



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

**Effect of Organizational Culture on Employees' Engagement: A  
case of Heineken Breweries Share Company**

**A Thesis Submitted to Addis Ababa University, College of Business and  
Economics, in Partial Fulfillment for the Requirements of the Degree of  
MBA in Management.**

**By: Yulian Berhane**

June 2024

Addis Ababa, Ethiopia

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**Advisor: Hailemariam G. (PhD)**

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## DECLARATION

I the undersigned, hereby certify that this study entitled —Effect of organizational culture on Employees' engagement Heineken breweries share company is the result of my own effort under the supervision of Dr. Hailemariam G. (PhD). All materials used in this thesis have been properly cited. I also confirm that the thesis was not submitted in part or in whole to any other higher-learning institution for the purpose of earning a degree.

Name of student: Yulian Berhane

Signature: \_\_\_\_\_

June 2024

## **STATEMENT OF CERTIFICATE**

This is to certify that Yulian Berhane has carried out her research work on the topic —Effect of organizational culture on Employees’ engagement Heineken breweries share company| for the partial fulfillment of the required degree of (MBA) at Addis Ababa university department of Management. This study is an original work and not submitted earlier for any degree either at this University or any other Universities and is suitable for submission of degree of MBA in Management.

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Advisor: Hailemariam G. (PhD)

# BOARD OF EXAMINERS APPROVAL SHEET

ADDIS ABABA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
MBA PROGRAM

**Effect of Organizational Culture on Employees' Engagement: A  
case of Heineken Breweries Share Company**

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***Yulian Berhane***

## **ABSTRACT**

*The study has sought the effects of organizational culture on employees' engagement in Heineken brewery share company. The study used quantitative research method and explanatory research design to objectively answer the proposed research questions. Stratified Random Probability sampling technique was used to select the employees' Descriptive analysis, Pearson correlation, analysis of variance (ANOVA) and regression were carried out to analyze the data using SPSS version 27. Descriptive analysis was used to determine which culture is dominant in the company and the level of their engagement and Regression analysis was used to assess the effects of organizational culture on the employees' engagement. The study shows that there is positive relationship between most of the organizational culture (Clan culture, Market culture and Hierarchy culture) and employees' engagement. However, a significant effect was not identified for Adhocracy culture on employees engagement. Thus, Clan culture is the most dominant organizational culture traits with beta value 0.371, followed by Hierarchy culture (B=.213), Market culture (B=.148) and Adhocracy culture (B=.064). The significance level of Clan culture, Hierarchy culture, Market culture, Adhocracy culture is 000, .004, .046 and .366 respectively. This implies that there is statistically significant relationship between all cultures and the employee's engagement with the exception of Adhocracy culture. Therefore, the null hypotheses related to Hierarchy culture, Market culture, Clan culture, were rejected and Adhocracy culture was accepted. Based on the findings, the study recommends that Heineken brewery share company should focus on other Cultural Aspects: Since adhocracy culture does not seem to impact engagement, explore other cultural dimensions such as Clan Culture: Emphasizing a family-like environment, with a focus on collaboration, communication, and employee development. Market Culture: Focus on competitiveness, goal achievement, and productivity which might resonate better with the employees.*

**Keywords:** *Clan culture, Adhocracy culture, Market culture, Hierarchy culture and Employees engagement*

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# Chapter one

## Introduction

### 1.1 Background of the study

Employee engagement is the strength of the mental and emotional connection employees feel toward the organization that they work for, their team, and their work. It's about how emotionally invested employees are in their work and the organization's goals. Engaged employees typically display a high degree of commitment, are more productive, and contribute positively to the company culture. (Lencioni, P. 2015). Employee engagement has been defined as a favorable work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Vigor refers to the energy and resilience an employee exhibits in their work, while dedication is related to feeling enthusiastic and motivated (Turner, 2020). Absorption describes the state of being fully immersed and focused on one's work tasks (Schaufeli & Bakker, 2004).

According to Schaufeli & Salanova (2007), the different aspects of Employee engagement are vigor, dedication and absorption. High level of energy and mental fortitude when working, the willingness to put effort into one's task, and persistence even in the face of setbacks are characteristics of vigor. A sense of significance, passion, inspiration, pride, and challenge are traits of dedication. The last aspect of work engagement is absorption, in which time flies by swiftly and one finds it difficult to step away from it.

Employee engagement of an organization depends on its ability to engage its workforce. One of the variables considered by various scholars as influential towards workers' levels of engagement is organizational culture. The concept of culture is not exclusive to people or societies. Companies and Organizations can also have their own culture as it is composed of various people from different background. Organizational culture can be challenging to describe and assess because it has an intangible nature. Hence, how employees perceive the company is a reliable indicator of culture (Catherine Raef, 2020).

The outcome or success of organizations can be impacted by the organizational culture, either positively or negatively, and this impacts employee engagement. (Jacob M., 2017). Correlation between employee engagement and company culture has been discussed numerous times by different scholars (Alarcon and Tartaglia, 2010). An organization's culture will typically be more positive than it would be if it did not live out its ideas through

communication, fairness, and encouragement. An organization's culture will generally be healthier if it places a strong emphasis on employee development and rewards good performance. (Jacob Morgan, 2017) Setting reasonable goals, showing appreciation and acknowledgment, and encouraging transparency are further ways that organizations can build a positive company culture. Moreover, organization should strive to create a safe environment for employees to ask question, provide feedback, and voice concerns (Ngozi Evangeline N. & Olalekan A. 2021).

Organizational culture is a critical factor that shapes the overall work environment and significantly influences employee engagement within an organization. Organizational culture refers to the shared values, beliefs, attitudes, and behaviors that characterize the unique identity and operating norms of a company (Schein E., (2018). It serves as the foundation for the way employees interact, collaborate, and approach their work. Organizational culture can also shape how employees view the organizational values, how employees view their roles and how they view leadership. A positive organizational culture encourages employees to be engaged by building trust and creating an environment where employees feel respected, valued, and empowered. It can increase motivation and enable employees to contribute to the organization's success in a meaningful way. On the other hand, a negative organizational culture can lead to demoralization and decreases engagement among employees. (Rasak B., 2022).

According to Elizabeth (2017) there are four types of organizational culture and these cultures are :- Hierarchy, Market, Clan, and Adhocracy. Based on her research, all types of cultures affect employee's job satisfaction in the Ministry of Science and Technology and clarified that the Ministry's prevailing culture was adhocracy.

Many scholars have demonstrated several studies on the relationship between different types of organizational culture and employee's engagement. (Vasanth and Durgadevil, 2017) showed that clan culture and hierarchy culture have a positive outcome on performance and employees' engagement, but adhocracy culture has negative effect on employee's engagement. To the contrary, (Sweta C. and Sagar, 2020) argue that adhocracy culture has a positive effect and hierarchy culture has a negative effect on performance. It is also discovered that clan culture has positive effect on both performance and employee engagement. All the scholars mentioned confirmed that all four organizational culture types,

meaning: (clan, adhocracy, market, and hierarchy cultures) had a substantial impact on employee engagement.

Despite the fact that numerous studies have been done on —The effect of organizational culture on employees' engagement in other countries, there hasn't been any research done on employees' engagement in the Ethiopian and specifically on Companies that work on the manufacturing sector. Hence this research emphasizes on addressing these gaps by clarifying the effect of organizational culture on employee's engagement at Heineken Breweries Share Company (Heineken Ethiopia).

Currently there are seven breweries with more than 25 Beer and Malt Brands and in Ethiopia. Manufacturing beer and malt beverages has become a major investment in the food and beverage industry, drawing large international corporations. One of the well-known and current market leader brewery in the country is Heineken Ethiopia. This study will provide a descriptive analysis on the effect of organizational culture on employee's engagement at Heineken Ethiopia.

Heineken Ethiopia, a multinational company owned by Dutch investors, entered the beer market through the acquisition of Bedele and Harar breweries from the government in 2012 and by building its new brewery at a greenfield site in Kilinto on 2015. Even though the company initially functioned as three entities (Heineken Breweries Share Company, Harar Brewery Share Company and Bedele Brewery Share Company), these companies merged as one entity Heineken Ethiopia as of 2022.

Based on an interview had with the sales director of the company, the brewery started with an initial production capacity of 1.5M hectoliters and was able to meet the target of selling 5M hectoliter as of beginning of 2024. Heineken Ethiopia's mission is to create value by exciting its consumers with a great Portfolio of Brands and by being a Partner for Growth in the communities in which it operates. The company currently produces 9 alcoholic beer brands including its' flagship Heineken beer and 3 nonalcoholic beer brands. The brands include: Walia 33cl, Walia 50cl, Walia Draft, , Heineken b33cl, Bedele Special 33cl, Bedele Special 50 cl, Harar 33cl and Harar 50 cl for the alcohol section . The Brands Sofi Malt, Bertat and Buckler.

## 1.2 Statement of the problem

The statement of the problem in this research revolves around the imperative to examine the influence of organizational culture on employees' engagement within Heineken Ethiopia. The primary questions center on understanding the specific aspects of organizational culture that impact employee engagement and the potential for enhancing organizational practices to improve overall engagement levels. Additionally, the study seeks to investigate the current state of employee engagement within the context of Heineken Brewery and to identify any deficiencies in organizational culture that may be hindering optimal employee engagement. This study examines the impact of organizational culture on employee engagement following a merger between three previously separate companies. The problem statement recognizes that when organizations merge, the differing cultures of the previously independent entities can significantly influence employee attitudes and behaviors in the new, combined organization.

Study done on Managing people indicated that organizational culture is a competitive advantage that most companies either don't recognize or fail to recognize. But when properly implemented, this can help keep the best employees, increase performance and productivity, and develop workers who are accountable, autonomous, and self-sufficient (Gibson et al., 2020).

A survey of the pertinent literature reveals that little research has been done on corporate culture as a gauge of employee engagement, particularly in the public sector of developing nations like Ghana (Brenyah R. and Obuobisa D., 2017).

Considering the merger of the three companies (Harar Brewery, Bedele brewery and heineken Breweries S.C) the study examines the impact of organizational culture on employee engagement following a merger between them. The problem statement recognizes that when organizations merge, the differing cultures of the previously independent entities can significantly influence employee attitudes and behaviors in the new, combined organization. The goal of this research is to understand how the unique organizational cultures of the three merged companies affect employee engagement and outcomes after the merger is complete. Specifically, the study aims to investigate the relationships between the distinctive organizational cultures, and employee's engagement post-merger environment.

In order to be the employer of choice for the industry's brightest talents, Heineken aspires to attract, develop, and retain the most brilliant individuals possible. Heineken is built on five basic ideals that guide and define how its employees should behave in order to accomplish

this. These include prioritizing the client, encouraging teamwork, conducting themselves in a professional and ethical manner in all they do, being willing to make any required adjustments, and watching out for the community they serve and whose members are their clients. Heineken has a diverse staff, which fosters a welcoming work environment. Heineken understands the value of leadership. Heineken invests in leadership, believes in strong and sound leadership, and regularly develops their leaders through highly interactive and experiential courses in order to engage workforce. In terms of hiring practices, Heineken engages its staff by making sure that all qualified candidates are given the chance to work for the company, regardless of their gender, age, ethnicity, marital status, disability, religious affiliation, or political leanings and beliefs. Heineken offers performance-based compensation that are competitive and follows the ownership philosophy because it understands the role that rewards and recognition play in boosting employee engagement. Employee engagement increases as a result of knowing that their efforts are appreciated. Heineken engages the staff by regularly training and developing them, managing performance, and conducting talent reviews. (Heineken Ethiopia Human Resource policy 2020).

The effect of organizational culture on employee engagement in the Ethiopian brewery business, and specifically the Heineken brewery, has not been explained in any of the several countable studies on organizational culture and employee engagement that the researcher has examined. In order to solve this issue, this thesis looks into how organizational culture affects employee engagement at Heineken. Because the company depends on its high-performing employees to maintain a positive corporate culture, studying this disparity is crucial.

when organizations undergo significant changes, such as mergers or acquisitions, the clash of differing organizational cultures can disrupt employee engagement and lead to negative outcomes (Cartwright and Cooper, 1993). In the context of a merger between three previously independent companies, the problem statement for this study centers on examining the effect of the varying organizational cultures on employee engagement within the newly combined Heineken Ethiopia organization.

### 1.3 Research Questions

To achieve the best possible outcome from this research, the following fundamental questions must be answered.

- ❖ What type of organizational culture is perceived to exist at Heineken Ethiopia?

- ❖ What is the level of employee's engagement at Heineken Ethiopia?
- ❖ What is the effect of organizational culture which exists at Heineken Ethiopia on engagement of its employees?
  1. What is the level of Clan Culture effect on engagement on employees of Heineken Ethiopia?
  2. What is the level of Adhocracy Culture effect on engagement on employees of Heineken Ethiopia?
  3. What is the level of Market Culture effect on engagement on employees of Heineken Ethiopia?
  4. What is the level of Hierarchy Culture effect on engagement on employees of Heineken Ethiopia?

## 1.4 Objective of the study

### *1.5.1 General objective*

The primary goal of this study is to investigate the extent to which organizational culture influences the engagement of the employees at Heineken Breweries S.C.

The overall goal is to provide Heineken and similar organizations with a better understanding of the key cultural levers they can utilize to cultivate a highly engaged workforce, which can translate to enhanced organizational performance and competitiveness.

### *1.5.2 Specific objective*

The key objectives of this study are:

- ✓ Determining what type of organizational culture exists within the organization from the perspective of the employees.
- ✓ Evaluating the general level of employee engagement within the Organization.
- ✓ Exploring the relationships between the four key organizational culture types (Clan, Adhocracy, Market, Hierarchy) and employee engagement at Heineken Ethiopia.

## 1.5 Significance of the study

The study provides a concise overview of how various elements of organizational culture affects employee engagement. It aims to contribute knowledge on leveraging organizational culture to enhance employee engagement. By categorizing organizational cultures into four

distinct groups, the study will determine which types of cultures are more effective at engaging employees compared to others.

Besides the above mentioned objectives, the study is significant in that:-

- ❖ It alerts the organization's management to the current cultural environment within the company and prepares them to take necessary action, if necessary
- ❖ It serves as the voice for the employees; because it lets the concerned parties get informed of what is on the employees' side.
- ❖ It facilitates the researcher's acquisition of a deeper and more comprehensive understanding of the subject.
- ❖ Furthermore, this research paper can serve as a reference material either to students or researchers who want to undertake further research on the same or related topics in future.

### 1.6 Scope of the study

The focus of the study is an analysis of how organizational culture affects employees' engagement in the context of employees of Heineken Ethiopia. The ultimate scope of the research is restricted to study a possible link between the different organizational cultures and employee engagement at Heineken Brewery S.C Ethiopia. Only employees working at the Head office and employees at —Kilintoll brewery were considered in the data collection. This research did not include employees who work at Bedele and Harar Breweries, due to time and economical constraints, 240 sample respondents were selected from the total population of 619 permanent employees (Human Resource Department) of Heineken with 95% confidence level. Questionnaire and interview were used to collect data because this data collection tools are suitable with the study. Analysis of the study was done by using SPSS Version27.

### 1.7 Limitation of the study

The study and its application may not be applicable directly to other Heineken offices operating outside Ethiopia. It is therefore important to note that it can only be used for comparative purposes and not any direct application in any other geographical locations. The responses of the respondents sometimes might be biased in which the skill and experience of the research participant highly determine the result of the research. This study took some of

the dimensions of organizational culture. Future research can adopt more and different dimensions that might affect the Employee turnover intention. Even though the researcher tries to encompass employees of different levels, the result of the finding may not be generalized. However, future research could address these limitations.

## Chapter Two

### Review of Related Literature

#### **Introduction**

The three sections of this chapter are the conceptual framework, the empirical review, and the theoretical review. The goal of the chapter is to outline the theoretical and empirical underpinnings of this area of study. The second part of this paper provides a review of various empirical studies on organizational culture and related corporate realities, while the first part focuses on the theoretical underpinnings. It is intended that readers will have a better understanding of organizational culture and how it impacts other organizational behaviors, such as employee engagement, by the end of this chapter. Additionally, this chapter concludes with the presentation of the study's conceptual framework.

#### **2.1. Theoretical Review**

##### **2.1.1 Concepts and definitions of Organizational Culture**

Several industry professionals have been at odds over the definition and concept of organizational culture for more than a decade. It is in the field of social anthropology that the word "culture" first appeared. The word "culture" was coined to refer to any specific group's traits that are passed down from one generation to the next in a very broad and comprehensive sense. (Kotter, 2004).

On research conducted on —Management and organizational Behavior‖ in London, culture is defined as —how things are done around here” (Mullins, 2004). The author added that, it is imperative that we consider the influence of "Organizational Culture" in order to establish a culture that can yield positive outcomes.

According to Philip Atkinson (2012), Culture is the framework, the binding agent that combines individuals and procedures to produce outcomes. The organization's physical procedures and activities which ought to be directed toward better performance are mapped out by the culture. The organization's culture ought to become the primary factor driving its forward motion.

In a recent article in Harvard Business Review, the writers said that Organizational culture is an organizations' implicit social structure, influencing attitudes and actions in a variety of long-lasting ways. Within a group, cultural norms establish what is acceptable or unacceptable. When an organization's culture is properly in line with individual needs, motivations, and values, it can generate a great deal of energy towards a common goal and help it flourish (Groysberg B.et. al. 2018).

On research conducted in South Korea titled —Organizational learning culture, and employee creativity| the Authors mentioned that, the driving force behind a company's profitability is its organizational culture, which empowers staff members to learn new skills and generate creative ideas. (Min H. et. al. 2013)

Researchers as well as practitioners continue to find studies on organizational culture to be popular (Bayanova et al., 2019). An organization's shared values, customs, and beliefs are referred to as its organizational culture by its members. Furthermore, each organization has a distinct culture; some seem to have a stronger and more ingrained culture than others. (O'Riordan 2015).

Based on recent research conducted in Ethiopia, Clan culture is the most prevalent organizational culture type, according to regression analysis, and all four organizational culture types—market, hierarchy, adhocracy, and clan—have positive relationships with employee performance and statistically significant results. (Elifneh Y. and Embilo T., 2023)

According to Abbas (2017) organizational culture can be thought as a value system that is held and represented by organizational members which distinguishes one organization from another organization. It is said to be a set of basic assumptions that a company has discovered, created, or imagined as it learns to do things handle its challenges related to internal incorporation and external adaptation.

On research done at Saudi Arabia to reveal the enabler factors that contribute most to employee engagement, it was found that organizational culture has a significant positive influence on employee engagement (Al Shehri et al. 2017).

Although the term "organizational culture" has many definitions, organizational culture generally refers to the organizational values communicated through norms, artifacts, and observed in behavioral patterns. The attitudes, emotions, and behaviors of workers are shaped by the organizational culture, which is comprised of shared standards, values, and beliefs. Members of an organization pick up culture through symbols, communication networks, resources and services, and socialization and training. (Schein, 2018).

Organizational culture can be defined broadly as a set of unspoken norms, values, beliefs, attitudes, and presumptions that influence how individuals behave and complete tasks. Values are the things that are thought to be significant about the behavior of individuals and organizations. Norms are the unspoken guidelines for conduct. The definition highlights that abstractions like values and norms that permeate an organization's entirety or just a portion of it are of concern to organizational culture. Another way to think of culture is as a "shorthand for the subjective aspects of organizational life." (Sweta C. and Sagar, 2020).

### *2.1.2 Characteristics of organization culture*

Organizational culture is understood as the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration. It is thus taught to new members of the organization as the proper way to perceive, think, and feel concerning those problems. Therefore, ideas, opinions, and values that serve as a guide for both new and seasoned employees make up organizational culture (Leovaridis and Cismaru 2016).

Schein, (2018) states that culture is ever evolving and permeates every aspect of human functioning. To gain a deeper comprehension of this system of underlying presumptions, extensive analysis and careful observation which are typically unconscious are recommended.

Each organization develops and maintains its own culture, which establishes standards and limits for its members' behavior. According to (Dasanayaka and Mahakalanda 2008), Organizational culture is made up of seven traits that are ranked from high to low in importance. Each organization has a unique value for each of these traits, which when combined constitute the culture of the organization. These cultures include the following.

- Outcome orientation: is the extent to which management places more emphasis on the products or outcomes than on the methods and procedures employed to get there.
- Aggressiveness: is the extent to which a person is competitive and aggressive as opposed to laid back.
- Team orientation: is the extent to which tasks are structured more around groups than individual employees.
- Innovation and risk-taking: is how much staff members are urged to be creative and take chances.
- People orientation: is the extent to which management choices consider how decisions will affect individuals within the organization.
- Attention to detail: is the level of accuracy, analysis, and detail-oriented behavior expected of employees.
- Stability: The extent to which organizational actions prioritize preservation of the status quo over expansion.

### *2.1.3 Types of Organizational Culture*

Any entity's culture can be viewed from two perspectives. One focus is on organic processes (flexibility and dynamism) versus machine-like processes firmness and control, and another is on internal conservation (leveling and incorporation) versus external relationships (competition and distinction) (Cameron and Quinn, 2006). According to Krog (2014), fusing these two opposing sets of values produces four distinct cultural types. These four elements of organizational culture are as follows:

#### **Clan Culture**

Any entity's culture can be viewed from two perspectives. One focus is on internal conservation, which includes leveling and Clan cultures focus on mentoring, supporting, and carrying out tasks and roles as a family, much like a familial corporate environment. It places more emphasis on goals and values that are shared and agreed upon. Clan cultures are characterized by a welcoming work atmosphere where employees get along well, much like a family. It's basically resembles to having extended family or having a large family. Abubakar A. , et. al. (2019). Clan culture creates a very peaceful work environment where there is a lot of interpersonal communication and an overall sense of extended family. (Cameron and Quinn, 2006).

In order to evaluate the effects of organic organizational cultures, product strategy, and firm performance on market responsiveness, researchers employed survey design and conducted a study in China. The study claims that clan culture is an organic kind of culture that improves one's capacity to accomplish greater success in the creation of new products and the implementation of changes. (Wei, Y., et. al. 2014)

An organization that has a clan culture tends to concentrate on people's personal issues and worries. It's a welcoming workplace where employees share a piece of themselves. A leader is thought of as a paterfamilias with practically limitless powers. The organization endures because of its adherence to family values and customs. (Pushnykh & Chemeris, 2006). The Clan culture attaches great importance to teamwork, participation, consensus, morale, and loyalty. In this culture, success was defined in terms of sensitivity to customers in clan culture-oriented organizations. In clan culture, members see themselves as a part of one big family that is active and involved. Some basic assumptions are that in an environment that is managed through teamwork and employee development, customers are best for partners (Alas, R., Ubius U., & vanhala S., 2011).

### **Adhocracy culture**

In any organizational setting, the decentralization of organizational structure improves the performance of business strategy implementation. In today's cutthroat economy, innovation is still a critical component of an organization's ability to succeed in the long run. The study also found that modern businesses emphasize organizational culture as a factor that can improve a company's performance, (Naranjo V. et al, 2016).

There are definite examples of projects that were completed successfully because the adhocracy culture encouraged taking risks. One such project was the Apollo 11 space mission, in which scientists took significant risks to allow humans to land on the moon without fully understanding what lay beyond the planet's atmosphere. (Porcu et al., 2017). The public is always encouraged to be creative when risk-taking missions succeed. On the other hand, failure may also motivate more people to take calculated risks in the future. This implies that there are advantages and disadvantages to taking risks. (Abubakar, et. al. , 2019).

### **Market culture**

According to a study by Ramachandran et al. (2011), which sought to shed light on organizational culture in Malaysia's public and private higher education institutions, all the

country's universities had a moderate culture, which is thought to be typical of successful establishments. They discovered that because private institutions rely on the market for their revenue, they have a market culture while public institutions are more clan oriented.

The market culture in an organization could be a result-oriented entity that is concentrated on interaction with the external environment, solidness, and controllability. The most assignment of both an organization as an entire and each employee individually is the accomplishment of planned goals by settled time. Market Culture: emphasizes monetary achievement and the ways in which each worker adds to sales. (Abubakar A., et. al. 2019).

### **Hierarchy culture**

According to Cameron and Quinn (2006), organizations that are internally focused and stable exhibit hierarchy culture, whereas organizations that are flexible exhibit clan culture. Adhocracy culture is demonstrated by externally focused and flexible organizations, while market culture is also demonstrated by externally focused and stable ones. A workplace with a hierarchical culture is one that is extremely formal and structured. A workplace with a strong sense of harmony, personal communication, and an atmosphere akin to an extended family is fostered by a clan culture.

The organization with a hierarchy culture oversees its staff with more executing rules and directions in this culture. The hierarchy is more standardized. As the work environment is more formal and with more levels, the communication channels are not exceptionally smooth. Organization directors get valuable data from the grassroots, whereas they need a sharp perception of the external market (Chang Zhu, 2014).

#### **2.1.1.4. Models of Organizational Culture**

Scholars have looked at a variety of organizational culture models. Out of all the organizational culture models, the following four models have been selected as they are thought to support the goal of this research paper. In the specific research, the Kim s. Cameroon and Robert E. Quinns' Model has been selected out of all the models that will be discussed below. This model has been selected because it captures the complex cultural dynamics, its established linkages to employee engagement, and its suitability for organizational change make it a particularly robust and appropriate framework to guide the

investigation. This comprehensive model can provide valuable insights into the cultural factors influencing employee engagement in the post-merger environment.

### A. Charles Handy Model

Fig 1.1 Charles Handy Model



Source: Gods of Management: The Changing Work of Organisations, Charles Handy 1978

"Power Culture," "Role Culture," "Task Culture," and "Person Culture" are the four categories into which Charles Handy divided culture. Handy claims that control that is dispersed throughout the organization like a network from the center can be represented as a "web" and is known as power culture. Small business organizations with a small workforce are typically home to power cultures. The powerful senior employees in these organizations try to gain the upper hand over the juniors or newcomers. In businesses or organizations

where there is a strong power culture, there are few regulations and bureaucracies. These organizations are also political in nature, with decisions made primarily through persuasion as opposed to bureaucratic or logical means. (Handy, 1993).

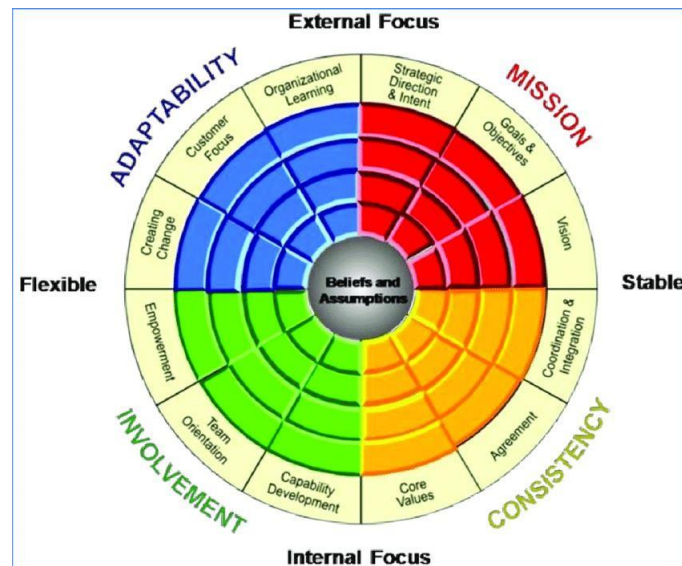
Task cultures, on the other hand, are job-oriented and found in settings where people collaborate as a team and authority is only acquired through expertise when needed (Handy, 1993). This kind of organization is portrayed by (Handy, 1993) as a "net," with a large amount of power and influence located at the "interstices" of the net. Task cultures prioritize completing tasks, so they seek to gather the necessary tools, hire the right people at the right level within the company, and then let them get their hands dirty (Handy, 1993) The most common culture among middle and first level managers is this one, which is highly conformist.

A highly defined, structured organization with clearly defined roles and responsibilities, as well as security and predictability, is referred to as having a role culture. Because this culture values reason and logic, Handy compares the organizational structure to a "Greek temple." Role-cultured organizations focus their strengths on their pillars, roles, and domains of competence. The purchasing and finance departments are frequently the pillars, and rules and procedures—the main means of influence—regulate how they interact with one another on a regular basis (Handy, 1993). These kinds of organizations, according to Handy (1993), create hierarchical bureaucracies in which a person's position determines their level of authority rather than their level of professionalism and knowledge.

Unusual in nature, Person Cultures are reflections of organizations that people feel are better than the ones they work for (Handy, 1993). Consistent workers frequently adhere to goals and objectives. In these cultures, management hierarchies and control systems are only feasible with mutual consent. People do what they are good at and get attention when relevant issues arise because influence is reciprocal and the power base is typically expert .

## B. Denison Model

*Fig 1.2 Denison Model*



Denison's Culture and Effectiveness Model Source: Adapted from Denison (1990, p. 15)

According to Denison, Hooijberg, Lane, Lief (2012) There are four fundamental components of organizational culture. These components form the basis of the Denison model are involvement, consistency, adaptability, and mission, each of which has three subgroups. It is primarily utilized to illustrate the connection between organizational culture and effectiveness.

High integration and coordination constitute consistency; risk-taking, flexibility in responding to customer needs, learning from mistakes, and readiness for change are characteristics of an adaptable organization. The second is Mission, which is a characterization of organization's aims and directions of a strategic development, based on the concept which has been developed by the organization and is future oriented. The third is Adaptability. Adaptability is characterized by an organization's ability to take risks, learn from its mistakes, and adjust quickly to changing circumstances. The last type is Involvement, it is a state during which the employees feel that their activity is tightly linked with the goals of organization, that they have been empowered, that teamwork is to be valued and the priority is given to the development of employees' capabilities.

There are three variables, or indicators, for each of the four organizational culture factors. Empowerment, team orientation, and capability development are some of the indicators that define —Involvement‖. Core values, coordination and integration, agreement are some of the indicators that define —Consistency‖. Organizational learning, focus on the customer, creating change are some of the indicators that define —Adaptability‖. Lastly, vision, goals and objectives, and strategy are some of the indicators that define —Mission‖.

### C. Robert A. Cooke's Model

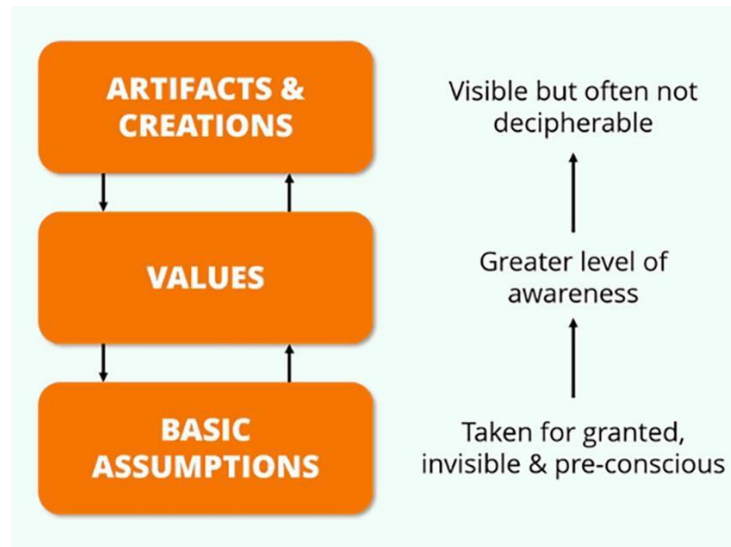
Cooke, (1987) defined an organization's culture as the conduct of its members in the workplace that guarantees growth and stability in the future. Constructive, passive, and aggressive cultures are the three types of culture that Robert A. Cooke identified. The first kind of culture is called constructive culture, and it promotes positive interactions between workers in a company. Workers are free to express their opinions, communicate, and talk about issues that are important to the company's success. When workers feel unheard and silenced, conflicts will inevitably arise. A positive workplace culture encourages communication and idea sharing among staff members, enabling them to fully utilize their potential. The main features of a constructive culture are: Achievement, Self-Actualizing, Affinitive, Encouragement.

The second type of culture is called a passive culture, which forces employees to act contrary to what they believe to be right or ideal. The primary goals of these employees are to appease their managers and maintain a safe and secure work environment within the company. Employees in such a culture grudgingly follow the rules and regulations in an attempt to keep their jobs. The four traits of a passive culture are avoidance, conventionalization, approval, and dependence.

Aggressive culture is the third and last type of culture; companies with an aggressive culture encourage employee competition. They encourage rivalry among staff members so that each one outperforms his peers. Workers in such a culture are frequently referred to as incompetent workers when they ask a colleague for assistance. Every employee competes for authority, recognition, and hard work. Such a culture is characterized by opposition, power, perfectionism, and competition.

### D. EDGAR H. SCHEIN'S Model

*Fig 1.3 Edgar Schein Model*



Edgar Schein Model Source: Clark, W. (2002)

Edgar H. Schein examines culture on three levels: **Artifacts & Creations**, **professed ideologies (Values)**, and **Basic presumptions**. According to him, some of the misunderstandings regarding the definition of culture arise from failing to distinguish between the various contexts in which it manifests itself.

When examining cultures, it's critical to understand that while artifacts can be easily observed, they can be challenging to interpret, and that professed beliefs and values might simply be attempts at rationalization or aspiration. In order to comprehend a group's culture, one must make an effort to ascertain its common presumptions and comprehend the process of learning that gives rise to these fundamental beliefs (Schein, 2018).

In the end, every group learning experience represents an individual's initial values and beliefs, their perception of what should be as opposed to what is. The first solution put forth to address a task, issue, or problem that a group encounters when it is first formed reflects some members' personal beliefs about what is good or wrong and what will or won't work. The group does not yet have any shared knowledge as a group because it has not yet taken a common action in reference to any Basic underlying Assumptions. However, those individuals who succeed and can persuade the group to adopt a particular approach to the problem will subsequently be identified as leaders or founders. Adopted principles and objects of its purpose. Anything put forth will only be seen as the leader's wish.

There isn't yet a consensus on whether the leader's wishes will ultimately be realized until the group has taken a collective action and collectively observed the results of that action (Schein, 2018). When a group of people perceives something the same, that perceived value

or belief gradually transforms into a shared value or belief, and ultimately into a shared assumption. At this level, the organization's members' stated beliefs or explicit culture are discussed. This covers how the organization's mission, strategies, goals, philosophies, and operating beliefs are expressed throughout. ( Cacciattolo, K. 2014)

#### **E. Kim S. Cameroon And Robert E. Quinns' Model**

Clan culture, adhocracy culture, market culture, and hierarchy culture are the four categories into which Kim S. Cameroon and Robert E. Quinn divide organizational culture.

Clan culture, sometimes referred to as collaborate culture due to its resemblance to a family-type organization, was described by (Cameroon and Quinn, 2006). According to the organizational culture assessment instrument (OCAI), the culture is characterized as a welcoming workplace where employees are willing to share a great deal about themselves. Managers are viewed as mentors and sometimes even as parent figures, more akin to an extended family. Tradition and loyalty are what keep an organization together. The highest level of organizational commitment is present.

High cohesion and morale are important, and the organization emphasizes the long-term benefits of individual development (Cameroon and Quinn, 2006). Success is determined by an organization's internal culture and level of human concern. The organization values consensus, teamwork, and participation highly.

As determined by the OCAI, adhocracy culture, according to Cameroon & Quinn (2006), is defined by a vibrant, innovative, and creative work environment. Workers have the guts and willingness to take chances. The cohesive element that keeps the company together is dedication to innovation and experimentation. Being on the cutting edge of new ideas, goods, and services is prioritized, and it's critical to be adaptable to change and up to new challenges (Cameroon and Quinn, 2006). The organization's long-term goals are to quickly develop and gather new resources. To be successful, one must create distinctive and original goods and services.

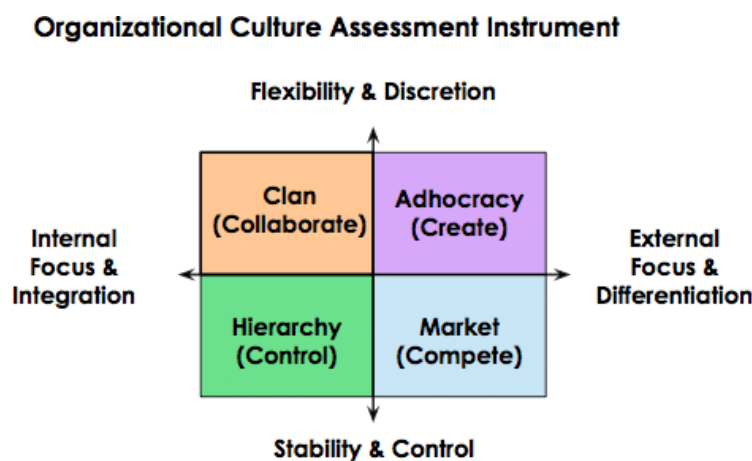
market culture, also known as compete culture, is a results-driven environment at work. Leaders are tough, demanding competitors and hardworking producers. An emphasis on winning is what binds the organization together. Reaching stretch goals and targets and engaging in competitive actions are the long-term concerns. Market share and penetration are

used to define success. It's crucial to lead the market and outpace completion. (Quinn and Cameroon, 2006)

A formal and structured work environment is a hallmark of hierarchy culture, also known as control culture (Cameron and Quinn, 2006). Employee actions are directed by policies and procedures. Proficient coordinators and organizers make for effective leaders. It's critical to keep an organization operating efficiently. The organization's long-term priorities are efficiency, predictability, and stability. The organization is held together by official regulations and policies.

Among all the models Kim S. Cameroon and Robert E. Quinn organizational culture is used in this study. In this model culture is divided in to four types of cultures namely clan culture, adhocracy culture, market culture and hierarchy culture.

*Fig 1.4 Kim S. Cameroon And Robert E. Quinns' Model ( 2011)*



#### 2.1.4 Concepts and Definition of Employee Engagement

The idea of employee engagement was first put forth by (Kahn, 1990) as the self-employment and self-expression of individuals in their work lives as well as the harnessing of organization members' selves to their work roles. Since Kahn introduced this idea, researchers have offered various definitions that represent various interpretations of employee engagement in each study. This has left business management unsure of whether initiatives to increase employee engagement are effective across the board.

According to Welch (2011), One of the first issues raised by literatures is the lack of a consensus definition of employee engagement. Researchers have employed a variety of explanations for employee engagement, and at some point, contexts, and situations particularly when connecting the topic to specific situations in various environments or applying additional predictors or in relationships with other variables create a state of confusion in the description and usage of employee engagement.

There are those who find it difficult to distinguish between the definitions of employee engagement and job satisfaction. Since worker commitment to assisting companies in achieving their objectives is what constitutes employee engagement. Engaged workers are eager to come to work each day and will stop at nothing to support the success of their companies. Employee satisfaction, as opposed to employee engagement, is the state in which a worker likes their job but isn't necessarily engaged with it. (Sugandha,J., 2022)

Further, (Al Shehri, 2017) A positive, affective psychological state of mind related to work that is three-dimensional and includes vigor, dedication, and absorption is known as employee engagement. Vigor is characterized by high levels of energy and mental toughness at work, a desire to put effort into a task, and tenacity in the face of challenges. The adjective "dedication" connotes a feeling of challenge, inspiration, pride, and enthusiasm. The phrase denotes a degree of identification with the work that is higher than usual. Being totally focused and absorbed in the work at hand, absorption is the other dimension that makes time fly by and workers avoid their jobs.

#### 2.1.5 Characteristics of employee engagement

Employee engagement is characterized by vigor, dedication, and absorption. (Schaufeli et al, 2007). Engagement is a positive state associated with one's work that is characterized by vigor, dedication, and absorption. Vigor is associated with resilience and energy, and dedication is with feeling enthusiastic and inspired by one's work. Absorption is the state of having complete focus on the task at hand (Paul T., 2020).

High energy levels and a strong sense of identification with one's work are indicative of work engagement. This special issue's viewpoint is that a consistent construct for work engagement—one that emphasizes employees' experiences with their work activities—serves the field best. Regretfully, there hasn't been agreement on the meaning of constructs after a decade of extensive investigation (Arnold B. Bakker et. al, 2010)

Being deeply invested in one's work and feeling a sense of challenge, inspiration, pride, and significance are all considered aspects of dedication. People who have strong work ethics are committed to their careers and will go above and beyond to make sure they are successful. Frequently due to their commitment to their jobs, they are less likely to change jobs frequently because they are reluctant to leave their current positions. Additionally, they frequently work longer hours than required to demonstrate that they are employees who genuinely dedicate themselves to their jobs and go above and beyond what is required of them. The characteristics of absorption are being completely focused and contentedly absorbed in one's work, causing time to fly by and making it difficult to step back from it (Navneet et. al. 2019)

#### 2.1.4 Models of Employee Engagement

Employee engagement model is fundamentally a scheme for understanding the activities that make employees happy in the workplace. Each model draws on theoretical framework of organizational behavior and human resource management to facilitate organizations to develop their own system of employee engagement. The Self-determination theory (SDT) offers a range of motivational states that can be used to explain the presence or absence of employee engagement, (Meyer J., 2013).

Researchers have developed various models to further explain the constructs that explain employee engagement, some of which are explained in the following sections as Andrews Brown Engagement Pyramid, Dubin Employee Engagement Model, Anitha's Employee Engagement Model, Carnegie Value of the Immediate Supervisor Model and Hewitt's Drivers of Engagement Model.

Out of the various models of employees engagement, the vigor, dedication, and absorption model has been chosen for this research mainly because of its, established theoretical foundation, empirical support, alignment with organizational culture, compatibility with the Competing Values Framework, diagnostic and intervention capabilities, and contextual relevance, given that the organizational changes and cultural dynamics involved in the Heineken Ethiopia post-merger.

##### **A. Andrews Brown Engagement Pyramid**

According to Kangure (2014), Brown defines engagement as a progressive amalgam of motivation, advocacy, commitment, and satisfaction that arises from employees moving up

the engagement pyramid. Since employee satisfaction is the most passive metric, it explains why people show up for work. It measures an employee's basic level of satisfaction, including their ability to perform their job, their level of satisfaction with their compensation, how much they enjoy their workplace, and whether or not they are motivated to go above and beyond in their work. Motivated workers have a strong desire to succeed and are willing to go above and beyond in their work performance.

An employee who is motivated will strive to surpass expectations in their work performance. The employee achieves commitment as they move up the ladder. While motivation operates on an individual basis, dedicated employees develop into valuable brand ambassadors for their employers (Heintzman, referenced by Kort, 2016).

*Fig 1.5 Andrews Brown Engagement Pyramid*



Source: Cawe, 2006

All of the elements listed above are combined to form engagement, according to the Pyramid diagram. An engaged employee is one who is committed, driven, and enthusiastic about the business and its offerings.

### **A. Dubin Employee Engagement Model**

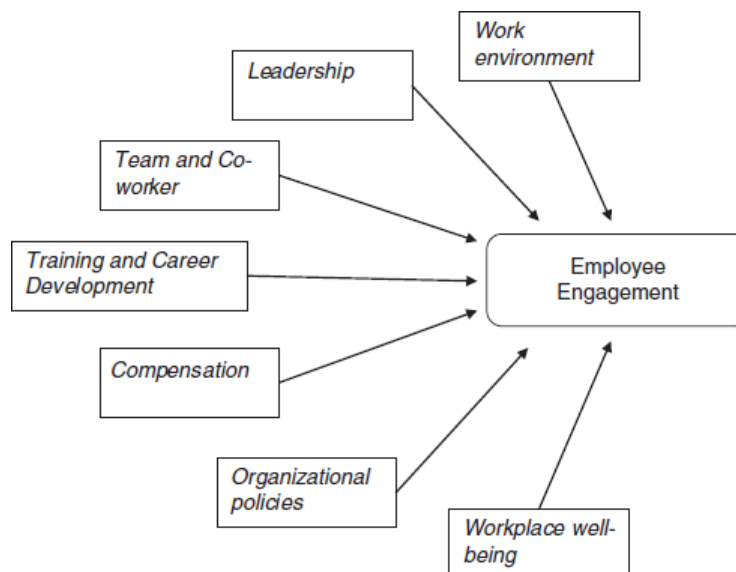
According to Dubin, (1978) Relationships between coworkers and supervisors were noted as one of the main factors influencing employee engagement. He maintained that employees become involved in their organizations, teams, and work assignments when they have positive and trustworthy interpersonal relationships with their peers and supervisors. Additionally, (Schaufeli, 2014) described engagement as a state of mind related to work that is positive, fulfilling, and characterized by vigor, dedication, and absorption. When workers are physically, cognitively, and emotionally engaged, they produce positive results that allow them to express themselves in their thoughts, feelings, and behaviors.

In order to shed light on the causes and effects of the constructs that make up a thorough model of engagement, nine variables were identified. The job design and characteristics, relationships between supervisors and coworkers, the workplace environment, and HRD practices are the antecedent variables identified in the model. The model also shows a relationship between employee engagement and three key organizational outcomes: job performance, turnover intentions, and organizational citizenship behavior, (Dubin, 1978).

### B. Anitha's Employee Engagement Model

The determinants of employee engagement are: work environment, Leadership, Team and co-worker, Training and career development, Compensation, Organizational policies and Workplace well-being, (Anitha, 2014).

Fig 1.6 Anitha's Employee Engagement Model, Anitha (2014).



#### I. Work Environment

According to a study conducted by Rich et al. (2010), It was discovered that a key determinant of an employee's degree of engagement is their work environment. Positive management fosters a positive work environment by showing concern for the needs and feelings of employees, giving them positive feedback, and encouraging them to voice

concerns so they can learn new skills and find solutions to work-related issues. Therefore, one of the main factors influencing employee engagement is a positive and meaningful work environment that supports employees in doing meaningful work and maintaining interpersonal harmony.

## **II. Leadership**

The second essential component of employee engagement is leadership. According to Walumbwa et al. (2008), effective leadership is a multifaceted, higher-order construct that includes internalized moral standards, relational transparency, balanced information processing, and self-awareness. Employee interest and engagement are heightened when their work is viewed as important and meaningful.

According to Schneider et al. (2009), followers of authentic and encouraging leadership are more likely to be involved, satisfied, and excited about their work, which increases employee engagement.

## **III. Team and co-worker relationship**

Relationships within the team and among coworkers are another element that emphasizes the interpersonal harmony component of employee engagement. To feel safe and fully engage in their responsibilities, employees need to work in an open and supportive environment. Employees can experiment, try new things, and even fail in a supportive environment without worrying about the results (Dhiman and Sharma, 2020).

## **IV. Workplace wellbeing**

A comprehensive metric called workplace wellbeing raises employee engagement. According to Gallup's data, wellbeing is the metric that best captures the variety in human behavior. According to Rath and Harter (2010), wellbeing is "all the things that are important to how we think about and experience our lives." As a result, wellbeing is considered the most significant metric for assessing the impact that an organization has on its workforce.

## **V. Organizational policies**

Workplace engagement levels are determined by policies, practices, structures, and systems within the organization. Previous research has made clear how crucial amicable organizational policies and procedures are to employee engagement and the ultimate

accomplishment of business objectives. Fair hiring and selection practices, flexible scheduling, support for juggling work and personal obligations, and equitable promotion practices are a few examples of crucial policies and processes. Research indicates that an organization's hiring practices directly affect the engagement and commitment of potential new hires. (Schneider et al., 2009).

## **VI. Compensation**

Compensation, or remuneration, is a crucial component of employee engagement because it inspires workers to do more and, as a result, concentrate more on their jobs and personal growth. There are monetary and non-monetary rewards involved. Pay, bonuses, and other financial benefits are all included in attractive compensation, along with non-financial benefits like additional vacation time and voucher programs. (Saks, A. and Rotman, J. 2006).

## **VII. Training and career development**

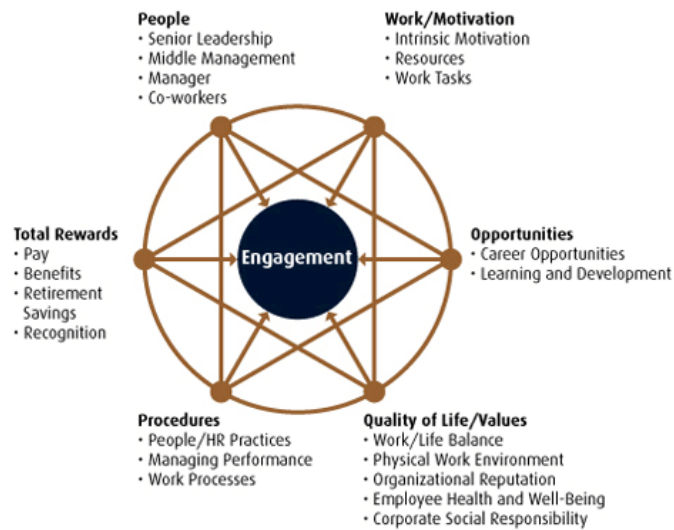
Incorporating training and career development into employee engagement efforts is crucial as it enhances employees' ability to concentrate on their work. Regular employee training increases service accuracy, which in turn affects employee engagement and service performance (Paradise, 2008).

### **C. Hewitt's drivers of engagement model**

According to Hewitt's research, employees who are actively disengaged do not perform as well as highly engaged employees do in terms of quality and efficiency. Cite Hewitt's Engagement model as support for your claim that it is useless to know an organization's level of engagement if you don't know what steps will actually raise it. Hewitt's Engagement model, which identifies six key engagement drivers quality of life, work, people, opportunities, total reward, and company practices is crucial in this regard (Bhatnagar and Shankar 2010)

*Fig 1.7 Hewitt's Drivers of Engagement Model, Shankar & Bhatnagar (2010)*

#### Aon Hewitt's Engagement Model™



#### 2.1.6 organizational culture and employee engagement

Even if there are few researches conducted on both organizational culture and employee engagement separately, the relationship between the two is not well explored. (Samson, 2015) assessed the impact of organizational culture difference on employee job performance during merger. (Yonas, 2015) also researched impact of organizational culture on the achievement of strategic advantages of enterprise resource planning system. This specific relationship between organizational culture and employee's engagement is relatively new area of study in our country but there are studies conducted on the impact of organizational culture on employee's engagement in Africa, Asia and developed Western Countries Studies on the relationship between organizational culture and employee engagement have been conducted in developed Western countries, Africa, and Asia, but this particular relationship is still relatively new in our country.

Krog (2014) carried out a multilevel study on the connection between work engagement and organizational culture in 35 Norwegian organizations. The author concluded that while adhocracy culture does not significantly positively correlate with work engagement, clan culture type does have a moderate relationship with it. In a similar vein, there was no discernible inverse relationship between market culture and hierarchy culture and work engagement. labor, people, prospects, overall compensation, and business procedures .

The following findings were drawn from the study Organizational Culture and Employee Engagement within the Ghanaian Public Sector. One, organizational culture has a moderate

impact on how much employee variances interaction between public organizations in Ghana. Secondly, the matter of corporate culture holds great importance in terms of motivating staff members in Ghanaian government agencies. Third, there were distinctions among the four types of organizational cultures: role, support, achievement, and power. All of these, with the exception of role culture, have a major impact on worker engagement in Ghana's public sector (Brenyah R. and Obuobisa D., 2017).

## **2.2 Empirical Review**

The following review includes a few studies on organizational culture and employee engagement that are written by well-known authors. Employee engagement and organizational culture were studied by (Rehema, 2015). The cultural web theory, Schien's theory, and structural theory served as the study's pillars. Stratified random sampling and a descriptive research design were used in the study. Six criteria, including organizational glue, strategic emphasis, employee management, leadership, and dominating traits, were used to define organizational culture. Vibrantness, devotion, and absorption were used as metrics for measuring success and employee involvement.

Mary et al., (2015) makes an effort to look into the factors that influence employee engagement as well as the connections between it and organizational culture. The study's target participants are executive-level full-time workers at particular 5-star hotels in Sabah, Malaysia. In order to evaluate the dimensions of all constructs and the degree of employee engagement, this study will combine qualitative and quantitative methods in addition to survey instrument design and Likert Scale questionnaires. Because of certain similarities in the environments, cultures, and communication systems, Western studies may yield findings that are comparable to those of Asian studies. Nevertheless, there hasn't been any agreement on the outcomes up to this point, necessitating further in-depth study on the topics of communication, organizational culture, and worker engagement.

The degree to which employee engagement varies among Ghanaian public organizations is somewhat influenced by organizational culture (R Square=0.356). That is, about 36% of the differences in the level of employee engagement across these public-sector organizations can be attributed to organizational culture (Brenyah R. and Obuobisa D., 2017).

Krog (2014) discovered a strong and favorable correlation between employee engagement and clan culture. This suggests that when an organization fosters a family-like culture, values

employee participation, and emphasizes teamwork, its workforce is engaged. It also concluded that there was no significant negative relationship between adhocracy culture and engagement. Though organization tries to make the culture of the organization dynamic, entrepreneurial and innovation, these don't impact significantly the level of employee engagement..

In the Ministry of Science and Technology, (Elizabeth, 2017) looked at how organizational culture hierarchy, market, clan, and adhocracy affects workers' job satisfaction. In this investigation, a mixed design was used. Statistical tools such as frequency, percentage, mean, Pearson correlation coefficient, Mann Whitney U test, and multiple regression were used to analyze the data. The study's conclusions showed that the Ministry's prevailing culture was one of adhocracy. Furthermore, a positive and moderate relationship was observed between the job satisfaction of employees and the organizational culture. Furthermore, there was greater job satisfaction among the employees in the Ministry. The Ministry of Science and Technology was found to have prioritized new innovation, taking calculated risks, and delivering distinctive performances.

According to Mersen, (2016) who looked into how employee commitment was affected by four organizational culture traits at Ethiopian Airlines Company: involvement, consistency, adaptability, and mission. Descriptive and inferential statistics were used to analyze the data, which included 284 employees in total. The findings indicate that there was a positive correlation between employee commitment and all four organizational culture measuring traits, with r values ranging from 0.530 to 0.641. Additionally, a significant correlation has been found between employees' commitment and three organizational culture traits: mission, involvement, and adaptability. These traits are statistically significant. Nonetheless, as indicated by significance level  $p > 0.05$ , consistency has no discernible impact on employee commitment.

study measured the effect of organizational culture on employee performance at the Addis Ababa Abattoirs Enterprise. Both quantitative and qualitative methods have been utilized to generate the needed data. The collected data were analyzed using statistical package for social sciences; version 27. Correlation and regression analysis were used to examine association between dependent and independent variables. The findings suggest that organizational culture has a positive effect and a significant relation with the performance of

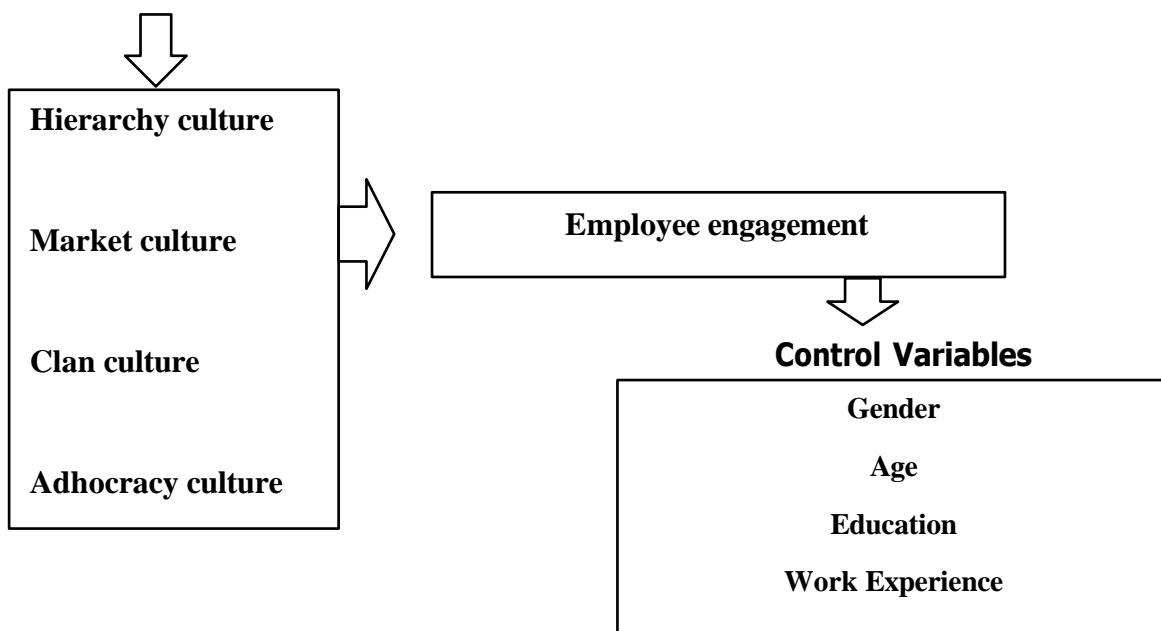
employees in the study enterprise. Thus, the study demonstrated positive relationship between organizational culture and employee Performance (Reis T. and Story 2016).

### 2.3 Conceptual framework

Clan culture, adhocracy culture, market culture, and hierarchy culture are the four categories into which Kim S. Cameroon and Robert E. Quinn divide organizational culture. The working definition of employee engagement for this research paper, provided by Schaufeli et al. (2016), identifies three indicators or characteristics: vigor, dedication, and absorption.

Fig 1.8: conceptual framework on the effects of organizational culture on employees' engagement

### Organizational culture



### 2.4 Research hypothesis

H1: Clan Culture does not significantly affect employee engagement.

H2: Adhocracy Culture does not significantly affect employee engagement.

H3: Market Culture does not significantly affect employee engagement.

H4: Hierarchy Culture does not significantly affect employee engagement.

## Chapter Three

### Research Methodology

The comprehensive research design and methodology of the study are covered in detail in this chapter. It describes the study area, the research approach, the research design, the population and sample, the sampling method, the sample size determination, the data source and type, the data collection instrument, the validity and reliability of the data, the data collection procedures, the ethical considerations.

#### 3.1 Research design

This study's main goal is to investigate the relationship between organizational culture and employee engagement in the context of Heineken Ethiopia. An overview of the research topic, the research approach, the design and method, the population and sample, the type and source of data, a description of the data collection tool, data collection techniques, ethical considerations, and lastly the data analysis methods are covered in this section of the paper.

A structured questionnaire was used as the primary data collection tool in this study, which combined descriptive and explanatory methods to describe and explain organizational culture on employees' engagement at Heineken Ethiopia. Research hypotheses that describe the type and pattern of interactions between or among the variables under study are what define explanatory investigations. Explanatory designs which is also described as —cause and effect model is used because it explores why something occurs when limited information is available. (Tegan G. and Julia M. ,2021).

#### 3.2 Description of the study area

This study is intended to be carried out at Heineken Ethiopia. Heineken has three Breweries and a head office in Ethiopia. Bedele Brewery located in the western part of the country, at Oromia region, in Bedele Town. Harar Brewery is in the eastern part of the country, at Hararie Region, in Harar town. The third brewery is Kilinto Brewery which is located at the outskirts of Addis at Kilinto area. The head office is located at Addis Ababa around Dembel area. This research is intended to be carried out on the employees of Head office and Kilinto whereby the effect of organizational culture on employee engagement was examined.

### 3.3 Research Approach

Research designs are commonly qualitative or quantitative in nature. The study's goal and the research question will determine which one is used. The present investigation employed a quantitative research methodology to examine the impact of organizational culture on employee engagement. This is because: - A quantitative approach allows for thorough and wide coverage. Secondly, the information to be gathered is quantifiable and impartial. Third, this approach has been used by earlier researchers to investigate how corporate culture affects employee engagement. Lastly, this approach works well because the research needs to be finished quickly, and by employing a quantitative approach, the researcher can use statistical software to analyze data quite quickly, Denscombe (2017). On the other hand, the qualitative approach focuses on the subjective evaluation of attitudes, beliefs, and actions.

### 3.4 population and sampling technique

#### 3.4.1 Target population

In research methods, population is the entire aggregation of items from which samples can be drawn. In this study, the target population is comprised of employees of Heineken Ethiopia. Currently there are just 619 permanent staff.

*Table 3.1 Sample Frame*

Location	Managerial	Non-Managerial	Total
Head Office	41	207	248
Kilinto Brewery	53	318	371
		Total	619

*Source Human Resource data 2024*

#### 3.4.2 Sampling Method and Sample size

Representative samples from the workforce were chosen for the study's objectives and scope. At a 95% confidence level, stratified random sampling was used to ensure that the sample was representative of all participants. Israel et al. (2009). With the assistance of coworkers, questionnaires were given to the employees.

There are 619 workers at the Ethiopian Heineken Brewery currently. The staff of the brewery is diverse and includes engineers, supervisors of production, cellar technicians, brewers, marketing and sales representatives, and administrative personnel. Therefore, the total sample size for the study will be:

$$\text{Sample formula } n = N / ( 1 + N * e^2 )$$

Where

n = desired sample size

N= size of the population:619

e= margin of error 5% (0.05) or 95 % confidence limit.

with an acceptable 5 % margin of error and 95% confidence level the sample size is calculated as 243.

$$n = 619 / (1 + 619 * (0.05 * 0.05))$$

$$n = 619 / (1 + 619 * (0.0025))$$

$$n = 619 / 1.5475$$

$$n = 619 / 2.5475$$

$$n = 243$$

Therefore, sample is used in order to minimize cost, obtain greater accuracy of results and greater speed of data collection. Considering this factor 243 sample was taken out of the population which is 619 employees of the company.

### 3.5 Data Source and Data Collection Instrument

The researcher primarily used questionnaires to gather the primary data. Primary data was gathered from a sample of employees using a structured questionnaire.

The study's conceptual goal was to evaluate how organizational culture affected workers' engagement at Heineken Ethiopia in Addis Ababa. This study also makes use of secondary data, which was gathered from publications, reports, journals, and magazines on the company Website.

A questionnaire was employed as the research's data collection tool. Three sections make up the questionnaire. Information about the employee's background (Demographic data) was gathered in the first section. Information about the organizational culture was gathered in the second part by a questioner adopted from Anas (2009). The degree of employee engagement was evaluated in the third chapter . The close-ended questions were developed on a five-point Likert scales ranging from 5 (strongly agree) to 1 (strongly disagree). The questionnaire began with an introductory statement, which specified the purpose of the research as purely academic. Respondents were encouraged to be objective in their responses since they were assured of confidentiality.

### 3.6 Data Analysis Method

Frequency distribution is one type of descriptive statistic that is used to evaluate the respondents' demographic profile and enhance the analysis's meaning, readability, and clarity.

With the aid of descriptive statistics, researchers can accurately, briefly, and systematically present the data they have collected. The study used multiple linear analyses to measure the relationship between the independent variables, that is, Clan culture, Adhocracy culture, Market culture and Hierarchy culture and the dependent variable, that is, employee engagement. The Statistical Package for Social Sciences (Version 27) statistical software was used to assist with the data analysis.

In order to produce percentages, means, medians, modes, standard deviations, and variances for both dependent and independent variables, descriptive statistics were used to analyze quantitative data. The dependent variable was subjected to tests for linearity, homoscedasticity, multicollinearity, and normality to determine whether or not a normal distribution was assumed. The Smirnov, Shapiro-Wilk, Skewness, and Kurtosis tests were used by the researcher to determine whether the employee engagement data was normally distributed, and the results showed that it was. To allow the researcher to move on to the other subsequent analysis, it was essential to test for normality.

To determine whether there was a relationship between the dependent variable (employee engagement) and the independent variable (organizational culture, which includes clan, adhocracy, market, and hierarchy cultures), correlation analysis was performed. The Pearson correlation, which displayed the correlation coefficients between the variables, was used to achieve this.

The impact of the independent variables on employee engagement at Heineken Ethiopia was examined using regression analysis. The model below was put forth in order to perform multiple linear regressions, which are required in order to determine the impact and statistical significance of organizational culture on employee engagement.

The purpose of the study was to determine the dependent variable's incidental impact on the independent variables, namely the association between employee engagement and organizational culture. In order to investigate this, the researcher gathered information on the relevant underlying variables and used regression analysis to calculate the quantitative impact of the causal variables on the variables they affect. The statistical significance of the estimated relationship was usually also evaluated by the investigator. ANOVA and the F-test were two statistical tests. Frequency tables were used to present the data.

$$\check{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:  $\check{Y}$  = Dependent variable (organization Engagement)

$\alpha$  = constant

$\beta$  = (Beta value) coefficient of slope of regression model

$X_1$  = Clan Culture

$X_2$  = Adhocracy Culture

$X_3$  = Market Culture

$X_4$  = Hierarchy Culture

$\epsilon_i$  = error term

### 3.7 Validity of Data

Kothari (2004) defined content validity as the degree to which a measuring tool offers sufficient coverage of the subject being studied. The advisors of the research, who assess the suitability of the questions and the measurement scale, confirmed the content validity of the study based on this definition. In addition, conversations with other researchers provide an additional means of verifying the legitimacy and suitability of the inquiry. For the purpose of

this study, only pertinent publications and literature from scholarly and scientific databases as well as a report from Heineken Ethiopia were used as secondary data.

### 3.7 Reliability of Data

Reliability measures the capacity to yield consistent outcomes under the same circumstances. A reliability test was carried out on selected employees at Heineken Ethiopia prior to the actual data collection to see if the instrument was reliable and consistent in measuring the target variables. In order to assess the instrument's reliability, 20 questionnaires were distributed as part of a pilot program. As a result, prior to starting the full-scale data collection process, the questionnaire was updated to include the respondents' feedback.

As a result, the reliability of the questionnaire was tested using Cronbach's alpha, and it was discovered that every item had a result greater than 0.7. Nunnally, referenced by Melese (2017), proposed that in fundamental social science research, score reliability of .70 or higher is appropriate. Higher alpha coefficient values (the closer the reliability coefficient to 1.00) indicate that the scales are more reliable. The Cronbach's alpha coefficient can be calculated using the following formula. Generally speaking, an acceptable alpha value is 0.70 or higher (Hall as cited by Kangure, 2014).

**Table 3.2** Reliability; Statistics Cronbach's Alpha

No.	Variables	No. of Items	Cronbach Alpha Value
1	Clan Culture	6	0.83
2	Market culture	6	0.87
3	Adhocracy culture	6	0.92
4	Hierarchy culture	6	0.86
5	Employee Engagement	17	0.918

Source: Own Survey, computed in SPSS, 2024

The dependent and independent variables' Cronbach's alpha coefficients are all above 0.7, as the above table illustrates, providing the researcher with adequate evidence of the collected questionnaires' data reliability

### 3.8 Data Collection Procedure

To collect data for the research first document & literature review was made. Then questionnaires were developed for the research and pilot tested. The questionnaire was distributed after an approval for distributing the questionnaires to the selected branches through the second party was obtained. Next the questionnaires were distributed to 240 employees of the company working at Head office and Kilinto. The data collected was edited and carefully checked to eliminate improperly filled questionnaires so that only usable questionnaires were considered for analysis. Finally, the data obtained was entered & analysed on SPSS software version 27 and the results were presented using tables & graphs.

### 3.9 Ethical consideration

Respondent names or other identifying information will not be recorded in order to protect confidentiality. While the data collection process is underway, the respondents will be notified and questioned about their willingness and consent to cooperate. Furthermore, any data generated by the tool will only ever be used for educational purposes; in other words, the information generated will remain private. The Company will receive a copy of the publication and will be notified before it is made public.

## Chapter Four

### Data Analysis and Interpretation

This chapter presents results of data collected and discussions on the results. The researcher distributed 243 questionnaires to employees of Heineken brewery. 240 questionnaires were returned properly filled. Therefore, this study was conducted with a response rate of 98.8%. The data is analyzed through descriptive and explanatory analyses.

#### 4.1 Descriptive Analysis

##### 4.1.1 Demographic Information

A descriptive analysis of the respondents' personal profiles from Heineken Breweries is presented in this section. Gender, age, educational attainment, years of experience at the at the company, and educational backgrounds are all included in the personal profile. The following section provides an overview of those respondents' demographic characteristics.

As shown in the Table 4.1 below, 44.7 % of the respondents are males and the remaining 55.3% are females. 57.3% of the respondents are at age category of 18 years to 30 years.28.6% and 11.1% of the respondents at age ranging from 31 years to 45 years and 46 to 60 years respectively. But only 3% of the respondents have an age above 60 years. Out of the respondents, only 2.5% have completed their high school education. 10.6% have only completed a diploma program. A university degree is held by 51.8% of respondents, while a master's degree or higher is held by the remaining 35.2%. In terms of work experience, 28% of the respondents have experience of less than a year with the products. 38.2% of respondents have experience with the product from 1 year to 3 years. But 33.7% of the respondents have more than 3 years.

Table 4.1 Demographic profile of respondents

<b>Indicator</b>	<b>Groups</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	107	44.7%
	Female	133	55.3%
	<b>Total</b>	<b>240</b>	<b>100%</b>
<b>Age</b>	18-30	138	57.3%
	31-45	69	28.6%
	46-60	26	11.1%
	Above 60	7	3.0%
	<b>Total</b>	<b>240</b>	<b>100%</b>
<b>Education</b>	High school	6	2.5%
	Diploma	25	10.6%
	University degree	124	51.8%
	Master's degree and above	85	35.2%
	<b>Total</b>	<b>240</b>	<b>100%</b>
<b>Experience</b>	Less than one year	67	28.1%
	one year to three	92	38.2%
	More than three	81	33.7%
	<b>Total</b>	<b>240</b>	<b>100%</b>

Source: own study, 2024

#### 4.1.2 DESCRIPTIVE STATISTICS ANALYSIS

The following is a descriptive analysis of the respondents' views of the degree of agreement with various research variables. To create a range, the researcher employs a detailed rating scale as you can see below.

$$\text{Itemized rating scale} = \frac{\text{Max} - \text{Min}}{n - 1} = \frac{5 - 1}{5 - 1} = 0.8$$

This means that each respondent rating from 1-5 fall within the following interval.

Table 4.2 Interval of mean

Interval of Mean	Tendency
1-2.49	Tended to disagree
2.5-3.49	Neutral Tendency
3.5-5	Tended to agree

Source: (poonlar Btawee, 1987)

#### 4.1.2 Description about organizational culture

The description of organizational culture in the following subsection is broken down into four categories. These are: hierarchy, market, adhocracy, and clan cultures. Below is the mean and the standard deviation of each organizational culture along with the statistical description.

The provided data presents the mean and standard deviation values for the four organizational culture types measured in the research: Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture.

Organizational culture	Mean	Std. Deviation
Clun Culture	3.57	1.08
Adhocracy culture	3.53	1.22
Market Culture	3.6	1.1
Hierarchy Culture	3.66	1.02

Table 4.3 Description of Organizational Culture

Here's an explanation of the key insights that can be drawn from this data:

Clan Culture: With a Mean: 3.57 and Standard Deviation: 1.08 indicates that the perceived level of Clan Culture (characterized by a family-like atmosphere, teamwork, and employee involvement) among the study participants is moderate, with an average score of 3.57 on a scale. The standard deviation of 1.08 suggests a moderate level of variation or dispersion in the responses, meaning there is some degree of difference in how participants perceive the Clan Culture within the organization.

Adhocracy Culture: Mean: 3.53 and Standard Deviation: 1.22 The Adhocracy Culture (focused on innovation, creativity, and adaptability) has a slightly lower average score of 3.53 compared to Clan Culture. The standard deviation of 1.22 is the highest among the four culture types, indicating a relatively higher degree of variation in how participants perceive the Adhocracy Culture within the organization.

Market Culture: Mean: 3.60 and Standard Deviation: 1.10 The Market Culture (characterized by competitiveness, goal achievement, and results-orientation) has a moderate average score of 3.60. The standard deviation of 1.10 suggests a moderate level of variation in the participants' perceptions of the Market Culture.

Hierarchy Culture: Mean: 3.66 and Standard Deviation: 1.02 The Hierarchy Culture (focused on stability, control, and adherence to rules) has the highest average score of 3.66 among the four culture types. The standard deviation of 1.02 is the lowest, indicating a relatively lower degree of variation in how participants perceive the Hierarchy Culture within the organization.

Overall, the above data suggests that the organization has a moderate to relatively high presence of all four organizational culture types, with Hierarchy Culture being the most prominent, followed by Market Culture, Clan Culture, and Adhocracy Culture. The standard deviations indicate varying degrees of consensus among the participants in their perceptions of the different cultural dimensions within the organization.

#### *4.1.2.1 Description about Clan Culture*

The result, showed mean scores and standard deviation for respondent's perception towards clan culture exercised by Heineken Employees. The mean score and standard deviations for the statement "The company feels like my family" among employees are 3.72 and 1.054, respectively. Employees agree that the organization feels like a family. This suggests that

both Heineken and its staff uphold the culture's central value of acquainting workers with the business.

The mean score and standard deviation of employees' perception regarding "The company leadership facilitates mentors and nurtures staff" are 3.56 and 1.008, respectively. In other words, workers agree that company leadership fosters and enables staff to have mentors. This suggests that employees exercise the primary leadership characteristic that supports mentors and nurtures staff.

When it comes to employees' perceptions of "the administration style is based on teamwork compromise and involvement," the means score is 3.66 with a standard deviation of 1.037, indicating that employees agree with this statement.

The mean score of the employee perception for the statement "Loyalty shared trust and commitment is what holds the company together" is 3.42, with a standard deviation of 0.969, which indicates a neutral tendency among employees towards this.

The mean score and standard deviation for the employees' perception of "The company stresses on human growth high confidence candidness and participation" were 3.54 and 1.179, respectively. It implies that most respondents believe that the organization places a strong emphasis on employee development, high self-assurance, and involvement.

The mean and standard deviation of the workforce's view of "The company explains accomplishment on the basis of growth of human capital commitment and care for people" were 3.52 and 1.247, respectively. Therefore, this indicates that respondents believe that the company uses the commitment for the growth of human capital as a basis for explaining accomplishments.

Generally, Employees' over-all impression of clan culture, which is to mean a family like company, shows a moderately high mean. This indicates that the culture is characterized by friendly environment at the workplace where people share a lot to one another, considering each other as larger family. In this type of environment, the managers are considered as coaches, young employees are considered as children to be guided by the older generation. According to the results, we can say that at Heineken Company there is a strong teamwork and morale and employees are valued.

#### [4.1.2.2 Description about Adhocracy culture](#)

The mean scores and standard deviation for the respondents' perceptions of the company's Adhocracy Culture of Employees are for the employees' perception of "The company provides a vibrant innovative space" are 3.79 and 1.343, respectively. In other words, staff members believe that the business offers a dynamic, creative environment. This suggests that the company's employees exercise the culture's primary attribute of offering a dynamic and innovative workspace.

The mean score and standard deviation of employees' perception regarding "The company leadership exhibits free enterprise invention and risk taking" are 3.20 and 1.087, respectively. This means that workers have a neutral inclination to believe that the company's leadership demonstrates risk-taking and creativity. This suggests that the primary feature of this culture that fosters creativity and daring is neutral.

Regarding employees' perceptions of "The administration style encourages personal invention liberty and exclusivity," the means score is 3.55 with a standard deviation of 1.123, indicating that employees are in agreement with this statement.

Regarding the belief held by employees that "commitment to invention and development is what holds the company together," the mean score is 3.58 with a standard deviation of 1.269, indicating that employees are somewhat in agreement that the company has a commitment to invention and development and that is what holds the company together.

The mean score and standard deviation of the workforce's perception of "The company stresses on procuring new resources and creating new challenges" were 3.28 and 1.163, respectively. Thus, this indicates that respondents have a tendency toward neutrality regarding the company's emphasis on acquiring new resources and posing fresh challenges.

The average response from employees regarding the statement, "The company explains success based on having newest and most unique products," was 3.79, with a standard deviation of 1.343. This shows that the respondents believe that the company's success can be attributed to having the newest and most distinctive products at the market.

In General, Employees' overall perceptions of Adhocracy culture are characterized by a dynamic and innovative atmosphere at work where employees are eager and bold enough to undertake risks. This culture is focused on dedication to creativity, experimentation, and are focused in becoming the cutting edge of novel ideas, new products. The company's long- range objective is to have a rapid growth and build new resources, acquire fresh talent, and

success by producing novel and distinctive products, However, this culture is the least dominate for Heineken Breweries.

#### 4.1.2.2 Description about Market culture

The mean scores and standard deviation for the respondents' opinions of the company's (Market Culture) for the employees' perception of "The company recognizes its employees publicly for competition and achievement" are 3.73 and 1.109, respectively. This means Employees acknowledge openly that the organization values their competitiveness and accomplishments, which is a common ground among them. This suggests that the company's employees actively participate in the culture's primary feature of publicly praising staff members for their accomplishments and competitiveness. Heineken is currently stepping up its marketing strategy, involving all staff members especially the sales force in attracting fresh customers and dominating the market by holding the top spot of being the market leader on the brewery sector for the past consecutive two years.

The mean score and standard deviation of the employees' opinion of "The company leadership is aggressive and result focused" are 3.64 and 1.087, respectively. In other words, staff members believe that the company's leadership is assertive and goal oriented. This indicates that the company's staff members and management practice the aggressive, goal- oriented leadership style that is vital to the company's culture. With the help of its performance management system, Heineken keeps an eye on its employees' adherence to the goals they set at the start of the year. As a result, it sets goals first, then evaluates employees' performance in relation to those goals. In an effort to improve outcomes, it closely monitors the performance of both its staff and the business all year long.

Concerning the view of employees regarding "The administration style involves hard driving effectiveness high demands and success," the means score is 3.12 with a standard deviation of 1.140, indicating a neutral tendency among employees towards this specific point.

The mean score for employees' perception of "Emphasis on accomplishment and goal attainment is what holds the company together" is 3.54, with a standard deviation of 1.180. This indicates that employees are somewhat in agreement that this is the case. This indicates that the company's core values of achievement and goal-achievement are what bind it together and are practiced by both the staff and the business. To achieve its objective and

maximize profits, the company primarily concentrates on customer satisfaction and offering the best product to its customers.

The mean score and standard deviation of staff's views of "The company stresses on attaining stretched goals and winning in the market place" were 3.72 and 1.096, respectively. It follows that respondents are in agreement that the company places a strong emphasis on achieving ambitious objectives and outperforming competitors.

The mean score and standard deviation of employees' perceptions of "The company explains success as winning in the market" were 3.82 and .961, respectively. It follows that the respondents agree that the organization bases success on outperforming competitors in the market. This is due to the fierce rivalry in the brewery sector, where every brewery aspires to be a market leader. Thus, it is evident that Heineken prioritizes having the greatest products to draw in customers and increase profits. As a result, it justifies its success by stating that it has gained market share and grown to be its customers preferred option.

Generally, Employees' impression of the Market culture is that the company has results- driven work environment where competitors are tough and demanding and leaders are working hard to produce more and better. The emphasis on winning serves as the organization's glue, and long-term concerns center on competitive action , reaching stretch goals and targets, and defining success in terms of market share and penetration that are dominant in the business.

#### 4.1.2.3 Description about Hierarchy culture

The mean scores and standard deviation for the respondents' views of the company's (Hierarchy Culture) employee hierarchy for employees' perceptions of "The company is controlled and organized with prescribed procedures that govern people" are 3.76 and .894, respectively. Employees acknowledge that the organization and management of the company are based on established protocols that regulate individuals. This suggests that the company's and its employees' primary cultural feature is the application of rules and regulations to people. Like any other organization, the company has clearly defined policies and procedures that guide the proper operation of its personnel. It also indicates that the company and its employees uphold the core value of the culture, which is an emphasis on efficiency. Efficiency will be the outcome in the end because Heineken prioritizes customer satisfaction and providing excellent service in order to make a healthy profit.

The mean score and standard deviation of employees' perception regarding "The company leadership coordinates organize and focus on efficiency" are 3.74 and 1.050, respectively. i.e., workers agree that the organization prioritizes efficiency.

The administration style is viewed by employees as being characterized by security of employment stability and consistency in relationships. The means score for this statement is 3.54, with a standard deviation of 1.014. This indicates that employees are partially in agreement with this statement.

Generally Employees' overall view of the hierarchical culture is that it is a formal, structured workplace where rules and procedures govern employee behavior, effective leaders are adept coordinators and organizers, keeping the organization operating smoothly is crucial, and stability, predictability, and efficiency are the organization's top priorities over the long term.

Therefore, it was determined that Hierarchy and Market cultures predominate in the organization after examining the descriptive statistics of the employees' mean and standard deviation scores. Hierarchy culture is distinguished by a standardized and structured work environment in which rules and procedures govern employees, whereby efficient managers are good coordinators and administrators, ensuring a smoothly operating company is critical, and the organization's long-term concerns are stability and dominance. Market culture is a result-driven work environment in which leaders are determined producers and competitors who are challenging and demanding, with the emphasis on winning serving as the glue that holds the organization together. Long-term concerns include competitive actions and achieving stretch goals and targets, as well as explaining success in terms of market share and penetration. Compared to Hierarchy and Market culture, Clan and adhocracy cultures are less prevalent at Heineken Breweries Company.

#### 4.1.3 Description about Employee Engagement

The provided data presents the mean and standard deviation values for the three dimensions of employee engagement: Vigor, Dedication, and Absorption.

Employees engagement	Mean	Std. Deviation
Vigor	3.40	1.28
Dedication	3.77	1.11
Absorption	3.40	1.03

*Table 4.4 Description about Employee Engagement*

Here's an analysis of the key insights from this data:

**Vigor:** Mean: 3.40 and Standard Deviation: 1.28 Vigor refers to the level of energy, mental resilience, and persistence that employees exhibit in their work. The average score of 3.40 on the Vigor dimension suggests a moderate level of vigor among the employees. The standard deviation of 1.28 indicates a relatively high degree of variation in the participants' responses, meaning there is a significant difference in how employees perceive their own level of vigor within the organization.

**Dedication:** Mean: 3.77 and Standard Deviation: 1.11 Dedication represents the employees' sense of significance, enthusiasm, inspiration, pride, and challenge in their work. The average score of 3.77 on the Dedication dimension is the highest among the three engagement components, suggesting a relatively higher level of dedication among the employees. The standard deviation of 1.11 is lower than that of Vigor, indicating a relatively more consistent perception of dedication across the participants.

**Absorption:** Mean: 3.40 and Standard Deviation: 1.03 Absorption refers to the employees' state of being fully concentrated and happily engrossed in their work, where time passes quickly. The average score of 3.40 on the Absorption dimension is the same as the Vigor dimension, suggesting a moderate level of absorption among the employees. The standard deviation of 1.03 is the lowest among the three engagement components, indicating a relatively higher degree of agreement or consistency in how participants perceive their level of absorption in their work.

Overall, the data suggests that the employees exhibit a relatively higher level of dedication compared to vigor and absorption. The standard deviations indicate varying degrees of consensus among the participants, with dedication having the most consistent perceptions and vigor having the most diverse perceptions.

#### 4.1.3.1 Description about Vigor

The mean scores and standard deviation for the respondents' view of employees' vigor for the employees' views on "I burst with energy at work" are 3.26 and 1.238, respectively. In other words, workers seem to be neutral about becoming incredibly energized at work.

The mean score and standard deviation for employees' perception of "I feel strong and energetic at work" are 3.58 and 1.211, respectively. Employees believe that they feel energized and empowered at work. This indicates that workers experience strength and vigor

when completing their tasks. Employees are only partially in agreement with the statement, "I feel like going to work when I woke up," according to the means score of 3.20 with a standard deviation of 1.141. This means that, workers seem to be neutral about feeling like going to work when they weak up.

Employees' perception about "I can work for extended periods", mean score is 3.71 and standard deviation 1.389 which also means that employees are in agreement that they can work for extended periods. This means that most employees work for extended periods without extra payment.

Employees' perception about "I am mentally robust at work", had a mean score and standard deviation of 3.29 and 1.312 respectively. Therefore, it means respondents are neutral about being mentally robust at work. The mean score and standard deviation for employees' perception of "I have high perseverance at work when things are wrong" were 3.37 and 1.378, respectively. It follows that the respondents in some way are neutral about exhibiting strong perseverance at work even in the face of adversity.

#### 4.1.3.2 Description about Dedication

The mean scores and standard deviation for the respondents' views of employees' dedication for the staff's opinions of "My work has a lot of meaning and purpose" are 3.74 and 1.035, respectively. indicating that workers find great meaning and purpose in their work.

The mean score and standard deviation for employees' perception of "I am passionate about what I do" are 3.69 and 1.016, respectively. indicating that workers have somehow a sense of passion for their work. Workers view of "I am proud of my work" has a mean score of 3.84 and a standard deviation of 1.165, indicating that they feel a sense of pride in what they do.

When it comes to employees' views of "I am inspired by my job," the mean score is 3.81 with a standard deviation of 1.156, indicating that workers believe their jobs motivate them. The mean score and standard deviation for employees' views on "My job gives me the challenge I need" were 3.79 and 1.162, respectively. It follows that the respondents believe that their occupations are providing them with the necessary challenge.

#### 4.1.3.3 Description about Absorption

The mean scores and standard deviation for the respondents' views of employee absorption for the employees' views on "I have no recollection of time when I am working" are 3.55 and 1.039, respectively. That is, workers feel as though they are not remembering the passing of time while they are at work.

The mean score and standard deviation of employees' perception of "Working intensely gives me contentment" are 3.56 and 1.130, respectively. That is, workers believe that working hard makes them happy in some way. Workers' view of "I get engrossed in my work" has a mean score of 3.69 and a standard deviation of 0.928, indicating that they somehow believe they get caught up in their work in some way.

The mean score for employees' perception of "I forget everything else around me when I work" is 3.38, with a standard deviation of 1.051. This indicates that employees are neutral regarding losing track of everything else around them while working. The mean score and standard deviation for the employee perception, "When I am engaged with work I get carried away," were 3.50 and 0.937, respectively. It follows that the respondents believe they somehow lose themselves in their work when they are fully engaged. The mean score and standard deviation for employees' perception of "I am unable to detach myself from my work" were 2.71 and 1.113, respectively. It follows that the respondents are neutral as to feeling though they are unable to separate themselves from what they do in some way.

Employee perceptions of absorption a state in which time passes swiftly and one finds it difficult to disengage from work are generally positive. Absorption is defined as being completely focused and joyfully absorbed in one's work.

#### 4.1.4 Inferential Statistics

##### 4.1.4.1 Correlation Analysis

Correlation analysis is used in this study to examine the degree of relationship between the variables under investigation. Convergent validity was demonstrated through the use of Pearson correlation analysis. Pearson correlation coefficients show the strength of a relationship (-1.0 + 1.0) as well as its direction and magnitude (positive or negative). Perhaps the most fundamental and practical way to gauge the relationship between two or more variables is through correlations. (Luliano A. and Franzese M. (2018).

Additionally, Luliano A. and Franzese M. explained how the correlation coefficient (r), which measures the strength of the relationship between variables, is interpreted: a weak relationship is one that falls between 0.1 and 0.29, a moderate relationship is one that falls between 0.3 and 0.49, and a strong relationship is one that is greater than 0.5. Based on these presumptions, a bivariate, two-tailed correlation analysis was conducted, incorporating all fundamental constructs. The relationship between Heineken Breweries' organizational culture and employee engagement is displayed in Table 4.5 below.

Table 4.5 Organizational Culture correlation

**Organizational Culture Correlations**

		Clan Culture	Employee engagement
Clan Culture	Pearson Correlation	1	.532**
	Sig. (2-tailed)		.000
	N	240	240
Adhocracy culture	Pearson Correlation	1	.401**
	Sig. (2-tailed)		.000
	N	240	240
Market culture	Pearson Correlation	1	.435**
	Sig. (2-tailed)		.000
	N	240	240
Hierarchy culture	Pearson Correlation	1	.452**
	Sig. (2-tailed)		.000
	N	240	240

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

According to the results shown in table 4.6 above, each variable correlated perfectly with it's self with coefficient values of +1.00. The Pearson correlation matrix shows a strong, positive, and significant relationship between Clan culture and employee engagement (r=0.532). This indicates that clan culture and employee engagement have a strong relationship.

According to the results shown in the above table, each variable correlated perfectly with itself, with coefficient values of +1.00. The Pearson correlation matrix shows a moderate, positive, and significant relationship between Adhocracy culture and employee engagement (r=0.401). This indicates that Adhocracy culture and employee engagement have a moderate relationship.

According to the results above, each variable correlated perfectly with itself, with coefficient values of +1.00. The Pearson correlation matrix shows a moderate, positive, and significant relationship between Market culture and employee engagement ( $r=0.435$ ). This indicates that Market culture and employee engagement have a moderate relationship.

According to the results shown in the above table, each variable correlated perfectly with itself, with coefficient values of +1.00. The Pearson correlation matrix shows a moderate, positive, and significant relationship between Hierarchy culture and employee engagement ( $r=0.452$ ). This indicates that Hierarchy culture and employee engagement have a moderate relationship.

As a result, the correlation between all organizational culture and employee engagement has been shown to be positive and significant, implying that improving organizational culture can lead to increased employee engagement. Positive correlation coefficients indicate a direct relationship between organizational culture variables and employee engagement.

## 4.2 Regression Analysis

### 4.2.1 Normality test

Table 4.6 normality Test

	Tests of Normality					
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Clan Culture	.156	240	.000	.927	240	.000
Adhocracy culture	.170	240	.000	.888	240	.000
Market culture	.204	240	.000	.907	240	.000
Hierarchy culture	.181	240	.000	.882	240	.000

a. Lilliefors Significance Correction

The above table 4.6 shows the results of two well-known normality tests: the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is best suited for small sample sizes (less than 50), but it can also handle sample sizes up to 2000. As a result, we will use the Shapiro-Wilk test as our numerical method of determining normality. If  $p < 0.05$ , reject the null hypothesis as the test is significant. Our survey results show  $p < 0.05$ , so we reject the null hypothesis.

Table 4.7: Normality, skewness and kurtosis

	Descriptive Statistics				
	N	Skewness		Kurtosis	
		Statistic	Statistic	Std. Error	Statistic
Clan Culture	240	-.773	.172	-.169	.343

Adhocracy culture	240	-.863	.172	-.344	.343
Market culture	240	-1.093	.172	1.080	.343
Hierarchy culture	240	-1.297	.172	1.528	.343
Employee engagement	240	-.909	.172	.992	.343
Valid N (listwise)	240				

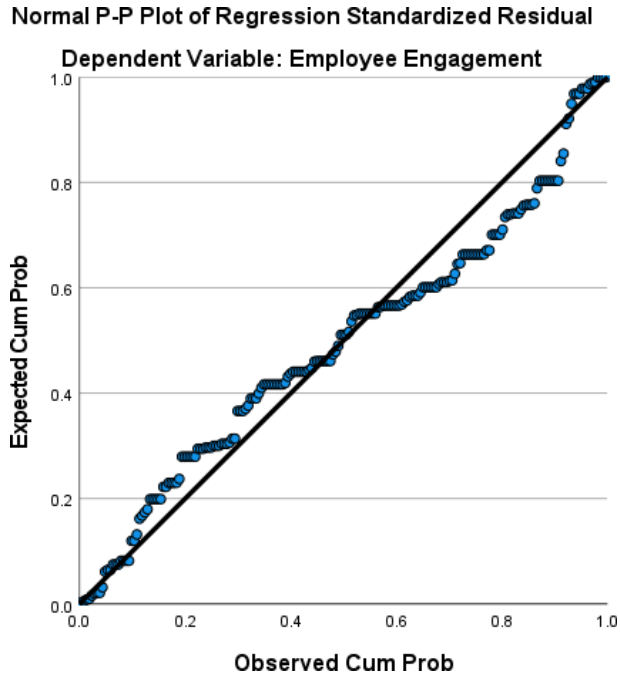
Source: Own survey, computed in SPSS, 2024

Skewness and Kurtosis analysis were also used in the study to determine the data's normality. The skewness and kurtosis measurements should be as close to zero as possible. In reality, data are frequently skewed and kurtotic. A small deviation from zero is therefore acceptable, as long as the measures do not exceed their standard errors (Sprinthall, R. C. 2011). For this paper, regarding skewness and kurtosis these data are a bit skewed and kurtotic for all the variables, but this does not mean it differ significantly from normality. Hence, it can be accepted that the data are approximately normally distributed.

#### 4.2.2 Linearity test

The assumption that the error term should be linear to the expected value of the error term is another one made by classical linear regression models. Nearly all of the residuals fail on the linear straight line, as can be seen in figure 4.1 below, which displays the P-P plot of residuals. There is no significant deviation in the residuals' distribution. As a result, this indicates there is a linear relationship between the independent and dependent variables.

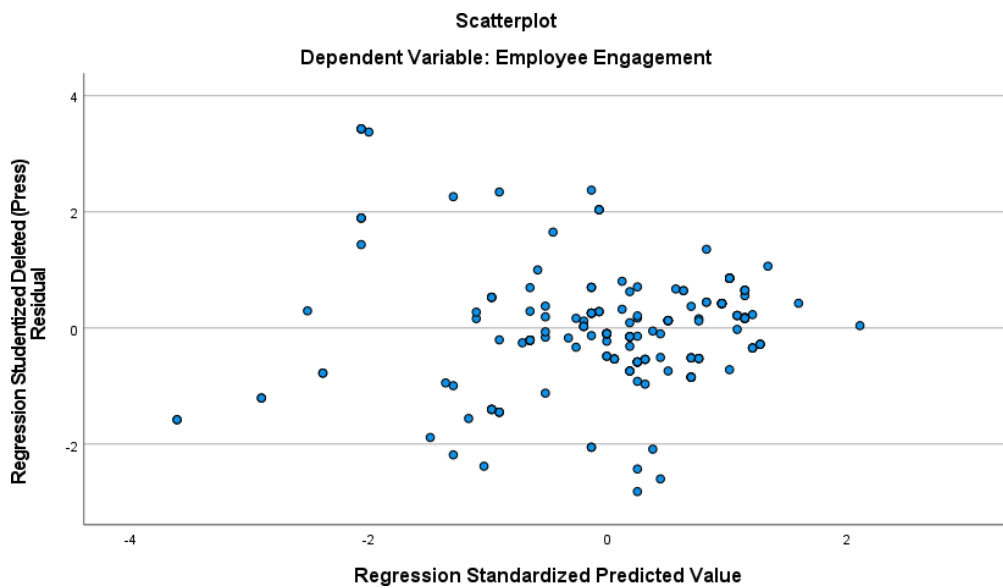
*Figure 1.9 Linearity Test*



]

#### 4.2.3 Homoscedasticity Test

Homoscedasticity is the assumption that the dependent variable has similar amounts of variance across the range of values of an independent variable. As shown in the 56 tables below, it is homoscedastic. If there is no obvious pattern, points are evenly distributed above and below zero on the x axis and to the left and right of zero on the y axis.



Source: Own survey, computed in SPSS, 2024

Figure 1.9. p-plot graph Homoscedasticity Test

#### 4.2.4 Multicollinearity Test

According to Shrestha Noora (2020), Multicollinearity occurs when the multiple linear regression analysis includes several variables that are significantly correlated not only with the dependent variable but also to each other. If there is a strong correlation between any or all of the independent variables, multicollinearity will defiantly occur. It demonstrates that the regression model has trouble identifying the independent variables that have an impact on the dependent variable. Either an additional significant variable should be added, or an unimportant independent variable should be removed, if the multicollinearity problem in the model is too severe. Various techniques are frequently proposed to identify the presence of a multicollinearity issue. The variance inflation factors (VIF) approach was used in this study to determine whether multicollinearity was an issue. The values of VIF, as shown in table 4.16, are significantly below 10, indicating that multicollinearity among the study's independent variables is not an issue.

There is no multi-collinearity effect among the independent variables of Clan, Market, Adhocracy, and Hierarchy cultures. In addition to the above multi-collinearity is unlikely to be a problem if the tolerance is more than 0.2 (Menard, 1995), and VIF should be less than 10 (Myers, 1990). In this case the tolerance is more than 0.2 and the VIF is also less 10 therefore there is no multicollinearity problem.

Table 4.8 Multicollinearity Test

Model	T	Sig.	Collinearity Statistics	
			Tolerance	VIF
(Constant)	4.026	.000		
Clan culture of the company	5.351	.000	.661	1.512
Adhocracy culture of the company	.907	.366	.645	1.550
Market Culture of the company	2.006	.046	.586	1.706
Hierarchy Culture of the company	2.948	.004	.610	1.638

#### 4.2.5 Regression output/Result

The regression analysis aimed to determine how much the independent variables (Clan, market, adhocracy, and hierarchy culture) explain the dependent variable (employee engagement). It also assesses how much each independent variable explains the dependent

variable. The researcher conducted a regression analysis to examine the relationship between organizational /culture and employee engagement. The results are presented below. The researcher tested the relationship between employee engagement and each independent variable to confirm or reject the hypothesis.

In a multiple regression model, each variable has its own coefficient that describes its relationship with the dependent variable. Multiple regression models were used to identify the causal relationship between organizational culture and employee engagement.

The below model was proposed for the purpose of running multiple linear regressions that is necessarily to test the effects and statistical significance of organization culture on employees engagement.

$$\check{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:  $\check{Y}$  = Dependent variable (organization Engagement)

$\alpha$  = constant

$\beta$  = (Beta value) coefficient of slope of regression model

$X_1$  = Clan Culture

$X_2$  = Adhocracy Culture

$X_3$  = Market Culture

$X_4$  = Hierarchy Culture

$\epsilon_i$  = error term

Table 4.9 ANOVA

### ANOVA

Employee engagement

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	91.962	76	1.460	10.278	.000
Within Groups	19.172	164	.142		
Total	111.134	240			

A. Dependent variable: engagement B. Predictors: (constant), hirarchy, clan, adheocracy, market

Source: own survey, 2024

The above ANOVA table shows that the overall multiple linear regression model is significant F statistics shows a value  $p = .000$ , which is less than  $p < 0.05$ . this indicate that the model describe the effect of organizational culture on the employees' engagement of Heineken Breweries Share Company.

Table 4,10 Coefficients

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.969	.241		4.026	.000
	Clan culture	.328	.061	.371	5.351	.000
	Adhocracy culture	.051	.056	.064	.907	.366
	Market Culture	.131	.065	.148	2.006	.046
	Hierarchy Culture	.202	.069	.213	2.948	.004

a. Dependent Variable: Employee Engagement

Source: own study, 2024

The table above demonstrates that employee engagement has a positive relationship with organizational culture and examines the most important independent variable in predicting the dependent variable. As a result, the strength of each independent variable's influence on the criterion variable can be determined using the standardized beta coefficient. As a result, the regression coefficient describes the average amount of change in the dependent variable caused by one unit of change in the independent variable.

Thus, Clan culture is the most dominant organizational culture traits in the prediction of employee commitment with beta value 0.371, followed by Hierarchy culture (B=.213), Market culture (B=.148) and Adhocracy culture (B=.064) that the variables are making significant to the prediction of employee engagement.

More, table describes those significance levels of Clan culture, Hierarchy culture, Market culture, Adhocracy culture as .000, .004, .046 and .366 respectively, where most of the independent variables have less than 0.05. This implies that there is statistically significant relationship between all cultures and the employee's engagement with the exception of Adhocracy culture. Therefore, the null hypotheses related to Hierarchy culture, Market culture, Clan culture, were rejected and Adhocracy culture was accepted.

### 4.3 Hypothesis Summary

The researcher summarized the study hypotheses in table 4.11 below based on the above results. The researcher summarized hypotheses for alternative hypotheses. The researcher tested hypotheses by using p-value.

Table 4.11 Hypothesis Summary

No	Hypothesis	Tests	Implication	Results
Hypothesis 1	Clan Culture does not have a significant effect on employees engagement	standardized Coefficients (B=0.371, p=0.00), P< 0.05	This intimate that Clan Culture had positive effect on employee engagement	Reject the null hypothesis
Hypothesis 2	Adhocracy Culture does not have a significant effect on employees engagement.	standardized Coefficients (B=.064, p=0.366) P> 0.05	This intimate that Adhocracy Culture had No effect on employee engagement	Accept the null hypothesis
Hypothesis 3	Market Culture does not have a significant effect on employees'' engagement.	standardized Coefficients (B=.148, p=0.046), P< 0.05	This intimate that Market Culture had positive effect on employee engagement	Reject the null hypothesis
Hypothesis 4	Hierarchy Culture does not have a significant effect on employees'' engagement.	standardized Coefficients (B=.213, p=0.004), P< 0.05	This intimate that Hierarchy Culture had positive effect on employee engagement	Reject the null hypothesis

#### 4.4 Discussions

The aim of this study was to analyze the effect of Organization culture on the employee's engagement in the Heineken Brewery. The result of correlation and regression analysis shows that Clan culture, Market culture and Hierarchy culture, have positive effect on the employee's engagement and Adhocracy culture does not have significantly affect employee engagement.

Despite the fact that research on employee engagement is still in its early age, some studies have been done to examine how organizational culture affects employee engagement. According to Naidoo & Martins' (2014) study, which examined the relationship between organizational culture and employee engagement at a South African information technology

company, it makes sense for an organization to foster a positive culture that guarantees that employees feel and remain engaged in their work in order to keep workers in the company longer than those that do not prioritize and promote employee engagement.

Reis, Trullen, & Story (2016) conducted a study of 890 individuals from graduate and postgraduate programs at a Brazilian business school on perceived organizational culture and engagement: the mediating role of authenticity. They concluded that environments that are perceived to be more comprehensive and participative, as well as those that incentivize autonomy (i.e. clan and adhocracy cultures), neither nurture nor inhibit realism. Cultures that are perceived as having control, being orderly, and emphasizing stability (i.e., hierarchy and market cultures) are negatively related to authenticity, and thus employees who behave more authentically at work are more engaged in their jobs.

Parent & Lovelace (2015) came to the conclusion that an individual's capacity for organizational change can be strengthened by a positive organizational culture after conducting another study on the relationship between employee engagement and a positive organizational culture. They also concluded that workers with high levels of job engagement are less flexible to change, and that companies with positive organizational cultures encourage both job and organizational engagement in their workforce.

## Chapter Five

### Conclusion and Recommendation

This chapter presents conclusions and recommendations. From the above analysis result the researcher reached at following conclusions and provided recommendations.

#### 5.1 Summery of the Key findings

Clan culture is the most dominant organizational culture traits in the prediction of employee commitment with beta value 0.371, followed by Hierarchy culture (B=.213), Market culture (B=.148) and Adhocracy culture (B=.064) that the variables are making significant to the prediction of employee engagement.

More, table describes those significance levels of Clan culture, Hierarchy culture, Market culture, Adhocracy culture as 000, .004, .046 and .366 respectively, where most of the independent variables have less than 0.05. This implies that there is statistically significant relationship between all cultures and the employee's engagement with the exception of Adhocracy culture.

## 5.2 Conclusions

Based on findings about effects of organizational culture on employees' engagement in Heineken brewery company the study provides the following conclusions.

overall perception of employees about collaborate (Clan) culture which is a family-type organization has higher mean which indicates the culture can be described as a friendly place to work where people share a lot of themselves and somehow feels like an extended family where managers are considered as mentors and perhaps young employees are considered as children and are guided on their career path and organizational commitment exists to the highest level and organization emphasizes the long-term benefit of individual development. Clan culture is the most dominant organizational culture traits, with beta value 0.371 and significance levels of clan culture is 000. This implies that there is statistically significant relationship between clan culture and the employee's engagement. Therefore, the null hypotheses related Clan culture was rejected.

The second dominant culture is Hierarchy culture with Beta Value ( $B=.213$ ). The significance level of Hierarchy culture is 0.004. This implies that there is statistically significant relationship between Hierarchy culture and the employee's engagement. Therefore, the null hypotheses related for this type of culture was rejected. Generally, Employees' overall view of the hierarchical culture is that it is a formal, structured workplace where rules and procedures govern employee behavior, effective leaders are adopt coordinators and organizers, keeping the organization operating smoothly is crucial, and stability, predictability, and efficiency are the organization's top priorities over the long term. According to the findings of this paper Heineken Breweries employees believe that the company has a standardized and structured work environment whereby efficient managers, good coordinators and administrators, ensures a smoothly operating company, and the organization's long-term concerns are stability and dominance. The results of the research

shows that a moderate, positive, and significant relationship has been identified between Hierarchy culture and employee engagement.

As for Market culture it is the third dominant type of culture at beta value ( $B=.148$ ). The significance level is .046. This implies that there is statistically significant relationship between Market cultures and the employee's engagement at a value less than 0.05. Employees' impression of the Market culture is that the company has results-driven work environment where competitors are tough and demanding and leaders are working hard to produce more and better. This means that at Heineken Breweries employees believe that the emphasis on winning serves as the organization's glue, and long-term concerns center on competitive actions, reaching stretch goals and targets, and defining success in terms of market share and penetration that are dominant in the business. According to the findings, a moderate, positive, and significant relationship has been identified between Market culture and employee. This indicates that Market culture and employee engagement have a moderate relationship.

At Heineken Ethiopia, adhocracy cultures is the least dominant cultures at beta value ( $B=.064$ ). The significance level is 0.366. This implies that there is no statistically significant relationship between adhocracy cultures and the employee's engagement at a value greater than 0.05. It is the least prevalent than the other cultures but the results have proven that the culture exists. Which is why the company maintains a smoothly running organization.

In terms of the effect of the cultures on employee engagement, the correlation has been explain intensively and accordingly the correlation between all organizational culture and employee engagement has been shown to be positive and significant for Clan, Market and Hierarchy culture implying that improving organizational culture can lead to increased employee engagement. This is except for Adhocracy culture which showed that a moderate, positive, and significant relationship has been identified between Adhocracy culture and employee engagement, indicating that this type of culture has a moderate relationship with employee engagement.

Overall perception of employees about Adhocracy culture emphasis on being at the leading edge of new knowledge, products, and services and readiness for change and meeting new challenges being important, the organizations long-term focus is on fast development and accumulation of new resources and success means producing unique and original products

and services is the least dominant in Heineken brewery company as compared to the other cultures.

### 5.3 Recommendations

Based on the conclusions, the following recommendations are forwarded.

Taking into account the research findings, the list dominant culture at Heineken Breweries Company, adhocracy culture, does not significantly affect employee engagement. In light of this, we can apply the following recommendations:

It is advisable to first understand the Context. Meaning we should investigate further why the adhocracy culture does not impact employee engagement. It Could be because it does not align with the employees' values or needs within Heineken Breweries specific context or industry only.

The first recommendation is to Focus on Other Cultural Aspects: Since adhocracy culture does not seem to impact engagement, explore other cultural dimensions such as:

- Clan Culture: Emphasizing a family-like environment, with a focus on collaboration, communication, and employee development.
- Market Culture: Focus on competitiveness, goal achievement, and productivity which might resonate better with the employees.

The second recommendation is to Enhance Leadership Styles: Strengthen leadership development programs that promote styles known to positively influence engagement, such as transformational or servant leadership.

Another recommendation is to Customized Engagement Strategies: Develop and implement customized strategies specifically tailored to the unique needs and preferences of the workforce. Personalize engagement initiatives to address the diverse aspects of the company's employee demographic.

Professional Development Opportunities can also be considered: Enhance engagement by providing more professional development opportunities including training, career advancement pathways, and continuous learning programs. In addition Recognize and Reward should also be considered. This can be done by implementing robust recognition and reward

systems to acknowledge hard work and achievements. Small incentives and appreciations can foster a sense of value and belonging.

While adhocracy culture doesn't significantly impact employee engagement in this context, it's essential to explore and understand other factors and tailor strategies that align better with the company's workforce's needs. Continuously measure and adapt engagement strategies to ensure they are effective and responsive to employees' dynamic preferences.

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## Appendix 1: Research Questionnaire

### Introduction

I am a graduate student at Addis Ababa University School of Commerce. I am conducting research on Effect of organizational culture on employee's engagement Heineken breweries share company. This study is being carried out in partial fulfilment of the Award of a Master Degree MBA in management.

You have been identified as one of the respondents for this study and you are kindly requested to fill the questionnaire. Information given will be held with confidentiality and will be used purely for research purposes. Your response is highly appreciated. If you face with any unclear questions please contact YULIAN BERHANE (tell +251 940 244 903).

PART A: Demographic Characteristics of the Respondents (Please Tick appropriately (√) )

**1. Gender**

- Male
- Female

**2. Age**

- 18 up to 30
- 31 up to 45
- 46 up to 60
- Above 60

**3. Education level:**

- Primary
- High school
- Diploma
- University degree
- Master Degree and above

**4. For how long have you been working in the company (in years)?**

- Less than one year
- One year to three
- More than three

**PART B: ORGANIZATIONAL CULTURE**

The following questionnaire is about the perceived organizational culture of Heineken brewery Ethiopia. The respondents are employees of the company

Please rate the following statements by ticking (√) in the appropriate box to indicate how much you agree or disagree with each statement. 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 strongly agree.

key words: - SD- Strongly disagree; D- Disagree; N- Neutral; A- Agree; and SA- Strongly Agree.

		SD	D	N	A	SA
	<b>Clan Culture</b>					
1	The company feels like my family					
2	The company leadership facilitates, mentors and nurtures staff					
3	The administration style is based on teamwork, compromise and involvement					
4	Loyalty, shared trust and commitment is what holds the company together					
5	The company stresses on human growth, high confidence, candidness and participation					
6	The company explains accomplishment on the basis of the growth of human capital, collaborations, employee commitment and care for people					
	<b>Adhocracy Culture</b>	SD	D	N	A	SA
1	The company provides a vibrant innovative space providing for risk-taking					
2	The company leadership exhibits free enterprise, invention and risk taking					
3	The administration style is considered to encourage personal, invention, liberty and exclusivity					
4	Commitment to invention and development is what holds the company together					
5	The company stresses on procuring new resources and creating new challenges.					
6	The company explains success based on having newest and most unique products.					

	<b>Market Culture</b>	SD	D	N	A	SA
1	The company recognizes its employees publicly for competition and achievement.					
2	The company leadership is aggressive and result focused					
3	The administration style involves hard driving effectiveness, high demands, and success					
4	Emphasis on accomplishment and goal attainment is what holds the company together.					
5	The company stresses on attaining stretched goals and winning in the market place.					
6	The company explains success as winning in the market, leadership in a competitive market is vital					
	<b>Hierarchy Culture</b>	SD	D	N	A	SA
1	The company is controlled and organized with prescribed procedures that govern people					
2	The company leadership coordinates, organizes and focus on efficiency					
3	The administration style is characterized by security of employment, predictability and steadiness in relationships					
4	Rules and policies are what holds the company together and smooth operations are considered very important					
5	The company stresses on stability, efficiency, control and operating smoothly.					
6	The company explains success on the basis of effectiveness.					

**PART C: EMPLOYEE ENGAGEMENT**

Employee engagement is characterized by vigor, dedication, and absorption.

Please rate the following statements by ticking (√) in the appropriate box to indicate how much you agree or disagree with each statement. 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly agree.

key words: - SD- Strongly disagree; D- Disagree; N- Neutral; A- Agree; and SA- Strongly Agree.

	<b>Vigor</b>	SD	D	N	A	SA
1	I burst with energy at my work					
2	I feel strong and energetic at my work					
3	I feel like going to work when I wake up					
4	I can work for extended periods					
5	I am mentally robust at work					
6	I have a high perseverance at work even when things are wrong					
	<b>Dedication</b>	SD	D	N	A	SA

1	My work has a lot of meaning and purpose					
2	I am passionate about what I do					
3	I am proud of my work					
4	I am inspired by my job					
5	My job gives me the challenge I need					
	<b>Absorption</b>	SD	D	N	A	SA
1	I have no recollection of time when I am working					
2	Working intensely gives me contentment					
3	I get engrossed in my work					
4	I forget everything else around me when, I am doing my work					
5	When I am engaged with work I get carried away					
6	I am unable to detach myself from my work					

Thank you for completing this questionnaire!

## Annex 2: Descriptive statistics

<b>Clan Culture</b>		
<b>Descriptive Statistics</b>		
	Mean	Std. Deviation
The company feels like my family	3.72	1.054
The company leadership facilitates, mentors and nurtures staff.	3.56	1.008
The administration style is based on teamwork, compromise and involvement	3.66	1.037
Loyalty, shared trust and commitment is what holds the company together	3.42	.969
" The company stresses on human growth, high confidence, candidness and participation"	3.54	1.179
The company explains accomplishment on the basis of the growth of human capital, collaborations, employee commitment and care for people	3.52	1.247

**Adhocracy culture**

<b>Descriptive Statistics</b>		
	Mean	Std. Deviation
The company provides a vibrant innovative space providing for risk-taking	3.79	1.343
The company leadership exhibits free enterprise, invention and risk taking	3.20	1.087
The administration style is considered to encourage personal, invention, liberty and exclusivity	3.55	1.123
Commitment to invention and development is what holds the company together	3.58	1.269
" The company stresses on procuring new resources and creating new challenges."	3.28	1.163
The company explains success based on having newest and most unique products.	3.79	1.343

<b>Market Culture Descriptive Statistics</b>		
	Mean	Std. Deviation
The company recognizes its employees publicly for competition and achievement.	3.73	1.109
The company leadership is aggressive and result focused	3.64	1.087
The administration style involves hard driving effectiveness, high demands, and success	3.12	1.140
Emphasis on accomplishment and goal attainment is what holds the company together.	3.54	1.180
The company stresses on attaining stretched goals and winning in the market place.	3.72	1.096
The company explains success as winning in the market, leadership in a competitive market is vital	3.82	.961

<b>Hierarchy Culture Descriptive Statistics</b>
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	Mean	Std. Deviation
The company is controlled and organized with prescribed procedures that govern people	3.76	.894
The company leadership coordinates, organizes and focus on efficiency	3.74	1.050
The administration style is characterized by security of employment, predictability and steadiness in relationships.	3.54	1.014
Rules and policies are what holds the company together and smooth operations are considered very important.	3.73	.992
The company stresses on stability, efficiency, control and operating smoothly.	3.57	1.121
The company explains success on the basis of effectiveness.	3.59	1.064

<b>Description of vigor</b>		
	Mean	Std. Deviation
I burst with energy at my work	3.26	1.238
" I feel strong and energetic at my work"	3.58	1.211
I feel like going to work when I wake up	3.20	1.141
I can work for extended periods	3.71	1.389
I am mentally robust at work	3.29	1.312
I have a high perseverance at work even when things are wrong	3.37	1.378

<b>Description of Dedication</b>		
	Mean	Std. Deviation

My work has a lot of meaning and purpose	3.74	1.035
I am passionate about what I do	3.69	1.016
I am proud of my work	3.84	1.165
I am inspired by my job	3.81	1.156
My job gives me the challenge I need	3.79	1.162

Description of absorption	Mean	Std. Deviation
" I have no recollection of time when I am working"	3.55	1.039
Working intensely gives me contentment	3.56	1.130
I get engrossed in my work	3.69	.928
I forget everything else around me when, I am doing my work	3.38	1.051
When I am engaged with work I get carried away	3.50	.937
I am unable to detach myself from my work	2.71	1.113