, (2013). It means simply that, the variance of Y for each value of X is constant in the population. This assumption can be checked by visual examination of a plot of the standardized residuals (the errors) by the regressions standardized predicted value. The following scatter plot was obtained from the average results of the dependent variable constructs to see whether homoscedasticity is really a pressing problem of this particular study.

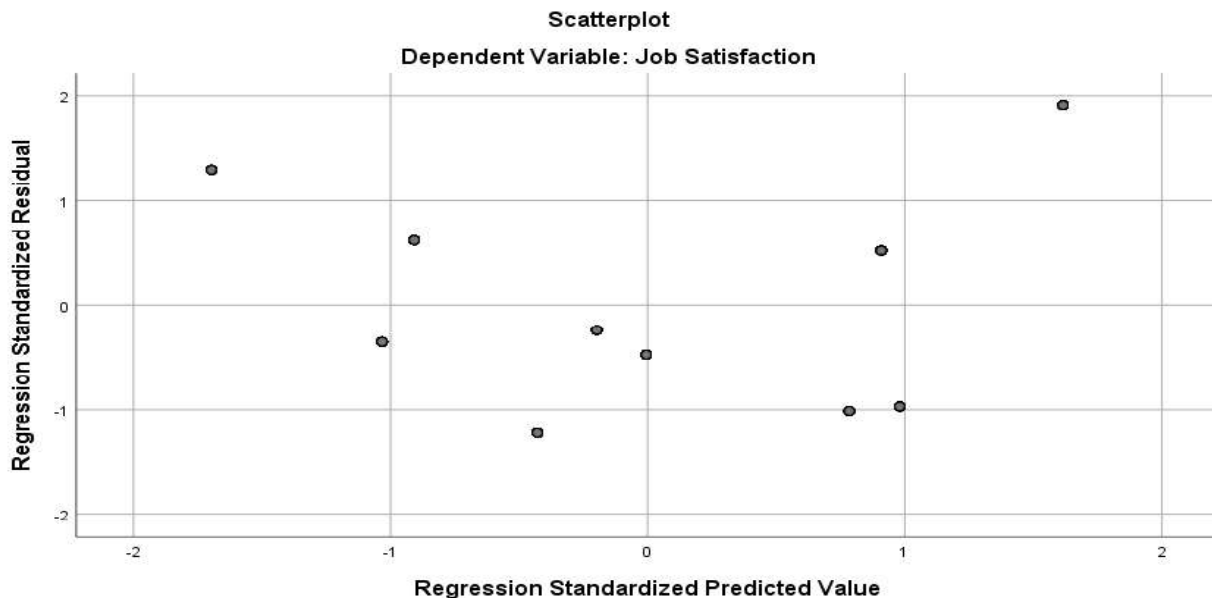


Figure 4-2: Scatter Plot

Figure 4.2 show the data points seem fairly randomly distributed with a fairly even spread of residuals at all predicted values. Therefore, it can be assuming the Homoscedasticity test in this study is met. However, if then data points seem to funnel towards the negative end of the x-axis indicating that there is more variability in the residuals at higher predicted values than at lower predicted values. This is problematic as it suggests the model is more accurate when estimating lower values compared to higher values. In cases where the assumption of homoscedasticity is not met it may be possible to transform the outcome measure.

IV. Multicollinearity Test

Multicollinearity exists when two or more of the explanatory variables are highly correlated. This is a problem as it can be hard to extract which of them best explains any shared variance with the outcome. It also suggests that the two variables may actually represent the same underlying factor. The simplest way to ascertain whether or not explanatory variables are highly correlated with each other is to examine a correlation matrix. A more precise approach is to use the collinearity statistics that SPSS can provide.

- ✓ **Tolerance** – the tolerance measures the influence of one independent variable on all other independent variables; the tolerance is calculated with an initial linear regression analysis. Tolerance is defined as $T = 1 - R^2$ for these first step regression analysis.
- ✓ **Variance Inflation Factor (VIF)** – the variance inflation factor of the linear regression is defined as $VIF = 1/T$. Similarly with $VIF > 10$ there is an indication for multicollinearity to be present

Table 4-9: Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Clan Culture	0.615	1.627
	Adhocracy Culture	0.337	2.965
	Market Culture	0.388	2.578
	Hierarchy Culture	0.614	1.628

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.296	.093		24.595	.000		
	Clan Culture	.069	.014	.215	5.036	.000	.615	1.627
	Adhocracy Culture	.144	.028	.297	5.155	.000	.337	2.965
	Market Culture	.052	.021	.133	2.478	.014	.388	2.578
	Hierarchy Culture	-.241	.020	-.516	-12.083	.000	.614	1.628

a. Dependent Variable: Job Satisfaction

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture
1	1	4.780	1.000	.00	.00	.00	.00	.00
	2	.115	6.451	.01	.03	.06	.12	.05
	3	.074	8.049	.03	.73	.01	.00	.01
	4	.024	13.992	.01	.06	.49	.84	.04
	5	.007	26.017	.95	.18	.44	.04	.89

a. Dependent Variable: Job Satisfaction

Source: Survey analysis result, 2024

Before running the model, existence of multi- Collinearity problem test was conducted to assess using Tolerance and VIF (Variance Inflation Factor) test. According to Pallant (2007), tolerance indicates to what extent the independent variables do not explain much of the variability of a specified independent variable and the value should not be small (more than 0.10) to indicate the absence of co-linearity. In addition to that, VIF, the inverse of tolerance value, should have a value of less than 10 to avoid any concerns of co-linearity (Pallant, 2007). Hence, the values in the table above indicate low co-linearity because all Tolerance values are above 0.1 and all VIF values are less than 10. Therefore, these tests reflect that the variables used in the study are free from multi co-linearity.

4.7.2. Multilinear regression Analysis

Regression analysis is a systematic method that can be used to investigate the effect of one or more predictor variables on dependent variable. That is, it allows to make statements about how well one or more independent variables will predict the value of a dependent variable. Specifically, this multiple regression was conducted in order to investigate the effect overall bundle of selected determinant factors on job Satisfaction.

Table 4-10: Model Summary

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.774 ^a	0.598	0.594	0.20337	0.598	133.332	4	358	0	1.059
a. Predictors: (Constant), Hierarchy Culture, Market Culture, Clan Culture, Adhocracy Culture										
b. Dependent Variable: Job Satisfaction										

Source: Sample survey analysis, 2024

As shown in the above table the overall bundle of determinant factors of the four independent variables such as Hierarchy Culture, Market Culture, Clan Culture, Adhocracy Culture explains 59.8 % ($R^2 = 0.598$) of the dependent variables (Job satisfaction). This suggests that 59.8 % of job satisfaction at multinational companies clearly depends on the independent variables while the remaining 40.2 % is determined by other unaccounted factors in this study. The Durbin Watson (DW) statistic is a test for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistic will always have a value between 0 and 4, a value of 2.0 means that there is no autocorrelation detected in the sample. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation. So it implies positive autocorrelation.

Table 4-11: Anova

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.059	4	5.515	133.332	.000 ^b
	Residual	14.807	358	0.041		
	Total	36.866	362			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Hierarchy Culture, Market Culture, Clan Culture, Adhocracy Culture						

Source: Sample Survey, 2024

Since as Shown table above the result $F=133.332$ which is greater than 1 and $P<0.01$ we can conclude that the combination of organization culture effect on job satisfaction which is statistically significant.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.296	0.093		24.595	0.00
	Clan Culture	0.069	0.014	0.215	5.036	0.00
	Adhocracy Culture	0.144	0.028	0.297	5.155	0.00
	Market Culture	0.052	0.021	0.133	2.478	0.00
	Hierarchy Culture	-0.241	0.02	-0.516	-12.083	0.00

Table 4-12: Regression result coefficients

Source: Sample Survey analysis, 2024

Table above, show the relative contribution of each of the different variables by taking the beta value under the unstandardized coefficients. The values in unstandardized B column contain regression parameter estimates. The unstandardized B is the intercept for the model. The constants are the predicted value on Y When independent variables are all zero. Another way of putting it is that the intercept is the conditional mean on Y when the independent variables are all zero. The higher the beta value, the strongest its contribution becomes without regarding its sign. Accordingly,

In the regression analysis results, the coefficients for each type of organizational culture (Clan, Adhocracy, Market, and Hierarchy) provide valuable insights into how these cultures impact employees' job satisfaction in the selected multinational brewery companies (BGI and Heineken Brewery SC).

The data interpreted as below

Clan Culture: The coefficient for Clan Culture is 0.069, with a standard error of 0.014. This indicates that for every one-unit increase in Clan Culture, employees' job satisfaction is expected to increase by 0.069 units. The coefficient is statistically significant at $p < 0.001$ ($t = 5.036$, Sig. = 0.000), suggesting that Clan Culture has a positive impact on employees' job satisfaction.

Adhocracy Culture: The coefficient for Adhocracy Culture is 0.144, with a standard error of 0.028. This implies that a one-unit increase in Adhocracy Culture is associated with a 0.144 unit increase in employees' job satisfaction. The coefficient is statistically significant at $p < 0.001$ ($t = 5.155$, Sig. = 0.000), indicating that Adhocracy Culture positively influences employees' job satisfaction.

Market Culture: The coefficient for Market Culture is 0.052, with a standard error of 0.021. A one-unit increase in Market Culture corresponds to a 0.052 unit increase in employees' job satisfaction. The coefficient is statistically significant at $p = 0.004$ ($t = 2.478$, Sig. = 0.004), suggesting that Market Culture has a positive but relatively weaker impact on employees' job satisfaction compared to Clan and Adhocracy Cultures.

Hierarchy Culture: The coefficient for Hierarchy Culture is -0.241, with a standard error of 0.020. This negative coefficient indicates that a one-unit increase in Hierarchy Culture is associated with a decrease of 0.241 units in employees' job satisfaction. The coefficient is highly statistically significant at $p < 0.001$ ($t = -12.083$, Sig. = 0.000), highlighting that Hierarchy Culture has a strong negative impact on employees' job satisfaction in the selected multinational brewery companies.

Overall, the regression analysis results suggest that Clan, Adhocracy, and Market Cultures have positive effects on employees' job satisfaction in the selected multinational brewery companies, while Hierarchy Culture negatively impacts job satisfaction. This information can be valuable for management in understanding the influence of organizational culture on employee satisfaction and making informed decisions to enhance job satisfaction within the organizations.

Table 4-13: Summary of hypothesis result

S.No	Hypothesis	Result	Decision
1	H1: Clan culture has a positive and statistically significant effect on the employees' job satisfaction.	$b=.069, p<0.05$	Accepted
2	H2: Adhocracy culture has a positive and statistically significant effect on the employees' job satisfaction.	$b=.144, p<0.05$	Accepted
3	H3: Market culture has a positive and statistically significant effect on the employees' job satisfaction.	$b=.052, p<0.05$	Accepted
4	H4: Hierarchy culture has a Positive and statistically significant effect on the employees' job satisfaction.	$b=-.241, p<0.05$	Accepted but its negative relation

Source: Survey result, 2024

4.8 Hypothesis Testing

H1: There is a significant positive effect of clan culture on employee job satisfaction.

Clan dimension of organizational culture is found to be the third most important dimension of organizational culture construct in multinational brewery companies (Heineken and BGI Ethiopia) in determining the variation in employee job satisfaction which accounted for 21.5% of the beta coefficient and it is statistically significant at p-value.

Based on the result obtained from tests, there is a positive effect of clan culture on the employee job satisfaction. Hence, accept the first hypothesis H1.

H2: There is a significant positive effect of adhocracy culture on employee job satisfaction.

Adhocracy culture dimension of organizational culture is found to be the second important dimension of organizational culture construct in multinational brewery companies (Heineken and BGI Ethiopia) in determining the variation in employee job satisfaction which accounted for 29.7% of the beta coefficient and it is statistically significant at p-value.

The result of the study showed that, employee job satisfaction and the independent variable adhocracy has a positive effect on employee job satisfaction and hence we accept the second hypothesis H2.

H3: There is significant positive effect of market culture on employee job satisfaction.

Market culture dimension of organizational culture contributed least to the variance in the response variable among the others, accounted for only 13.3% of the beta coefficient and it is statistically significant at p-value.

Therefore, there is a significant positive effect on employee job satisfaction and the predictor market culture. Hence the result of the study confirmed same and accepts the third hypothesis, H3.

H4: There is significant positive effect of hierarchy culture on employee job satisfaction.

- Hierarchy culture dimension of organizational culture is found to be the most important dimension of organizational culture construct in multinational brewery companies (Heineken and BGI Ethiopia) in determining the variation in employee job satisfaction which accounted for -51.6% of the beta coefficient and it is statistically

negative significant at p-value. H₀ there is negative significant relation between Hierarchy culture and job satisfaction of employees in multinational companies of selected brewery companies.(HBSC and BGI) we couldn't reject or unaccepted this hypothesis but need to modify the hypothesis by

H4: There is significant Negative effect of hierarchy culture on employee job satisfaction.

4.9. Regression Mathematical Model (Estimation of Multiple Regression equation)

The study used multilinear regression model. According to Creswell, (2014) regression is the determination of a statistical relationship between two or more variables. The regression analysis was conducted to know how much the independent variable explains the dependent variable. Thus, in this study, the multi- linear regression was conducted between independent variable (Organization Culture) and the dependent variable (Employee job satisfaction).

$$Y' = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where, Y'= the dependent variable employee job satisfaction a = y axis intercept (the constant beta value)

b₁, b₂, b₃, b₄, b₅ =beta weight for each independent variables

X₁, X₂, X₃, and X₄= representing, clan, adhocracy, market culture and hierarchy culture respectively.

e = the error term (0.05 in this case)

Taking in to consideration the unstandardized beta value in the table above, the regression equation of this particular study to the nearest decimal was written as:

$$Y=2.296+0.069x_1+0.144x_2+0.052x_3-0.241x_4+0.05$$

Findings from the equation

- For every unit increase in the value of clan culture in multinational brewery companies (Heineken and BGI Ethiopia), setting all other predictor variable to zero, the value of response variable employee job satisfaction will increase by 6.9%.
- For every unit increase in the value of adhocracy culture in multinational brewery

- companies (Heineken and BGI Ethiopia), setting all other predictor variable to zero, the value of response variable employee job satisfaction will increase by 14.4%.
- For every unit increase in the value of market culture in multinational brewery companies (Heineken and BGI Ethiopia), setting all other predictor variable to zero, the value of response variable employee job satisfaction will increase by 5.2%.
 - For every unit increase in the value of hierarchy culture in multinational brewery companies (Heineken and BGI Ethiopia), setting all other predictor variable to zero, the value of response variable employee job satisfaction decrease by 24.1%.

4.10. Discussion

The regression analysis results on the impact of organizational culture on employees' job satisfaction align with previous research findings and theories proposed by scholars such as Hellreigel & Slocum (1974), Schneider & Synder (1975), Robbins (1993), and Hutcheson (1996). These scholars have emphasized the significance of organizational culture in shaping employees' attitudes and behaviors within the workplace. Specifically, Hellreigel & Slocum (1974) and Schneider & Synder (1975) have highlighted the role of organizational culture in fostering a positive work environment conducive to employee satisfaction and performance. The positive coefficients for Clan, Adhocracy, and Market Cultures in the regression analysis support these theories, indicating that these cultural dimensions contribute to higher levels of job satisfaction among employees.

Moreover, studies by Sabri et al. (2011), Tsai (2011), Dr. Tariq Jalees and Shagufta Ghauri (2016), Mearg Hagos (2021), and Sintayehu Lemma (2020) have further explored the relationship between organizational culture and employee outcomes. These studies have demonstrated that a strong organizational culture characterized by values, norms, and practices that support employee well-being and engagement can lead to increased job satisfaction and overall organizational performance. The findings from the regression analysis, particularly the significant positive coefficients for Clan, Adhocracy, and Market Cultures, are consistent with the conclusions drawn from these studies, highlighting the importance of a supportive and positive organizational culture in enhancing employee job satisfaction.

Conversely, the negative coefficient for Hierarchy Culture in the regression analysis echoes the findings of Mikkelsen, Ogaard, and Lovrich (2000), who have highlighted the detrimental effects of hierarchical organizational cultures on employee satisfaction and motivation. Research by Mikkelsen et al. (2000) has shown that rigid hierarchical structures can lead to feelings of disempowerment, lack of autonomy, and reduced job satisfaction among employees. The strong negative impact of Hierarchy Culture on job satisfaction in the regression analysis underscores the need for organizations to address hierarchical structures and foster more inclusive and empowering cultures to enhance employee well-being. Additionally this result become divergent for the finding of Goodman et al., 2001 and Hartnell et al., 2011, which was job satisfaction and hierarchy culture are positively correlated.

In summary, the regression analysis results on organizational culture and job satisfaction are consistent with existing literature by scholars such as Hellreigel & Slocum (1974), Semene (2018), Schneider & Synder (1975), Robbins (1993), Hutcheson (1996), Sabri et al. (2011), Tsai (2011), Dr. Tariq Jalees and Shagufta Ghauri (2016), Mearg Hagos (2021), Sintayehu Lemma (2020), and Mikkelsen, Ogaard, and Lovrich (2000). These studies collectively emphasize the importance of cultivating positive organizational cultures that prioritize employee well-being, autonomy, and engagement to enhance job satisfaction and overall organizational performance. Organizations can leverage these insights to design interventions that promote a supportive culture conducive to employee satisfaction and success.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter focuses on the summary of findings, conclusions and recommendations resulting from the study. This is on the basis of the findings that have been found from the research and discussed in the previous chapter. The chapter ends with appropriate recommendations aimed at fostering to improve Performance of Multinational Companies

5.1. Summary of Major Findings

The studies aims about to investigate the Effect of Organizational Culture on Employees Job Satisfaction: In the case of selected Multinational brewery companies. The data analysis intends to accomplish the objectives of the study and answer the research questions. The total of 370 questionnaires distributed to the randomly selected staffs of HBSCE and BGI Ethiopia in order to collect data. Accordingly, 363 questionnaires were appropriately filled and returned which gives 98.11 % return rate.

The descriptive analysis of mean and standard deviation result suggest that employees in the multinational brewery companies studied had low job satisfaction levels and were not fully aligned with the organizational culture dimensions of Clan, Adhocracy, and Market Cultures. However, they strongly identified with the Hierarchy Culture within their organizations. These findings highlight potential areas for improvement in enhancing job satisfaction and aligning organizational culture with employee preferences to foster a more positive work environment and performance outcomes.

The correlation analysis resulted that organization culture dimension of clan culture ($r=0.180$ and $p<0.01$) is positively correlated with job satisfaction. Furthermore, Adhocracy Culture ($r=0.656$ and $p<0.01$) is also positively correlated with Organization culture. Market Culture ($r=0.531$ and $p<0.01$) is also positively correlated with job satisfaction. However, Hierarchy Culture ($r=-0.569$ and $p<0.01$) is also negatively correlated with job satisfaction. This implies the presence of

strong negative relationship between Hierarchy Culture and Job satisfaction, which is statistically significant.

The regression analysis results suggest that Clan, Adhocracy, and Market Cultures have positive effects on employees' job satisfaction in the selected multinational brewery companies, while Hierarchy Culture negatively impacts job satisfaction. The coefficient for Clan Culture is 0.069, with a standard error of 0.014. The coefficient is statistically significant at $p < 0.001$ ($t = 5.036$, Sig. = 0.000), suggesting that Clan Culture has a positive impact on employees' job satisfaction. The coefficient for Adhocracy Culture is 0.144, with a standard error of 0.028. The coefficient is statistically significant at $p < 0.001$ ($t = 5.155$, Sig. = 0.000), indicating that Adhocracy Culture positively influences employees' job satisfaction. The coefficient for Market Culture is 0.052, with a standard error of 0.021. The coefficient is statistically significant at $p = 0.004$ ($t = 2.478$, Sig. = 0.004), suggesting that Market Culture has a positive but relatively weaker impact on employees' job satisfaction compared to Clan and Adhocracy Cultures. The coefficient for Hierarchy Culture is -0.241, with a standard error of 0.020. This negative coefficient indicates that a one-unit increase in Hierarchy Culture is associated with a decrease of 0.241 units in employees' job satisfaction. The coefficient is highly statistically significant at $p < 0.001$ ($t = -12.083$, Sig. = 0.000), highlighting that Hierarchy Culture has a strong negative impact on employees' job satisfaction in the selected multinational brewery companies.

5.2. Conclusion

The study on the Effect of Organizational Culture on Employees' Job Satisfaction in selected Multinational brewery companies revealed that employees exhibited low levels of job satisfaction and were not fully aligned with Clan, Adhocracy, and Market Cultures within their organizations, but strongly identified with Hierarchy Culture. The correlation analysis indicated positive relationships between Clan, Adhocracy, and Market Cultures with job satisfaction, while Hierarchy Culture showed a significant negative correlation. The regression analysis further confirmed that Clan, Adhocracy, and Market Cultures positively influence job satisfaction, highlighting the importance of fostering supportive organizational cultures to enhance employee well-being and engagement while addressing hierarchical structures that may hinder job satisfaction.

5.3. Recommendations

Hence, the researcher recommends that:

- To implement interventions to strengthen Clan, Adhocracy, and Market Cultures within the organizations to enhance employee job satisfaction. This could involve promoting teamwork, innovation, and customer focus to align with these cultural dimensions.
- Provide training and development opportunities for employees to better understand and align with the preferred organizational cultures, fostering a sense of belonging and engagement within the company.
- Continuously monitor and assess the impact of organizational culture on employee job satisfaction through regular surveys and feedback mechanisms, allowing for ongoing adjustments and improvements to create a more positive work environment.
- Conduct further research to explore the specific factors within Hierarchy Culture that negatively impact job satisfaction and develop strategies to address these issues. This could involve restructuring hierarchical systems or providing additional support for employees in hierarchical roles.
- Clan culture is characterized by a family-like environment where employees are closely connected and share common values. The management of the multinational brewery companies like Heineken and BGI Ethiopia should try to create the environment that fosters a sense of belonging and friendship among employees to promote collaboration, teamwork, and a sense of belonging, which are essential factors in enhancing employee morale and satisfaction. This supportive environment can contribute to higher levels of job satisfaction as employees feel valued and supported by their peers and superiors.
- Adhocracy Culture: Adhocracy culture emphasizes innovation, risk-taking, and flexibility. Within multinational brewery companies, an adhocracy culture encourages employees to experiment with new ideas and approaches. The management of the multinational brewery companies like Heineken and BGI Ethiopia should try to create the environment that can lead to increased job satisfaction as employees are empowered to contribute creatively to the organization's success. This can contribute to higher levels of job satisfaction as employees feel empowered to contribute their ideas and make a meaningful impact within the organization.

- **Market Culture:** Market culture focuses on competitiveness, achievement, and results orientation. The management of the multinational brewery companies like Heineken and BGI Ethiopia should try to create the environment that drives employees to excel in their performance and strive for excellence. This results-driven approach can enhance job satisfaction as employees are motivated by clear goals and objectives that align with the company's competitive strategy. When employees see their efforts directly contributing to the company's success in a competitive market environment, it can enhance their job satisfaction and sense of accomplishment.
- **Hierarchy Culture:** Hierarchy culture is characterized by formalized structures, rules, and procedures. The management of the multinational brewery companies like Heineken and BGI Ethiopia should try to create the environment that provides stability and clarity in roles and responsibilities. While this type of culture may sometimes be perceived as rigid, it can also offer a sense of security and orderliness that contributes to lower employee job satisfaction. When employees understand their place within the organizational hierarchy and are not controlled for free decision-making, it can lead to greater job satisfaction reduction.

5.4 Directions for Future Researches

Future researches should apply the study the Competing Values Framework organizational culture model to investigate their impact on the employee job satisfaction in multinational brewery companies such as Heineken and BGI Ethiopia. According to the study, hierarchy culture has a significant negative effect on employees' job satisfaction. This suggests that companies that prioritize control, bureaucracy, and rigidity may find it difficult to sustain high employee satisfaction levels. It is recommended that future researchers conduct more thorough analysis of this link and explore potential mediating and moderating variables, including procedural justice, leadership development programs, employee autonomy, and skill development opportunities.

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QUESTIONNAIRE
ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MASTER OF BUSINESS ADMINISTRATION

Dear Respondents,

I am a postgraduate student of Master of Business Administration at Addis Ababa University. Currently, I am undertaking research entitled “**Effect of Organizational Culture on Employees Job Satisfaction: In the case of selected Multinational brewery companies**”. You are one of the respondents selected to participate in this study. Please assist me in giving correct and complete information to present a representative finding on the subject.

General Instructions

- Don't write your name
- Thank you in advance! If you have any more questions or need further assistance, feel free to ask anytime. Through call **0921944948** and mail **tihtina.ab27@gmail.com**

Section 1: Demographic profile

Please fill in the blanks, and put this mark (√) to indicate your choice for these items that have alternative responses.

1. Gender:

a. Male

b. Female

2. Age:

a. 21-25 Years

d. 50-60 Years

b. 26-36 Years

e. Above 60 Years

c. 37-49 Years

3. Educational background:

a. Certificate and below

b. Diploma

c. B.A/ B.Sc

e. PhD and Above

d. M.A. /M.Sc.

4. Nationality

a. Ethiopian

b. Non-Ethiopian

5. Your monthly income in Ethiopian Birr or USD

f. Less than 20,000 Birrs (\$500)

g. 20,001-60,000 Birr (\$501-\$2000)

h. 60001-100,000(\$501-\$1000)

i. 100,001-200,000 Birr (\$1001-\$2000)

j. Above 200,000 Birr (\$3501)

6. How many years have you spent serving the organization?

f. Below 3 years

h. From 9–11 years

g. From 3 –8 years

i. 12 years and above

7. Position in the organization

a. Non-Management

b. Lower-level management

c. Medium Level Management

d. Higher Level Management

SECTION 2: Organization Culture

The following statements are aimed to measure your perception towards organizational culture of Multinational companies. Please indicate your responses to each of the following statements. Indicate with a \surd in the appropriate answer box; Please rate your response as follows: 1=Strongly Disagree (SD) 2= Disagree (D) 3=Neutral(N) 4=Agree (A) 5=Strongly Agree (SA)

No	Item	1	2	3	4	5
	1. Clan Culture					
1	The organization which I worked on is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
2	The leadership in the organization which I worked on is generally considered to exemplify mentoring, facilitating, or nurturing.					
3	The management style in the organization is characterized by teamwork, consensus, and participation.					
4	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
5	The organization emphasizes human development. High trust, openness, and participation persist.					
6	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
	2. Adhocracy Culture					
1	The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.					
2	The leadership in the organization which I worked on is generally considered to exemplify entrepreneurship, innovation, or risk taking.					
3	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
4	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
5	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting					

	for opportunities are valued.					
6	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production					
	3.Market Culture					
1	The organization is very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented.					
2	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
3	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.					
4	The glue that holds the organization together is an emphasis on achievement and goal accomplishment.					
5	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
6	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
	4.Hierarchy Culture					
1	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
2	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
5	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
6	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production					

SECTION 3: Employee Job Satisfaction

The following statements are aimed to measure your job satisfaction in the organization of the company which I worked on. Please indicate your responses to each of the following statements. Indicate with a \surd -tick in the appropriate answer box; Please rate your response as follows: 1=Strongly Disagree (SD) 2= Disagree (D) 3=Neutral(N) 4=Agree (A) 5=Strongly Agree (SA)

No	Item	1	2	3	4	5
	1. Pay					
1	I feel I am being paid a fair amount for the work I do.					
2	Raises are too few and far between.					
3	I feel appreciated by the organization when I think about what they pay me.					
4	I feel satisfied with my chances for salary increases.					
	2.Promotion					
1	There is really too high chance for promotion on my job.					
2	Those who do well on the job stand a fair chance of being promoted.					
3	People get ahead as fast here as they do in other places.					
4	I am satisfied with my chances for promotion.					
	3.Supervision					
1	My supervisor is quite competent in doing his/her job.					
2	My supervisor is fair to me.					
3	My supervisor shows interest in the feelings of subordinates.					
4	I like my supervisor.					
	4.Fringe Benefit					
1	I am satisfied with the benefits I receive.					
2	The benefits we receive are as good as most other organizations offer.					
3	The benefit package we have is equitable.					
4	There are benefits we do have which we should have.					
	5.Contingent Reward					
1	When I do a good job, I receive the recognition for it that I should receive.					
2	I do feel that the work I do is appreciated.					
3	There are rewards for those who work here.					

4	I do feel my efforts are rewarded the way they should be.					
6.Operating Procedures						
1	Many of our rules and procedures make doing a good job difficult.					
2	My efforts to do a good job are seldom not blocked by red tape.					
3	I have too much to do at work.					
4	I have too much paperwork.					
7.Coworkers						
1	I like the people I work with.					
2	I find I have to work harder at my job because of the incompetence of people I work with.					
3	I enjoy my coworkers.					
4	There is no bickering and fighting at work.					
8.Nature of Work						
1	I sometimes feel my job is meaningful.					
2	I like doing the things I do at work.					
3	My job is enjoyable.					
9.Communication						
1	Communications seem good within this organization.					
2	The goals of this organization are clear to me.					
3	I often feel that I do know what is going on with the organization.					
4	Work assignments are fully explained.					

Thank You

ውድ ምላሽ ሰጪዎች፣

በአዲስ አበባ ዩኒቨርሲቲ የቢዝነስ አስተዳደር ሁለተኛ ዲግሪ ተማሪ ነኝ። በአሁኑ ጊዜ **"ድርጅታዊ ባህል በሰራተኞች ላይ የሚያሳድረው ተጽእኖ የስራ እርካታ፡- በተመረጡት አለም አቀፍ ቢራ ፋብሪካዎች"** በሚል ርዕስ ምርምር እያካሄድኩ ነው። በዚህ ጥናት ላይ ለመሳተፍ ከተመረጡት ምላሽ ሰጪዎች አንዱ ነኝ። በርዕሰ ጉዳዩ ላይ የተወካይ ግኝትን ለማቅረብ ትክክለኛ እና የተሟላ መረጃ ለመስጠት እባክትን ይተባበሩኝ።

አጠቃላይ መመሪያዎች

- ስምዎትን አትጻፉ
- የቀደመ ምስጋና! ተጨማሪ ጥያቄዎች ካሉዎት ወይም ተጨማሪ እርዳታ ከፈለጉ በማንኛውም ጊዜ ለመጠየቅ ነፃነት ይሰማዎ። በ **0921944948** ይደውሉ እና በ **tihtina.ab27@gmail.com** ይላኩ

ክፍል 1 ጥቅል መረጃ መገለጫ

እባክዎን ባደውን ይሙሉ እና ይህንን ምልክት (✓) ያድርጉ ለእነዚህ አማራጭ ምላሾች ምርጫዎን ያመልክቱ።

1. ጾታ፡

ሀ. ወንድ

ቆ. ሴት

1. ዕድሜ፡-

a. 21-25 ዓመታት

d. 50-60 ዓመታት

b. 26-36 ዓመታት

e. ከ 60 ዓመታት በላይ

c. 37-49 ዓመታት

2. የትምህርት ዳራ፡

a. የምስክር ወረቀት እና ከዚያ በታች

d. ኤም.ኤ / ኤም.ኤስ.ሲ.

b. ዲፕሎማ

e. ፒኤችዲ

c. ቢኤ / ቢ.ኤስ.ሲ

3. ዜግነት

a. ኢትዮጵያዊ

b. ኢትዮጵያዊ ያልሆነ

4. ወርሃዊ ገቢዎ በኢትዮጵያ ብር ወይም ዶላር

a. ከ20,000 ብር በታች (500 ዶላር)

d. 60001-100,000(\$501-\$1000)

b. 20,001-60,000 ብር (\$501-\$2000)

e. ከ200,000 ብር በላይ (3501 ዶላር)

c. 100,001-200,000 ብር (1001-2000 ዶላር)

2. ድርጅቱን በማገልገል ስንት አመት አሳልፈዋል?

a. ከ 3 ዓመት በታች

c. ከ 9-11 ዓመታት

b. ከ 3-8 ዓመታት

d. 12 ዓመት እና ከዚያ በላይ

3. በድርጅቱ ውስጥ አቀማመጥ

አስተዳደር ያልሆነ

a. አስተዳደር ያልሆነ

b. ዝቅተኛ ደረጃ አስተዳደር

c. መካከለኛ ደረጃ አስተዳደር

d. የከፍተኛ ደረጃ አስተዳደር

ክፍል 2: የድርጅት ባህል

የሚከተሉት መግለጫዎች ስለ መልዕክተኛና ድርጅታዊ ባህል ያለዎትን አመለካከት ለመለካት ያለመ ነው። ኩባንያዎች እባክዎን ለእያንዳንዳቸው ለሚቀጥሉት መግለጫዎች የእርስዎን ምላሽ ያመልክቱ። በተገቢው የመልስ ሳጥን ውስጥ በ √ ያመልክቱ; እባክዎን ምላሽዎን እንደሚከተለው ደረጃ ይስጡ፡1= በጣም አልሰማማም 2= አልሰማማም 3=ገለልተኛ 4=እስማማለሁ 5=በጣም እስማማለሁ

አይ	ንጥል	1	2	3	4	5
	1. Clan ባህል					
1	የሰራሁበት ድርጅት በጣም የግል ቦታ ነው እንደ ትልቅ ቤተሰብ ነው። ሰዎች ራሳቸውን ብዙ የሚጋሩ ይመስላሉ።					
2	የሠራሁበት ድርጅት ውስጥ ያለው አመራር እኔ በአጠቃላይ እንደ መካሪ፣ ማመቻቸት ወይም መንከባከብ እንደ ምሳሌ ይቆጠራል።					
3	በድርጅቱ ውስጥ ያለው የአስተዳደር ዘይቤ በቡድን በመተባበር፣ በመግባባት እና በመሳተፍ ይታወቃል።					
4	ድርጅቱን አንድ ላይ የሚይዘው (glue) ታማኝነት እና የጋራ መተማመን ነው ስለዚህ ድርጅት ቁርጠኝነት ከፍተኛ ነው።					
5	ድርጅቱ የሰውን ልማት አጽንዖት ይሰጣል። ከፍተኛ እምነት፣ ግልጽነት እና ተሳትፎ ያንቷል።					
6	ድርጅቱ ስኬትን የሚገልጸው በሰው ሃይል ልማት፣ በቡድን መስራት፣ የሰራተኞች ቁርጠኝነት እና ለሰዎች መቆርቆር መሰረት በማድረግ ነው።					
	2. Adhocracy ባህል					
1	ድርጅቱ በጣም ተለዋዋጭ እና ሥራ ፈጣሪ ቦታ ነው። ሰዎች አንገታቸውን ለማንሳት እና አደጋዎችን ለመውሰድ ፈቃደኞች ናቸው።					
2	ውስጥ ያለው አመራር እኔ የሠራሁበት ድርጅት በአጠቃላይ ሥራ ፈጣሪነትን፣ ፈጠራን ወይም አደጋን እንደ ምሳሌ ያሳያል።					
3	በድርጅቱ ውስጥ ያለው የአስተዳደር ዘይቤ በግለሰብ አደጋ፣ ፈጠራ፣ ነፃነት እና ልዩነት ተለይቶ ይታወቃል።					
4	ድርጅቱን አንድ ላይ የሚይዘው ሙሴ ለፈጠራ እና ለልማት ቁርጠኝነት ነው። በቆራጥነት ላይ መሆን ላይ አጽንዖት አለ።					
5	ድርጅቱ አዳዲስ ሀብቶችን ማግኘት እና አዳዲስ ፈተናዎችን መፍጠር					

	ላይ አፅንዖት ይሰጣል። አዳዲስ ነገሮችን መሞከር እና እድሎችን መፈለግ ትልቅ ዋጋ አለው።					
6	ድርጅቱ ስኬትን በውጤታማነት መሰረት ይገልጻል። ጥገኛ መላኪያ ፣ ለስላሳ የጊዜ ሰሌዳ እና ዝቅተኛ-ወጭ ምርት					
	3. Market ባህል					
1	ድርጅቱ በጣም ውጤት-ተኮር ነው። ዋናው ጉዳይ ሥራውን ማከናወን ነው። ሰዎች በጣም ተወዳዳሪ እና ስኬት-ተኮር ናቸው።					
2	በድርጅቱ ውስጥ ያለው አመራር በአጠቃላይ ምንም-የማይረባ፣ ጠብ አጫሪ፣ ውጤት-ተኮር ትኩረትን እንደ ምሳሌ ይቆጠራል።					
3	በድርጅቱ ውስጥ ያለው የአስተዳደር ዘይቤ በግለሰብ አደጋ, ፈጠራ, ነፃነት እና ልዩነት ተለይቶ ይታወቃል።					
4	ድርጅቱን አንድ ላይ የሚይዘው ሙጫ በስኬት እና በግብ ስኬት ላይ አፅንዖት ይሰጣል።					
5	ድርጅቱ የውድድር ድርጊቶችን እና ስኬትን ያጎላል። የተዘረጉ ኢላማዎችን መምታት እና በገበያ ቦታ ማሸነፍ የበላይ ናቸው።					
6	ድርጅቱ ስኬትን በገበያ ቦታ በማሸነፍ እና ከውድድሩ በልጥ በመነሳት ይገልጻል። ተወዳዳሪ የገበያ አመራር ቁልፍ ነው።					
	4. Hierarchy ባህል					
1	ድርጅቱ በጣም ቁጥጥር ያለው እና የተዋቀረ ቦታ ነው። መደበኛ ሂደቶች በአጠቃላይ ሰዎች የሚያደርጉትን ይገዛሉ።					
2	በድርጅቱ ውስጥ ያለው አመራር በአጠቃላይ የማስተባበር፣ የማደራጀት ወይም ለስላሳ ሩጫ ቅልጥፍናን እንደ ምሳሌ ይቆጠራል።					
3	በድርጅቱ ውስጥ ያለው የአስተዳደር ዘይቤ በሥራ ደህንነት, በተጣጣሙ ሁኔታ, በመተንበይ እና በግንኙነቶች ውስጥ መረጋጋት ይታወቃል።					
4	ድርጅቱን አንድ ላይ የሚይዘው ሙጫ መደበኛ ደንቦች እና ፖሊሲዎች ናቸው። ለስላሳ አደረጃጀት ማቆየት አስፈላጊ ነው።					
5	ድርጅቱ ዘላቂነት እና መረጋጋት ላይ አፅንዖት ይሰጣል። ውጤታማነት, ቁጥጥር እና ለስላሳ ስራዎች አስፈላጊ ናቸው።					
6	ድርጅቱ ስኬትን በውጤታማነት መሰረት ይገልጻል። ጥገኛ መላኪያ ፣ ለስላሳ የጊዜ ሰሌዳ እና ዝቅተኛ-ወጭ ምርት					

ክፍል 3: የሰራተኛ የስራ እርካታ

የሚከተሉት መግለጫዎች በድርጅቱ ውስጥ ያለዎትን የሥራ እርካታ ለመለካት የታለሙ ናቸው። የሰራተኛውን ድርጅት እባክዎን ለሚከተሉት መግለጫዎች ለእያንዳንዱ ምላሽዎን ያመልክቱ። በተገቢው የመልስ ሳጥን ውስጥ በ √ - ምልክት ያመልክቱ; እባክዎን ምላሽዎን እንደሚከተለው ደረጃ ይስጡ፡ 1= በጣም አልሰማማም (ኤስዲ) 2= አልሰማማም (D) 3=ገለልተኛ(N) 4=እስማማለሁ (A) 5=በጣም እስማማለሁ (SA)

አይ	ንጥል	1	2	3	4	5
	1. ክፍያ					
1	ለሰራተኛ ስራ ተመጣጣኝ ክፍያ እየተከፈለኝ እንደሆነ ይሰማኛል።					
2	ጭማሪዎች በጣም ጥቂት ናቸው እና በመካከላቸው በጣም የራቁ ናቸው።					
3	የሚከፍሉኝን ሳስብ ድርጅቱ እንደሚያደንቀኝ ይሰማኛል።					
4	ለደሞዝ ጭማሪ እድሎች ረክቻለሁ።					
	2. ማስተዋወቅ					
1	በስራዬ ላይ የማስተዋወቅ እድሉ በጣም ከፍተኛ ነው።					
2	በስራው ጥሩ የሚሰሩ ሰዎች የደረጃ እድገት የማግኘት እድላቸው ሰፊ ነው።					
3	በሌሎች ቦታዎች እንደሚያደርጉት ሰዎች እዚህ በፍጥነት ይቀድማሉ።					
4	የማስተዋወቅ እድሎቼን ረክቻለሁ።					
	3. ክትትል					
1	የእኔ ተቆጣጣሪ ስራውን ለመስራት ብቁ ነው።					
2	ተቆጣጣሪዬ ለእኔ ፍትሃዊ ነው።					
3	የእኔ ተቆጣጣሪ የቦታ ሰዎችን ስሜት ፍላጎት ያሳያል።					
4	ተቆጣጣሪዬን እወዳለሁ።					
	4. የተለያዩ ጥቅማ ጥቅሞች					
1	ባገኝኋቸው ጥቅማ ጥቅሞች ረክቻለሁ።					
2	የምናገኛቸው ጥቅማ ጥቅሞች አብዛኛዎቹ ሌሎች ድርጅቶች እንደሚያቀርቡት ጥሩ ነው።					
3	ያለን የጥቅም ጥቅል ፍትሃዊ ነው።					

4	ሊኖረን የሚገቡ ጥቅሞች አሉ።						
5. ሽልማት							
1	ጥሩ ስራ ስሰራ መቀበል ያለብኝን እውቅና እቀበላለሁ።						
2	የምሰራው ስራ አድናቆት እንዳለኝ ይሰማኛል።						
3	እዚህ ለሚሰሩ ሰዎች ሽልማቶች አሉ.						
4	ጥረቴ መሆን ባለበት መንገድ የሚክስ እንደሆነ ይሰማኛል።						
6. የአሰራር ሂደቶች							
1	ብዙዎቹ ደንቦቻችን እና አካሄዶቻችን ጥሩ ስራ ለመስራት አስቸጋሪ ያደርጉታል።						
2	ጥሩ ስራ ለመስራት የማደርገው ጥረት አልፎ አልፎ በቀይ ቴፕ አይዘጋም።						
3	በሥራ ቦታ የምሠራው ብዙ ነገር አለኝ።						
4	በጣም ብዙ ወረቀት አለኝ።						
7. የሥራ ባልደረቦች							
1	አብሬያቸው የምሰራውን ሰዎች እወዳለሁ።						
2	አብሬያቸው የምሰራቸው ሰዎች ብቃት ማነስ የተነሳ በስራዬ የበለጠ መስራት እንዳለብኝ ተገንዝቤያለሁ።						
3	የስራ ባልደረቦቼን ደስ ይለኛል.						
4	በሥራ ቦታ ጠብ እና ጠብ የለም።						
8. የስራ ተፈጥሮ							
1	አንዳንድ ጊዜ ሥራዬ ትርጉም ያለው እንደሆነ ይሰማኛል።						
2	በሥራ ቦታ የማደርጋቸውን ነገሮች ማድረግ እወዳለሁ።						
3	ሥራዬ አስደሳች ነው።						
9. የእስበርስ መግባባት							
1	የእስበርስ ግንኙነት በዚህ ድርጅት ውስጥ ጥሩ ይመስላል።						
2	የዚህ ድርጅት አላማ ግልጽ ሆኖልኛል።						
3	ብዙ ጊዜ ከድርጅቱ ጋር ምን እየተካሄደ እንዳለ እንደማውቅ ይሰማኛል።						
4	የሥራ ምደባዎች ሙሉ በሙሉ ተብራርተዋል.						

አመሠግናለሁ ።