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The Role of Organizational Culture on Job Satisfaction of Academic Staff in Public Higher Education Institution of Ethiopia: The Case of Ethiopian Civil Service University (ECSU).

A Thesis Submitted to the School of Graduate Studies of Addis Ababa University in Partial Fulfillment of the Requirements for the Master of Business Administration (MBA) in Management.

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June, 2020 G.C

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DECLARATION

I, the undersigned, declare that this thesis entitled “*The Role of Organizational Culture on Job Satisfaction of Academic Staff in Public Higher Education Institution of Ethiopia: The Case of Ethiopian Civil Service University (ECSU)*” is carried out by me under the supervision of Dr. Meskerem Mitiku, Department of Management, Addis Ababa University, as part of the MBA programme. I further declare that this thesis is my original work and has not been submitted to any other university for the award of any degree. All sources were noted, referenced, and included in the list of references.

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STATEMENT OF CERTIFICATE

This is to certify that Dawit Abraha has completed his thesis entitled “The Role of Organizational Culture on Job Satisfaction of Academic Staffs in Public Higher Education Institution of Ethiopia (A Case of Ethiopian Civil Service University)” is his original work and is submitted for examination with my approval as a thesis.

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This is to certify that the thesis entitled, “The Role of Organizational Culture on Job Satisfaction of academic staff of Public Higher Education Institution of Ethiopia: The Case of Ethiopian Civil Service University” was carried out by Dawit Abraha under the supervision of Meskerem Mitiku (Ph.D) submitted in partial fulfillment of the requirements for the degree of Master of Business Administration complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Acknowledgement

I am very much grateful for the Almighty God for giving me strength and firmness to finish this study.

I am also very thankful to my advisor, *Meskerem Mitiku (PhD)* who guided me throughout the process of making this study. It was her invaluable and pragmatic comments that helped me complete this thesis.

I had also very helpful friends who have been giving me the best they could do starting from the data collection to data entry. So, I thank you very much dear friends!

The last but not the least is my family, it was impossible to make this happen without their help.

Abstract

Higher education institutes function to produce effective human capital and the immediate responsibility in doing so lays on the academic staff of these institutes. Therefore, employees in these institutions have to be comfortable with the culture of their organization as the culture affects the level of their job satisfaction. The major concern of this research was to investigate the impact of organizational culture on job satisfaction of academic staff in Ethiopian Civil Service University (ECSU). A total of 150 questionnaires were distributed to the academic staff. About 122 valid responses were used for the statistical analysis which makes the response rate 81.3%. The collected data was analyzed using descriptive statistics, correlation and regression. Market culture with a mean value of 3.097 was the dominant culture type in ECSU. Clan culture with a beta value of 0.402 was the most contributing organizational culture type in predicting job satisfaction of academic staff members in Ethiopian Civil Service University (ECSU) followed by Market culture with a beta value of 0.34, Adhocracy culture with a beta value of 0.247. Hierarchy culture had insignificant negative effect on job satisfaction with a beta value of -0.148. ECSU does not have a strong culture that most employees agree with rather weak dominant cultures with relatively higher mean values that have varying level of agreement across the data set. Therefore, it has to strengthen the weak market and clan cultures as they have significant positive effect on job satisfaction.

Keywords: *organizational culture, clan culture, adhocracy culture, market culture, hierarchy culture, dominant culture, weak culture, job satisfaction.*

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Acronyms

AC: Adhocracy Culture

ANOVA: Analysis of Variance

CC: Clan Culture

CVF: Competing Values Framework

DV: Dependent Variable

ECSU: Ethiopian Civil Service University

HC: Hierarchy Culture

IV: Independent Variables

JS: Job Satisfaction

MC: Market Culture

OCAI: Organizational Culture Assessment Instrument

SPSS: Statistical Package for Social Science

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

According to Morse (1997) “Satisfaction refers to the level of fulfillment of one’s needs, wants and desire. Satisfaction mainly depends upon what an individual really wants from the world, and what he gets.” Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there are many factors affecting the organizational effectiveness and one of them is the employee satisfaction. The success of any company is directly linked to the satisfaction of the employees who embody that company (Freeman, 2005). Effective organizations should have a culture that encourages the employees’ satisfaction (Bhatti & Qureshi 2007).

According to Quazi et al (2017) the job satisfaction of employees occupies the important place in the list of main concerns of human resource management department. The reason of this importance is twofold. On one side, it helps in retaining the employees and on the other side, it raises their performance level. The term ‘job satisfaction’ is quite frequently used for individual perceptions towards specific aspects of total work environments. Starting from the time the occupation of individuals became a socially significant phenomenon, social scientists focused much of their attention on the problem of job satisfaction. This study focuses on investigation of job satisfaction of teachers at one of the public institutions in Ethiopia.

Teachers’ job satisfaction is one of the important factors in institutional dynamics that is considered to be the major variable by which the effectiveness of an organization’s human resource is evaluated (Pan et al., 2015). Job satisfaction of teachers is essential for the effective teaching learning process in schools and colleges (Devi & Soni, 2013). Employees who are comfortable with their job are more likely to be creative, innovative and initiate the breakthroughs that can improve their job performance. On the other hand, teachers who are dissatisfied with their job may become irritable and tense which may bring inefficiency and other negative effects to the students’ learning process (Pan et al., 2015).

The concept of job satisfaction has become the essential feature that organizations do evaluate either from their employees or from their customers’ perspective on a regular basis. It is a very

important variable, which determines the level of performance, output and engagement of employees and affected by organizational culture (Trivellas et al, 2015).

Literatures show that job satisfaction is a complex phenomenon, which does not happen in isolation, but depends on organization variables, like structure, size, salary, working conditions and leadership, all of them constituting organizational climate and culture (Boeyens, 1985 as cited on Belias et al 2014). Organizational culture is the shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviors of its employees (Colquitt, Lepine, & J.Wesson, 2017). If employees are not satisfied with these organizational variables, there might be absenteeism, turnover, burnout, improper relations with each other at workplace, reduction of activities among staff (Mehrad, 2015). This research will focus on the influence of organizational culture on employee job satisfaction.

Organizational culture described by Deal and Kennedy (1982) as the pattern of values, norms, beliefs, attitudes and assumptions which might not have been articulated but which shape the ways in which people in organizations behave and things get done. Robbins & Judge (2007) described organizational culture as a system of shared meaning held by members, in the end distinguishing one organization from the other.

Organizational cultures are created, usually unconsciously, by the organizations' founders and early members; their development was influenced by managers and other significant members; they can be changed and monitored, given enough time, money and management attention (Hofstede et al. 1990; Hofstede 2001). Such nature of culture makes it difficult to objectively describe and evaluate organizational culture and its influence on job satisfaction.

Quite a big number of instruments for the measurement of organizational culture have been developed by previous researchers (Harrison 1975; Pareek & Rao 1983; Cooke and Lafferty 1987; and Wallach 1983). In the last few decades, both academicians and practitioners in management science have focused on studying possible ways to measure the dimensions of organizational culture and how such measures related to the effectiveness and competitiveness of an organization (Moblely et al., 2005).

Recent time researchers used the famous Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2006). OCAI is based on the four culture types such as: Clan

culture, Adhocracy culture, Market culture, Hierarchy culture. The investigation of a culture is made through those four core values, in a 2 x 2 competing values, Flexibility and discretion versus Stability and control, and Internal focus and integration opposing External focus and differentiation. According to Jones et al (2006), internal versus external focus differentiates the organizational improvements driven mostly by people caring internal business processes from the ones caused by the wishes of external stakeholders. On the other hand, stability versus flexibility distinguishes between stable organizations that focus more on keeping the status quo and organizations that promote innovation, personal growth, continuous organization improvement and change.

The Clan culture archetype is delineated by the flexibility and internal focus aspects of the OCAI's continua. It is considered to be representative of a family-style organization, wherein members of the organization are involved in decision making, and teamwork is an important aspect of work (Heritage et al 2014). Researchers (Meng and Berger 2019; Teh 2019; Semene 2018) found that clan culture is positively correlated to job satisfaction as the organization emphasizes on discussion and communication among employees.

The Adhocracy culture, which is found between the flexibility and external focus aspects of the OCAI's continua, is based on innovation as a means of organizational functioning. One of the aspects of the Adhocracy is its emphasis on specialization and rapid change within the organization; employees will often come together to work on specific projects and then disband at completion (Heritage et al 2014). Adhocracy culture is positively correlated to job satisfaction (Elizabeth 2017; and Semene 2018).

The Market culture, which is outlined by the external focus and stability aspects of the OCAI dimensions, is concerned largely with competitiveness and winning. In this culture, organizations let their employees for competition and getting the top place of the industry through achieving maximum value from it. So, it is a competing and proficient culture focusing on achieving short term goals (Fatima 2016). Teh (2019) found that market culture does not establish any significant connection with job satisfaction. However, the market culture negatively and significantly influenced the job satisfaction (Din and Ghetany 2016; Reis, Trullen and Story 2016). On the other hand, Semene (2018) found positive relationship between market culture and job satisfaction.

The Hierarchy culture is delineated by the internal focus and stability aspects of the OCAI continua. This culture is concerned mainly with stability in organizational functioning, and has clear rules and guidelines regarding the ways in which organization should accomplish certain tasks. It is characterized by a vertical approach to the levels in the organizational hierarchy, and focuses largely on smooth running efficiency (Cameron, & Quinn, 2011). Teh (2019) revealed hierarchy culture does not establish any significant connection with job satisfaction. However, (Semene 2018; Zeleke and Beyene 2015; Bigliardi et al 2012; Beyene 2011) found a negative relationship between bureaucratic culture and job satisfaction. On the other hand, Maruf et al (2015) found positive and significant relationship between hierarchy culture and job satisfaction.

A large number of researchers, therefore, link job satisfaction with organizational culture in different sectors in different part of the world (Belias et al 2014; Habib2014; Elizabeth 2017; khaddar 2018). Results show that employees' satisfaction is different in different organizational cultures. Employees working in clan and adhocracy culture appear happy with their organization. However, employees working in market and hierarchy cultures experience both satisfaction and dissatisfaction in their work place though the degree is different. Despite all these researches have conducted in different parts of the world, only few studies (Henok 2011; Zeleke and Beyene 2015; and Semene 2018) have done studies to examine the impact of organizational culture on job satisfaction in Ethiopia particularly in the educational sector.

1.2 Background of the organization

The Ethiopian Civil Service University started operation in 1995 but was formally established in February, 1996 as an autonomous institution with legal status by the Council of Minister Regulation No. 3/1996. Since establishment, the University has contributed immensely in developing the capacity of the Ethiopian Civil Service institutes through education and training.

The University has been able to make tremendous contribution in capacity building through the provision of short-term courses and specialized undergraduate and postgraduate programs; rendering research and consultancy services; providing library documentation services and facilitating conferences, seminars and workshops. The University employs delivery modalities ranging from resident training and educational programs to the on-the-job, evening and distance education, including Global Development Learning Network.

The University strives to equip civil servants with relevant theoretical and practical skills that will empower them to optimally discharge their responsibilities. It is also striving to become a leading center of excellence in public service capacity building in Africa by 2025 through building efficient, effective, transparent and accountable public service which can contribute to the realization of the development and transformation drive of the country.

The university has three colleges: College of Urban Development and Engineering, College of Finance, Management and Development (CFMD) and College of Leadership and Governance (CLG). Under all these colleges there are 18 departments organized to offer different graduate and under graduate specialized programs with about 243 full time lecturers.

1.3 Statement of the problem

Education sector is one of the service sectors having a great demand in present day context and it has been considered as a business, which practices all the theories and concepts related to any other business. The importance of education is not only for the development of intellectual skills and knowledge but also for effective growth and development of economy. The education system needs to make students as learners innovators, scholars, researchers and trainers (Sreenivasulu, 2013). All the other sectors are directly or indirectly dependent on education sector. Therefore, examining the culture of educational institutes and taking appropriate measure to solve the problem helps to solve the problem of other sectors.

Higher education institutes function to produce human capital and the immediate responsibility in doing so lays on the academic staffs of higher education institutes. Therefore, employees in these institutions have to be comfortable with the culture of their organizational for its success. If employees in knowledge-based institutions like universities and colleges are not happy with the culture of their organization, their contribution for the organizational success will be low and become less committed. Numerous scholars agree that job satisfaction in the workplace leads to innovation, creativity, service improvement, turnover reduction, and improvement in mental and physical health of employees (Delfgaauw, 2007; Saatchi, 2003). The presence of job satisfaction as a fundamental human needs in educational institutions develops academic staff's performances and supports them to conduct their organizational behavior in the accurate way (Karatepe and Tekinkus, 2006; Mehrad, 2015).

In ECSU, teachers miss classes and come late in some cases (HERQA, 2013). On the other hand, even if the staff of the university were encouraged to utilize a quarter of their time in research because it is one of the core activities of higher education institutions, they are moderately engaged in research while research is part of the culture of the University, which affects the performance of the organization (ibid). This problem still exists because teachers are not satisfied with the payment made for the research, according to the teachers. In the preliminary stage of this study the researcher had a chance to talk to some teachers about this issue and they confirmed that the payment made for the researches was not satisfactory.

As far as the review of related literatures, very few researches have been done to assess the impact of organizational culture on employees' satisfaction particularly in higher educational sectors in Ethiopia; the case of Debre Birhan University by Semene Mikre in 2018 and the case of St. Mary University College conducted by Zeleke and Beyene in 2015. However, no study has been conducted to assess the impact of organizational culture on the employees' satisfaction particularly the academic staff in the case of Ethiopian Civil Service University (ECSU).

Previous researchers Teh (2019) and Elizabeth (2017) found that employee working in clan and adhocracy cultures were happy. Other studies Semene (2018) and Maruf et al (2015) revealed that market and hierarchy cultures make employees satisfied. Accordingly, the researcher's aim is to identify the effect of organizational culture on employees' satisfaction in the selected organization.

Since human resource is the key factor for the success of any organization, employees have to stay satisfied to increase productivity and reduce turnover intention to the lowest possible level in the organization. To do so, the impact of organizational culture on employees' satisfaction level has to be examined and the dominant culture type of the organization has to be identified to advocate a cultural change process if needed. As the result, organizational performance and job satisfaction of employees could be improved.

The aim of this study is to identify the dominant types of organizational culture in the university and to examine the impact of organizational culture on job satisfaction of ECSU academic staff. The findings of the study will contribute to the efforts in bridging the literature and empirical gaps stated above.

1.4 Objective of the study

1.4.1 General objective

The general objective of this study was to examine the impact of organizational culture on employee job satisfaction of academic staff in Ethiopian Civil Service University (ECSU).

1.4.2 Specific objectives

The following specific objectives were developed to achieve the overall objective of the study.

The specific objectives of the study were:

- ✓ To identify the dominant culture type in ECSU.
- ✓ To investigate the relationship between clan culture and job satisfaction of academic staff in the ECSU.
- ✓ To examine the relationship between adhocracy culture and job satisfaction of academic staff in the ECSU.
- ✓ To inspect the relationship between market culture and job satisfaction of academic staff in the ECSU.
- ✓ To study the relationship between hierarchy culture and job satisfaction of academic staff in the ECSU.

1.5 Research questions

The aim of the study was addressing the following basic research questions.

1. What is the dominant culture type in ECSU?
2. What is the relationship between clan culture and job satisfaction among academic staff members of ECSU?
3. What is the relationship between adhocracy culture and job satisfaction among academic staff members of ECSU?
4. What is the relationship between market culture and job satisfaction among academic staff members of ECSU?
5. What is the relationship between hierarchy culture and job satisfaction among academic staff members of ECSU?

1.6 Significance of the study

This research can be helpful for the future researchers as a reference for investigating the impact of organizational culture on job satisfaction using CVF in different organizations particularly in Ethiopia. The result of the study also offered useful information for the administrative staff of ESCU about the dominant types of organizational culture. It also provides helpful information for the management to take proper measure in adjusting the existing organizational cultures based on the preference of employees.

1.7 Scope of the study

This study was delimited to investigate the impact of organizational culture on job satisfaction of full-time academic staff members of Ethiopian Civil Service University. Therefore, any result found on this study is limited to the academic staff of ECSU. Among the different dimensions of organizational cultures, this study has used the famous Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Freeman (1991), this instrument had four culture types such as: Clan culture, Adhocracy culture, Market culture, Hierarchy culture. The research has also identified the dominant culture type existed in ECSU during the period the study has been conducted.

1.8 Definition of terms

Culture is a collection of values, norms and beliefs which are followed by a group of people in a specific society.

Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations.

Organizational culture types represent that the four classifications of organizational culture which are developed by widespread study on effective organizations by Cameron and Quinn based on the Competing Values Framework: those are clan, adhocracy, hierarchy, and market cultures.

Satisfaction refers to the level of fulfillment of one's needs, wants and desire (Morse, 1997).

Job satisfaction seeks to measure how employees feel about the organization's expectations, reward practices, relationship among employees and with leaders, and the like (Robbins & Judge, 2013).

Teacher is any position of academic staff at ECSU including all individuals holding the title of graduate assistance, assistant lecturer, lecturer, assistant professor or professor.

Organizational climate the recurring patterns of behavior, attitudes and feelings that characterize life in the organization.

Competing Values Framework or CVF is the framework compiled by Quinn and Rohrbaugh in 1983 and later perfected by Cameron and Quinn 1999, 2006, to understand and organize the four organizational culture types.

Organizational Culture Assessment Instrument (OCAI) is an instrument based on the Competing Values Framework used to identify the organizational culture profile based on the core values, assumptions, interpretations, and approaches that characterize organizations (Cameron & Quinn, 1999, 2006).

1.9 Limitations of the study

The researcher has encountered some problems while conducting this study. The major limitation was the broke out of COVID-19, which has elongated the data collection process and affected the researcher's access to the school's internet. It took too much time and budget to complete the study due to lack of internet access. The result of study cannot be generalized to other higher education institutions sine every institution has its own unique culture that differentiates it from other organizations. The other limitation of the study is that, it didn't identify sub cultures that may possibly be existed in each college of the university.

1.10 Organization of the study

The research paper contained five chapters. The first chapter consisted of background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study and organization of the study. The second chapter has addressed the theoretical and empirical review of related literatures. The third chapter covered the research design and methodology that were deployed to conducted the study. Results and discussions are included under the fourth chapter in descriptive and quantitative forms. The last chapter has included summary of major findings, conclusions and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter includes theoretical and empirical concepts, components, roles, models, dimensions and measurement of organizational culture. It also consists of theoretical concepts, importance, dimensions and measurement of job satisfaction. Finally, the relationship between these two variables is presented with the conceptual framework.

2.1 Theoretical Review

2.1.1 Concept and Definition of Organizational Culture

The conception of organizational culture is enrooted in cultural anthropology. Organizational culture is the collection of shared (common) beliefs, values, rituals, stories, myths, and specialized language that promotes a feeling of community among organization members (Kreitner, 2009). Robbins and Coulter described Organizational culture as the shared values, traditions, principles, and ways of doing things that affects the way every organizational member act. In most organizations, these shared values and practices have progressed over time and determine, to a large extent, how things are done in the organization (Robins & Coulter, 2012).

According to the above definition, three things are implied with regard to the concept of organizational culture. First, culture is a **perception**. It does not have physical existence that can be touched or seen, but employees perceive it from their past experience within the organization. Second, organizational culture is **descriptive**. It's based on how members or employees perceive the culture and describe it, not with whether they like it. Finally, even though individuals experience different organizational cultures at different organizational levels, they tend to describe the organization's culture in similar ways; which is the **shared** aspect of culture (ibid).

Organizational culture is a system of shared meaning held by members that differentiates the organization from other organizations (Robbins & Judge, 2013). According to Colquitt et al, **organizational culture** is the shared social knowledge within an organization with regard to the norms, rules, and values that form the attitudes and behaviors of its employees (Colquitt, Lepine, & J.Wesson, 2017).

Wesson et al (2017), outlined a number of facets of organizational culture. First, culture is social knowledge within members of the organization. Employees know about most important aspects of culture through other employees in the organization. This way of knowledge transfer might be through explicit communication, simple observation, or other less obvious methods. In addition, culture is shared knowledge, which means members of the organization understand and have some degree of consensus regarding what the culture looks like. Second, culture informs employees what the rules, values, and norms are within the organization. Third, organizational culture forms and reinforces certain employee attitudes and behaviors by developing a monitoring system over employees.

2.1.2 Components of Organizational Culture

According to Colquitt et al (2017), there are about three major components organization's culture consists of: **observable artifacts**, **espoused values**, and **basic underlying assumptions**. Some components of an organization's culture are willingly apparent and observable for everyone; however, other components are less observable to outsiders or newcomers. These outsiders can observe, interpret, and reach conclusions based on what they see on the ground, but the inside remains a secret until they can uncover the outside layers to measure the values and assumptions that lie beneath.

Observable artifacts are the characteristics of an organization's culture that can easily be seen and communicated by members of the organization. These manifestations supply the signals that employees interpret to gauge how they must act during the workday. They also supply the primary way of transferring an organization's culture to its workers. It's difficult to overestimate the significance of artifacts, because they help to show what the organization is all about both for the current and potential employees, customers, shareholders, and investors. There are about six major types of artifacts: symbols, physical structures, language, stories, rituals, and ceremonies.

Symbols can be found all over an organization, starting from its corporate logo to the images it inserts on its website to the uniforms its employees put on. **Physical structures** also tell a lot about culture; whether the work environment is open, about the personality of the employees. Language implies the jargon, slang, and slogans used within an organization. Stories consist of anecdotes, accounts, legends, and myths that are passed down throughout members within an organization. Telling stories can be a major mechanism by which leaders and employees describe what the

company values most. **Rituals** are the day-to-day planned routines that happen in an organization. **Ceremonies** are formal phenomenon, generally shown in front of the customers of organizational members.

Espoused values are the beliefs, philosophies, and norms that are explicitly stated by the organization. These values extend from published documents, such as a company's vision or mission statement, to verbal statements made by managers to employees. It's certainly important to put a difference between espoused values and enacted values. It's one issue for a company to outwardly state something is important; it's another issue for employees to consistently act in accordance with the espoused values. When a company remains with its espoused values over time regardless of the dynamic situations it operates in, the values become more reliable both to employees and outsiders.

Basic underlying assumptions are the taken-for granted beliefs and philosophies that are simply acted by employees without questioning the validity of their behavior in a given situation. These assumptions denote the deepest and least observable portion of a culture and may not be consciously apparent, even to organizational veterans.

2.1.3 Roles of Organizational Culture

According to Robbins and Judge (2013), organizational culture has its own roles towards the success of the organization and its employees. First, culture has a boundary-defining role: it creates distinctions between different organizations. Second, it bears a sense of identity for members of the organization. Third, culture enables commitment to something greater than individual self-interest. Fourth, it improves the stability of the social system. Culture is the social glue that holds the organization together by furnishing standards for what employees should say and act. Finally, it is a sense-making and control mechanism that molds and controls employees' attitudes and behavior.

Organizational culture also creates **organizational climate** which refers to the shared perceptions held by members of the organization towards their working environment and the organization itself. This aspect of culture is like team spirit at the organizational level. When everyone has the same general feelings about what's important or how well things are working, the effect of these attitudes will be more than the sum of the individual parts. One meta-analysis found that across

dozens of different samples, psychological climate was strongly related to individuals' level of job satisfaction, involvement, commitment, and motivation. A person who encounters a positive climate for performance will think about doing a good job more often and will believe others support his or her success. Someone who encounters a positive climate for diversity will feel more comfortable collaborating with co-workers regardless of their demographic background (Robbins & Judge, 2013).

Organizational culture also promotes **spiritual culture** where employees seek to find meaning and purpose in their work and desire to connect with other human beings as part of a community. Workplace spirituality can counterbalance the pressures and stress of a turbulent pace of life that may affect the satisfaction level of employees. Spiritual organizations value showing kindness toward others and promoting the happiness of employees and other organizational stakeholders. They are also based on mutual trust, honesty and openness (Robbins & Judge, 2013).

2.1.4 Dimensions of Organizational Culture

Many researchers have tried to create general typologies that can be used to describe the culture of any organization. Organizational cultures can be classified in to different types along various dimensions. Research suggests seven dimensions that can be used to describe an organization's culture. These dimensions range from low to high, meaning it's not very typical of the culture (low) or is very typical of the culture (high) (Robins & Coulter, 2012).

- ✓ **Innovation and risk taking** represents the extent to which employees are stimulated to be innovative and risk taker.
- ✓ **Attention to detail** denotes the extent to which members of an organization are expected to show precision, analysis, and attention to detail.
- ✓ **Outcome orientation** signifies the extent to which administration emphasizes outcomes rather than on the techniques and processes used to achieve them.
- ✓ **People orientation** denotes the extent to which administration decisions consider the impact of results on employees within the organization.
- ✓ **Team orientation** denotes the extent to which activities and events are organized around teams rather than individual members.
- ✓ **Aggressiveness** signifies the extent to which employees are aggressive and competitive rather than easygoing.

- ✓ **Stability** the extent to which organizational activities focuses on maintaining the current status in contrast to future growth.

Each of these characteristics exists on a band which ranges from low to high. Evaluating the organization on them and gives a composite picture of its culture and a basis for the shared understanding members have about the organization, how things are done in it, and the way they are supposed to behave.

Other researchers like Goffee and Jones (1998) divided organizational culture along two dimensions: **solidarity** and **sociability**. Solidarity is the degree to which group members think and act alike, and sociability represents how friendly employees are to one another (Colquitt, Lepine, & J.Wesson, 2017).

- Organizations that are low on both dimensions have a **fragmented culture** in which employees are distant and disconnected from one another.
- Organizations that have cultures in which employees think alike but aren't friendly to one another can be considered **mercenary cultures**. These types of organizations are likely to be very political, "what's in it for me" environments.
- Cultures in which all employees are friendly to one another, but everyone thinks differently and does his or her own thing, are **networked cultures**. Many highly creative organizations have a networked culture.
- Organizations with friendly employees who all think alike are **communal cultures**.

There is some evidence that organizations have tendency to move through the cultures as they get larger. Small organizations generally start out as communal cultures oriented around the owner and founder. As companies grow, they tend to move toward a networked culture because solidarity is harder to foster when groups get really large.

A several dimensions of corporate culture have been described in various literatures. According to (Hofstede et al, 1990) there are six dimensions of organizational cultures. These are: Process-oriented versus results-oriented, Job-oriented versus employee-oriented, Professional versus parochial, Open systems versus closed systems, Tight versus loose control and Pragmatic versus normative

Harrison and Stokes (1992) have identified four dimensions of organizational culture include power dimension, role dimension, achievement dimension and support dimension.

On the other hand, Ricardo and Jolly (1997) have identified dimension of organizational culture include communication, training and development, rewards, decision making, risk taking, planning, team work, and management practices.

Teamwork, Communication, Training-Development, and Reward-Recognition in most literatures as dimensions of organizational culture and have greatest effect on employees' behavior commitment (Lau and Idris, 2001; Boon and Arumugan, 2006; Zain et al, 2009; Sola et al, 2012)

Cameron and Quinn (2006) conceptualized culture into four differing types supported competing values the collaborative and cohesive clan, the innovative and adaptable adhocracy, the controlled and consistent hierarchy, and the competitive and customer focused market. A review of 94 studies found that job attitudes were especially positive in clan-based cultures, innovation was especially strong in adhocracy cultures, and financial performance was especially good in market cultures (Robbins & Judge, 2013). Although the competing values framework received some support during this review, the authors noted that further theoretical work must ensure it's according to the particular cultural values found in organizations.

Strong Versus Weak Cultures

A high level of culture strength exists when employees definitively agree about the way things are supposed to happen within the organization (high consensus) and when their subsequent behaviors are consistent with those expectations (Colquitt, Lepine, & J.Wesson, 2017). Strong cultures take a long time to develop and are very difficult to change. Weak cultures exist when employees disagree about the way things are supposed to be or what's expected of them, meaning that there is nothing to unite or direct attitudes and actions of the employees.

A strong culture should reduce employee turnover because it demonstrates high agreement about what the organization represents. Such unanimity of purpose builds cohesiveness, loyalty, and organizational commitment. These qualities, in turn, lessen employees' propensity to leave. One study found that the more employees agreed on customer orientation in a service organization, the higher the profitability of the business unit (Robbins and Judge, 2013).

According to Langton and Robbins (2002) organizations also consist of both dominant and subcultures. Dominant culture expresses the core values a majority of members share and that give the organization its distinct personality. In some cases, the culture of an organization is not really strong or weak. Instead, there might be subcultures that unite a smaller subset of the organization's employees. These subgroups may be created because there is a strong leader in one area of the company that engenders different norms and values or because different divisions in a company act independently and create their own cultures (Colquitt, Lepine, & J.Wesson, 2017).

2.1.5 Models of Organizational Culture

The organizational culture has several models and dimensions that influence the job satisfaction, performance, effectiveness and others according to the nature of the organization. No single framework for describing the values in organization cultures has emerged; however, several frameworks have been suggested. Although these frameworks were developed in the 1980s, their ideas about organization culture are still influential today. Managers should evaluate the various parts of the frameworks described and use the parts that fit the strategic and cultural values of their own organizations (Griffin & Moorhead, 2014)

The Competing Values Framework (CVF)

Researchers on organizational cultures have proposed different forms or types of cultures. For example, Cameron and Quinn (2006) identified four culture types such as: Adhocracy culture, clan culture, hierarchy culture, market culture.

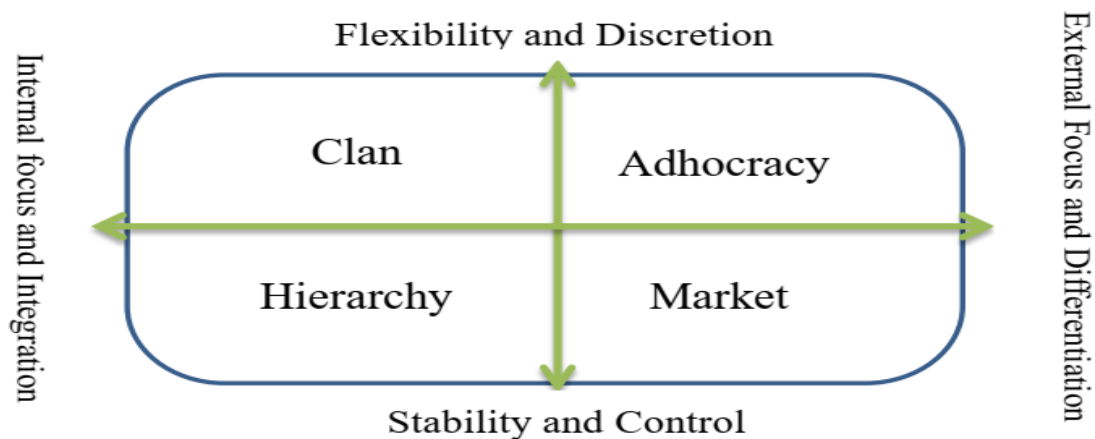


Figure 2. 1 The competing values frame work (Cameron and Quinn, 2006, p. 49)

Other researchers like Goffee and Jones (1998) also identified four forms of organizational cultures (i.e. networked, mercenary, fragmented and communal). Wallach (1983) suggested that there are three main types of organizational cultures (i.e. bureaucratic, supportive and innovative). Despite the difference in naming, these culture types have some similarities in their characteristics.

The Organizational Culture Assessment Instrument (OCAI)

Cameron and Quinn (2006) have developed the Organizational Culture Assessment Instrument (OCAI). According to this instrument, organizational culture has six dimensions. These include dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and criteria of success. According to Heritage, Pollock, and Roberts (2104) the four cultures of OCAI model have common characteristics with the three Wallach's culture types.

The Clan culture archetype is reminiscent of Wallach's **supportive** culture archetype, and is delineated by the flexibility and internal focus aspects of the OCAI's continua. It is considered to be representative of a family-style organization, wherein members of the organization are involved in decision making, and teamwork is an important aspect of work Heritage et al (2014). Meng and Berger (2019) found that supportive organizational culture is positively correlated to job satisfaction as the organization emphasizes on discussion and communication among employees.

Adhocracy Culture is a culture which is energetic, self-deployed and providing a place for the employees and management to come forward with ingenious work and develop the offerings according to the changing needs of the consumers. Whole organization tries to develop the offering in a different and new way and find out new and innovatory ideas for the offering. In this culture, the organizational pillars are developing new ideas with creativity and trying new experiences for developing the offering. It will help the employees in enhancing their knowledge, experience and ideas for the offering, so that they can make their offerings according to consumers' needs and wants.

The Adhocracy culture, which is delineated by the flexibility and external focus aspects of the bisecting continua of the OCAI, is based on **innovation** as a means of organizational functioning. One of the aspects of the Adhocracy is its emphasis on specialization and rapid change within the organization; employees will often come together to work on specific projects and then disband at

completion. This method of functioning is reminiscent of Martin and Meyerson's ambiguity description of culture. However, an organization with an Adhocracy culture is not limited by a lack of guidelines when approaching a task, and instead appears to be provoked into productivity when presented with a lack of boundaries Heritage et al (2014). Elizabeth (2017) found a positive and moderate relationship between adhocracy culture and employees' job satisfaction.

The Market culture is delineated by the external focus and stability aspects of the OCAI continua. This aspect of the OCAI is concerned largely with competitiveness and winning. The market culture is driven by the need to create transactions with external bodies as a means of gaining an advantage in their organizational niche (Heritage et al, 2014). In this culture, organizations find out the ways to overcome the competition and getting the top place of the industry through achieving maximum share from the industry. For this study Market culture refers to a competing and proficient culture which focusing on achieving short term goals (Fatima 2016). The study of (Teh, 2019) revealed that there was no significant connection between market culture and job satisfaction. However, Reis, Trullen and Story (2016) found that the market culture has negatively and significantly influenced the job engagement.

The Hierarchy culture, delineated by the internal focus and stability aspects of the OCAI continua, is highly reminiscent of Wallach's **bureaucratic** culture. It is concerned largely with stability in organizational functioning, and has clear guidelines regarding the manner in which organization should approach certain tasks. It is typified by a vertical approach to the levels in the organizational hierarchy, and focuses largely on smooth running efficiency Heritage et al (2014). Bigliardi et al (2012) found a negative relationship between bureaucratic culture and job satisfaction.

The Competing Values Framework diagnoses and facilitates change in organizational culture (Cameron & Quinn, 2006). It is a framework that was empirically derived. It has been found to have both face and empirical validity. The researchers used this dimension for the study due to the psychology and personality based particularly in the academic environment than the business environment (Denison, 2011). The Organizational Culture Assessment Instrument (OCAI) model is based on the Competing Values Framework (CVF), a theoretical model that is now the dominant framework in the world for assessing organizational culture (Cameron & Quinn, 2011).

2.1.6 Job Satisfaction

According to Morse (1997) “Satisfaction refers to the level of fulfillment of one’s needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets.” Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should possess a kind of culture that enhances the level of employees’ satisfaction (Bhatti & Qureshi, 2007).

According to Quazi et al (2017) the job satisfaction of employees occupies important place in the list of main concerns of human resource management department. The reason of this importance is twofold. On one side it helps in retaining the employees and on the other side it raises their performance level. The term ‘job satisfaction’ is quite frequently used for individual attitudes towards the specific aspects of total work situation. Since the time when the occupation of individuals became a socially significant phenomenon, social scientists focused their attention on the problem of job satisfaction.

The basis for the investigation and assessment of job satisfaction was formed by the Motivation-Hygiene theory of Herzberg et al (1959), according to which employees’ feelings toward their job are affected by two factors, motivators and hygiene issues. In particular, motivators are able to create satisfaction by fulfilling the individual’s needs for meaning and personal growth. They include the work itself, personal achievement, responsibility, recognition and advancement. Those factors satisfy a person’s need for self-actualization, thus lead the employee to develop positive job attitudes. Hygiene factors, on the other hand, do not actually motivate employees, but –if they are properly handled- can minimize the feeling of dissatisfaction. They include physical working conditions, job security, supervision, salary, institution policy and administration, interpersonal relations and benefits. If the hygiene factors are addressed, the motivators will promote the employee’s job satisfaction and encourage production.

The work of Kennerly (1989) revealed the relationship between job satisfaction, leadership behaviors and organizational culture. More specifically, organizational behaviors, like warmth among employees, mutual trust, respect and rapport between employees and superiors can be significant predicting factors of the job satisfaction experienced by employees in the field of health.

Bhatti and Qureshi (2007) noted that job satisfaction leads to productivity through bringing high quality motivation and through enhancing working capabilities of employees. Robbins (2001) suggested that at the organizational level, organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees. In another research study the researcher noted that satisfied employees tend to be more productive, creative, and committed to their employers.

Job satisfaction is something that creates positive improvement on individual life and can enhance the performance of their work and also kind of element that can perfectly attribute to the positive achievement in our life. Job satisfaction also can be said as an individual's total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization (Ivancevich & Matteson 2002; Spector 1997).

2.1.7 The Need for Employee Satisfaction

The success of any company is directly linked to the satisfaction of the employees who embody that company, that retaining talented people is critical to the success of any organization (Freeman, 2005). In another research it is said that employee satisfaction influenced employee productivity, absenteeism and retention (Allen & Wilburn, 2002)

Every manager or retention agent to HR needs to get a handle on employee loyalty and satisfaction; how committed is the workforce to the organization and if workers are really contented with the way of things for gauging their likelihood to stay with the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service (Sageer, Rafat, & Agarwal, 2012).

Studies shows that businesses that excel in employee satisfaction issues reduce turnover by 50% from the norms, increase customer satisfaction to an average of 95 % & lower labor cost by 12% (Carpitella, 2003). According to Heskett et al (1994), more satisfied employees stimulate a chain of positive actions which end in an improved company performance. The more satisfied an employee is, the less turnover and absenteeism occurs (Maloney, & McFillen, 1986). Judge et. al,

(1993) mentions that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance, and negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job.

2.1.8 Measures of Job Satisfaction

Many instruments are available to measure Job satisfaction nowadays. Unlike productivity, absenteeism, and turnover, job satisfaction is present only inside an individual's mind and cannot be measured directly (Shing, 2008).

One of the most widely known and used is the Employee Satisfaction Inventory - ESI (Koustelios, 1991; Koustelios and Bagiatis, 1997). The inventory was created using Greek employees as a sample. It included 24 questions, which measure six dimensions of job satisfaction such as: Working conditions, Earnings, Promotions, Nature of work, Immediate superior and the institution as a whole.

Another well-known instrument to measure job satisfaction of employees is Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967), providing more specific information about the job's aspect that a person considers more rewarding and contains 20 items, classified into intrinsic and extrinsic satisfaction.

The Job Satisfaction Survey JSS by (Spector, 1997) provides an overall satisfaction score and 9 facet-specific scores. The facet-specific scales include pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication

According to Green (2000), General Job satisfaction scales, like single-item measures, are also used to determine the overall level of job satisfaction. The original scale measurement of job satisfaction originated by Babin and Boles (1998) that was later modified by Gibbs and Ashill (2013) comprising five items was adapted for this research.

2.1.10 The Relationship Between Organizational Culture and Job Satisfaction

Organizational culture shows the perception of employees on what kind of characteristics does their organizational culture has. It is not whether they like the culture or not, it is therefore a descriptive term. This is an important concept because it differentiates culture from **job satisfaction**. Research on organizational culture has sought to measure how employees see their organization: Does it encourage teamwork? Does it reward innovation? Does it stifle initiative? (Robbins & Judge, 2013).

In contrast, **job satisfaction** seeks to measure how employees feel about the organization's expectations, reward practices, relationship among employees and with leaders, and the like. Although these two terms have overlapping characteristics, they have of course difference that organizational culture is descriptive, whereas job satisfaction is evaluative (ibid).

Literature review shows that job satisfaction is a complex phenomenon, which does not happen in isolation, but depends on organization variables, like structure, size, salary, working conditions and leadership, all of them constituting organizational climate and culture (Boeyens, 1985 as cited by Belias et al 2014).

According to Belias et al (2014), organizational culture can be promoted to facilitate the achievement of job satisfaction and organizational goals. The measurement of culture can serve as a starting point in diagnosing and influencing such change in the organization. Literature review shows that job satisfactions occur in multiple types of organizational culture internationally, and have a serious impact on employees' behavior, job performance and everyday life. In addition, job satisfaction can be not only influenced, but also predicted by employees' perceptions of organizational culture, especially leadership and social support.

Robbins (1993) and Huthcheson (1996) as cited on (Roodt, Rieger, & Sempene, 2002) suggested that, since the dimensions of job satisfaction are components of an organization, job satisfaction is an evaluation of organizational culture. The latter described job satisfaction as the difference between the outcomes that an employee expects to receive and those that he/she actually receives. Therefore, job satisfaction is related to job characteristics and evaluated according to what employees perceive as being important and meaningful to them.

2.2 Empirical Literature

Teh et al (2019) found that clan and adhocracy culture are significantly and positively linked to job satisfaction, whereas hierarchy culture and market culture do not establish any significant connection with job satisfaction.

Meng and Berger (2019) found that supportive organizational culture is positively correlated to job satisfaction as the organization emphasizes on discussion and communication among employees as well as understand their values.

According to Santos et al (2018) hierarchy culture has a significant relationship with job satisfaction. Kwakye (2018) found that bureaucratic culture significantly influences employee turnover in private universities in Ghana.

Elizabeth (2017) found that there was a positive and moderate relationship between adhocracy culture and employees' job satisfaction.

Din and Ghetany (2016) found that market culture has significant negative effect on employee's job satisfaction.

Badawy, Kamel and Magdy (2016) found that clan culture had a strongest positive relationship with job satisfaction.

According to Abel (2015) there was high relationship between culture and employee's job satisfaction in that specific organization, the overall satisfaction level of employees was exhibited to be below the average measure, and employee's job satisfaction is negatively affected by the existing culture of the organization.

Ashraf & Rezaie (2015) adopted the competing value frame work and among four types of organizational culture, hierarchical organizational culture was not related to job satisfaction significantly. And three types of adhocracy, clan and market organizational culture were related to job satisfaction positively.

Henok (2015) found that instructors who scored high in hierarchy culture experienced lower level of job satisfaction.

According to Habib (2014), organizational culture is important element which highly influences the employee commitment and their job satisfaction. Sabri, Ilyas & Amjad (2011) organizational culture affect job satisfaction positively and significantly.

San and Kim (2009) job satisfaction was positively correlated with clan and market culture, while the influence of adhocracy and hierarchy culture was not statistically significant.

Lund (2003) implemented the competing value framework (CVF) to examine the association between the four culture types such as clan, adhocracy, market and hierarchy cultures with job satisfaction. The result revealed a positive connection between clan and adhocracy cultures with job satisfaction. On the other hand, job satisfaction had a negative relationship with hierarchy and market cultures.

According to Goodman, Zammuto & Gifford (2001) hierarchy culture was negatively associated with job satisfaction while clan culture was positively associated with job satisfaction.

2.3 Conceptual Framework

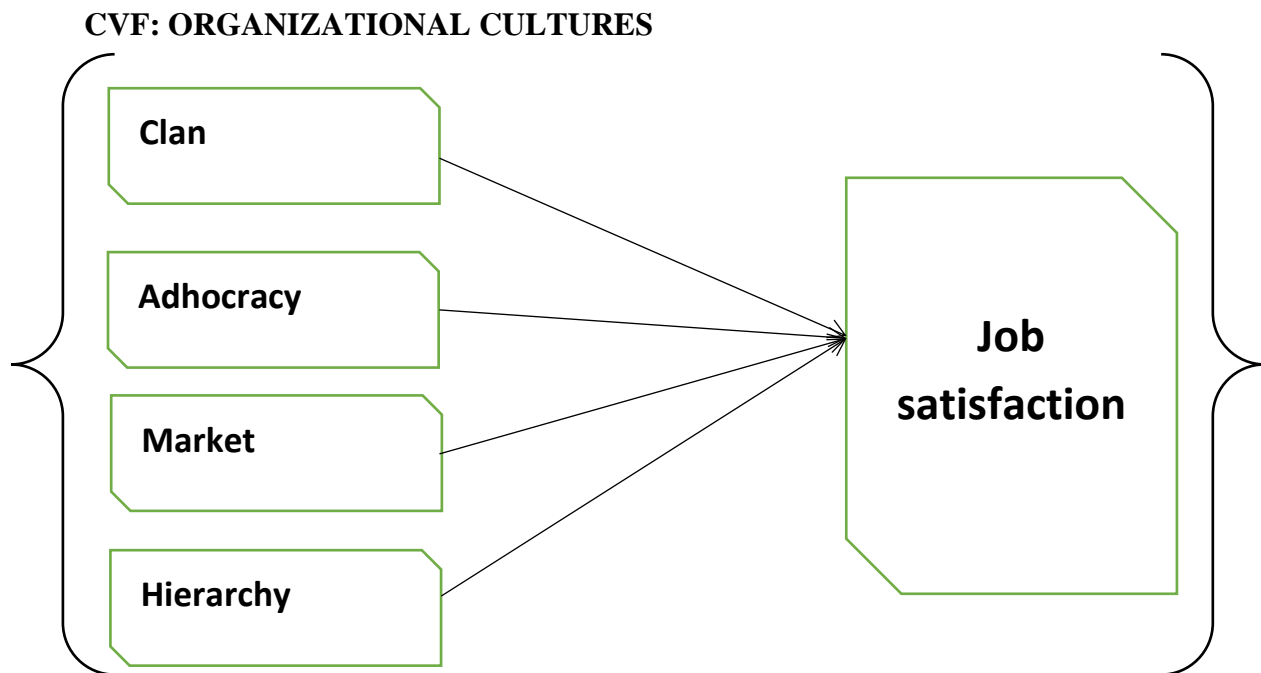


Figure 2.2 Conceptual Framework

Source: Adapted from literature (Lund, 2003)

Clan culture refers to employee-oriented culture where employee is regarded as a family.

Adhocracy culture refers to a culture where employees focus on innovation in achieving organization's target.

Market culture refers to competing culture which employees focusing on achieving short term goals.

Hierarchy culture refers to formalized and organized working environment.

Job satisfaction refers to employee's emotional state resulting from achieving job appraisal and achievement.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

In this part, the research methodology that have been used for conducting this study are discussed. Research methodology is a systematical way of solving research problems and apprehended as a science of studying how research is done scientifically (Kotharie, 2004). This part includes research design, population and data source, sampling techniques, data collection method, data collection instruments, validity and reliability, data analysis and presentation method, finally ethical consideration are included.

3.1 Research Design

The type of research design that has been undertaken in this study was explanatory type. The motive of the research was to examine the relationship between organization culture and job satisfaction of academic staff members of ECSU that leads to correlation research. The study was also a cross sectional study because the relevant data were collected at a single point of time in order to examine the impact of current organizational culture on the level of job satisfaction as perceived by the employees. The selected approach for this research was quantitative methods due to the nature of the instrument. The research used both descriptive research design simply to summarize the sample respondent's information and inferential research design to generalize from a sample result to the wider population.

3.2 Data Types and Sources

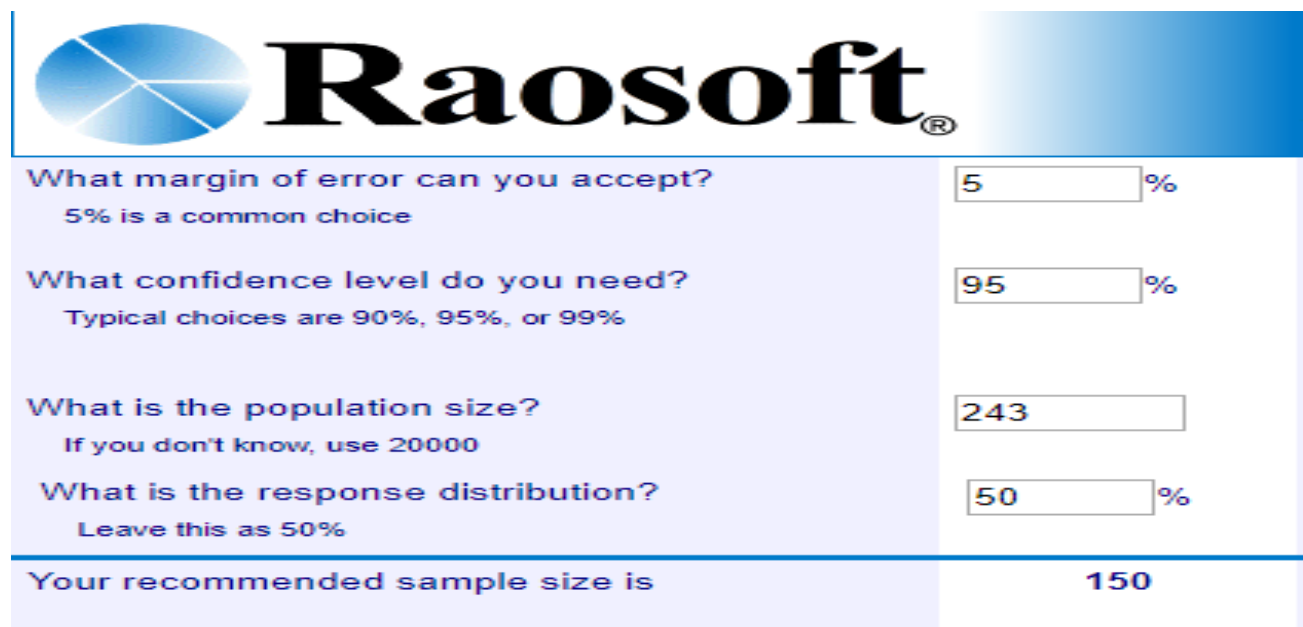
The research used both primary and secondary data sources. Structured questionnaires were used to collect primary data from the academic staffs of Ethiopian Civil Service University. And secondary data of the study was gathered from various sources which were relevant for the study like journal articles, information center of the institution, e-sources, library books, published thesis and dissertations of earlier researchers all over the world that could be accessed online.

3.3 Participants

The target population of the study were the full-time academic staff members of Ethiopian Civil Service University (ECSU) with a total number of 243 lecturers in 2019/2020 academic year from all the three colleges such as: college of leadership and governance, college of urban development and engineering, and college of Finance, Management and Development.

3.4 Sample Size

Due to time and budget constraints it was difficult to manage all the target population. So, it was necessary to draw representative sample from which the result of the research could be inferred to the total population. Based on the Raosoft sample calculator a minimum of 150 samples were taken for the study out of the total population of 243 full time academic staff members of ECSU.



The image shows the Raosoft sample size calculator interface. It features a blue header with the Raosoft logo and name. Below the header, there are four input fields for user-defined parameters: margin of error (5%), confidence level (95%), population size (243), and response distribution (50%). A final row shows the recommended sample size as 150.

Parameter	Value
What margin of error can you accept? <small>5% is a common choice</small>	5 %
What confidence level do you need? <small>Typical choices are 90%, 95%, or 99%</small>	95 %
What is the population size? <small>If you don't know, use 20000</small>	243
What is the response distribution? <small>Leave this as 50%</small>	50 %
Your recommended sample size is	150

Source: (<http://www.raosoft.com/samplesize.html> retrieved on December, 2019)

- ✓ The margin of error was the amount of error that a researcher can tolerate.
- ✓ The confidence level was the amount of uncertainty the researcher can tolerate.
- ✓ Population size was the sample frame from which the representative sample were chosen.
- ✓ Response distribution was the expectation of the result from each question.
- ✓ Sample size was the minimum recommended size of the survey.

So, about 150 questionnaires were distributed to collect the desired data for the study.

3.5 Sampling Techniques

The study grouped the population into three strata. From each stratum of college, the respondents were selected using random sampling technique. Stratified random sampling technique was used to give equal chance for every teacher from all colleges to participate in the study by providing useful information. Strata sample sizes were determined by the following equation :

$$n_h = (N_h / N) * n$$

where n_h is the sample size for stratum h , N_h is the population size for stratum h , N is total population size, and n is total sample size (<https://stattrek.com/sample-size/stratified-sample.aspx> retrieved on June, 2020). This technique helps to obtain a sample population that best represents the entire population being studied.

Table 3. 1 Sample size from each college

Colleges	Number of teachers from each stratum	Sample size from each stratum
College of urban development and engineering.	76	$(76/243) * 150 = 47$
College of finance, management and development (CFMD).	95	$(95/243) * 150 = 59$
College of leadership and governance (CLG).	72	$(72/243) * 150 = 44$
Total	243	150

Source; Survey data, 2020

3.6 Instrument

In this study, organizational culture was conceptualized using the Competing Values Framework Approach (CVF) developed by Cameron & Freeman (1991). To measure the Competing Values Framework (Clan, Adhocracy, Market and Hierarchy cultures), the modified scale measurement of Organizational Culture Assessment Instrument (OCAI) used by (Heritage, Pollock & Roberts, 2014; Shurbagi, 2014) was used. The respondents were required to express their perception of current organizational practice for the OCAI questionnaire which consisted of 4 dimensions of the CVF and 24 items for all these dimensions (six items for each). So, 24 items were used to measure organizational culture, the independent variable (IV) of the study. To measure job satisfaction which was the dependent variable (DV) of this study, the original scale measurement originated by Babin and Boles (1998) that was later modified by Gibbs and Ashill (2013) comprising five items was used. The instrument was adapted from previously validated measurement scales of pioneering research such as (Teh, 2019).

Table 3. 2 Cronbach's Alpha Values

Variables	Cronbach's Alpha Value	Number of items
Clan Culture (CC)	0.878	6
Adhocracy Culture (AC)	0.901	6
Market Culture (MC)	0.873	6
Hierarchy Culture (HC)	0.956	6
Job Satisfaction (JS)	0.885	5

Source; survey data,2020

According to Connelly (2008), literatures suggest that a pilot study sample should be 10% of the sample projected for the larger parent study. So, 15 samples were taken for pilot test and the Cronbach's Alpha values falls within the range of 0.873 to 0.956, which have exceeded the threshold of 0.7. Hence, the reliability and internal consistency of data collected were acceptable (Ursachi, Horodnic & Zait, 2015).

3.7 Data Collection

Primary data were collected using the self-administered questionnaire. The questionnaire had three sections. Sections A and B were used for collecting data related to demographic characteristics of the respondents and their level of agreement about the four types of organizational cultures (clan, adhocracy, market and hierarchy) respectively, and section C was used to collect data about job satisfaction of respondents. Respondents were asked to indicate the extent to which they agree or disagree with each statement using 5-point Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree] response framework.

3.8 Data Analysis

Before analysis, data cleaning was done to improve the quality of the report. Data collected from respondents was analyzed using Statistical Package for Social Science (SPSS) software. The demographic profiles of target respondents were analyzed using descriptive analysis such as frequency, percentage, tables and bar charts, central tendencies like mean and standard deviation (SD) to measure the variability of collected data.

Inferential analysis such as Pearson's Correlation was used for measuring the association among variables of the study. Pearson's correlation analysis was also used in order to detect multicollinearity problem. Multicollinearity problem exists when correlation coefficient value exceeds 0.90 (Ratner, 2009).

Multiple Linear Regression (MLR) Analysis is the core analysis in conducting research to test the correlation between the dependent variable and a few independent variables rather than a single variable (Nimon & Oswald, 2013). MLR was run to find R as Pearson Correlation, R Square, B-value and significance test of the variables. The purpose of conducting MLR analysis was to examine the magnitude of impact of each culture type of the organization towards job satisfaction (Loewen & Plonsky, 2016). Since the conceptual model has many independent variables it was appropriate to use this statistical analysis techniques (Teh, 2019).

3.9 Conceptual Model

$$JS = \beta_0 + \beta_1 CC + \beta_2 AC + \beta_3 MC + \beta_4 HC + \epsilon$$

JS= Job Satisfaction

OC= Organizational Culture

CC= Clan Culture

AC= Adhocracy Culture

MC= Market Culture

HC= Hierarchy culture ϵ = Error Term

3.10 Ethical Considerations

An ethical consideration of confidentiality and privacy were kept throughout every step while conducting this study. A guarantee was given to the ECSU respondents that their responses would be collected for academic research purpose and kept strictly confidential. In addition to this, their participation in the study was based on their consent. The respondents were completely free to stop filling the questionnaires whenever they felt discomforts. The researcher would not personalize any of the response of the respondents during data presentations, analysis, and interpretation.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

In this chapter of the report, the researcher started the presentation with an explanation of the process of data preparation and response rate which is then followed by the data analysis and discussion of the research findings obtained from data, and finally the research questions are answered. The collected responses from the measures on the questionnaire are summarized and presented using tables and charts to facilitate easy understanding on the issues.

4.1 Data Cleaning and Response Rate

A total of 150 questionnaires were distributed based on the already determined sample size. Then about 129 (86%) questionnaires were returned and out of these, only 122 (81.3%) questionnaires were valid to be used for the analysis part and the rest 7 were rejected because of poor data quality and incomplete responses. After cleaning the data, the obtained responses were entered into SPSS 23 for analyzing the descriptive statistics and inferential statistics like correlation and regression analysis.

Table 4. 1 Response Rate

DESCRIPTION	RESPONSE/FREQUENCY
Sample selected	150
Questionnaires distributed	150
Questionnaires returned	129
Valid questionnaires	122
Response rate	81.3%

Source: survey data 2020

As it is shown in Table 4.1, the response rate was 83.1%: it is due to the problem of the pandemic that it was impossible to achieve more. Response rate of 50% is adequate, 60% is good, and 70% or above is very good (Babbie, 1990). So, the response rate of this report is very good according to Bobbie.

4.2 Descriptive Statistics

This part of the report explains the outcomes of the descriptive analysis. The outcomes reported are the distribution of participants by gender, age, work experience and educational qualification, and the respondents' level of agreement on the presence of each organizational culture types and their level of job satisfaction. Demographic features were taken as vital inputs in offering appropriate background of the participants from whom data were collected.

4.2.1 Demographic Profile of Respondents

Table 4. 2 Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	102	83.6	83.6	83.6
	Female	20	16.4	16.4	100.0
	Total	122	100.0	100.0	

Source: survey data, 2020

As it is shown in Table 4.2, about 102 (83.6%) of the respondents were male and the rest 20 (16.4%) of the respondents were female. This shows that majority of the workers in ECSU were male. The number of female teachers in the organization was by far less than the number of male teachers. So, the organization needs to improve the participation of female teachers.

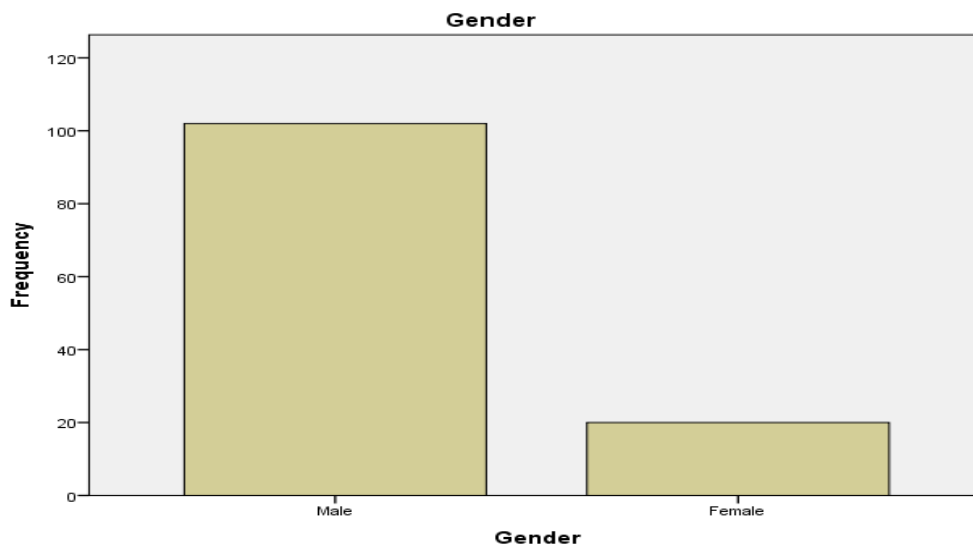


Figure 4. 1 Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 31	10	8.2	8.2	8.2
	31-40	70	57.4	57.4	65.6
	41-50	28	23.0	23.0	88.5
	above 50	14	11.5	11.5	100.0
	Total	122	100.0	100.0	

Source: survey data 2020

Age distribution of the respondents is shown on Table 4.3 above. This table shows that 10 (8.2%) of the respondents were below 31 years of age, 70 (57.7%) of the respondents were between 31-40 years of age, 28 (23%) of the respondents were between 41-50 years of age and the rest 14 (11.5%) of the respondents were above 50 years old. This indicated that majority of the respondents were aged between 31-40 years of age and the below 31 years of age group contained the least respondents.

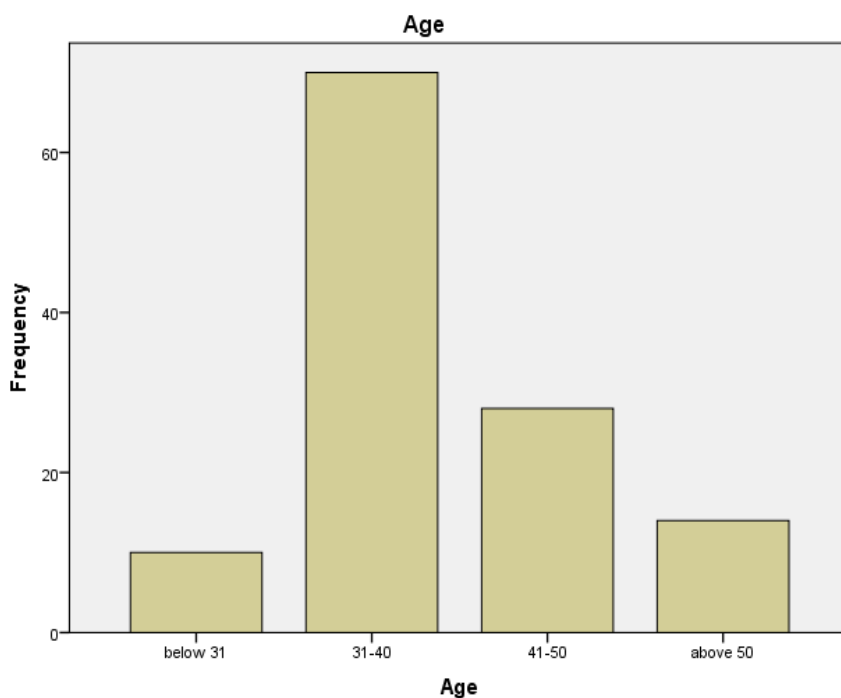


Figure 4. 2 Age of respondents

<i>Table 4. 4 Tenure (experience of respondents)</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 years	58	47.5	47.5	47.5
	6-10 years	38	31.1	31.1	78.7
	11-15 years	24	19.7	19.7	98.4
	16-20	2	1.6	1.6	100.0
	Total	122	100.0	100.0	

Source: survey data, 2020

As it is depicted in Table 4.4 above, 58 (47.5%) of the respondents have served less than 6 years, 38 (31.1%) of the respondents have worked between 6-10 years, 24 (19.7%) of the respondents have served between 11-15 years, 2 (1.6%) of the respondents had between 16-20 years of experience. This shows that majority of the respondents had less than 6 years of experience which accounts for about 47.5% of the total respondents, whereas the least 2% of the respondents had between 16-20 years of work experience.

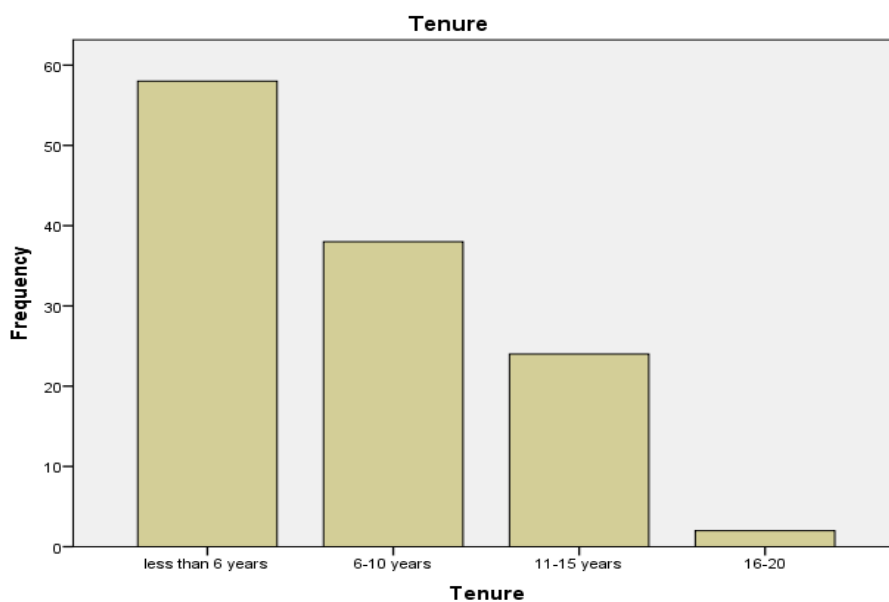


Figure 4. 3 Experience of respondents

Table 4. 5 Education of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid BA/BSC	8	6.6	6.6	6.6
MA/MSc	56	45.9	45.9	52.5
PhD	58	47.5	47.5	100.0
Total	122	100.0	100.0	

Source: survey data, 2020

Table 4.5 above indicates that 8 (6.6%) of the respondents had BA/BSC, 56 (45.9%) of the respondents had MA/MSc and the rest 58 (47.5%) of the respondents had PhD. The table shows that majority of the respondents had PhD and only 6.6% of the respondents had BA/BSC degree. From this one can infer that the respondents can offer reliable information.

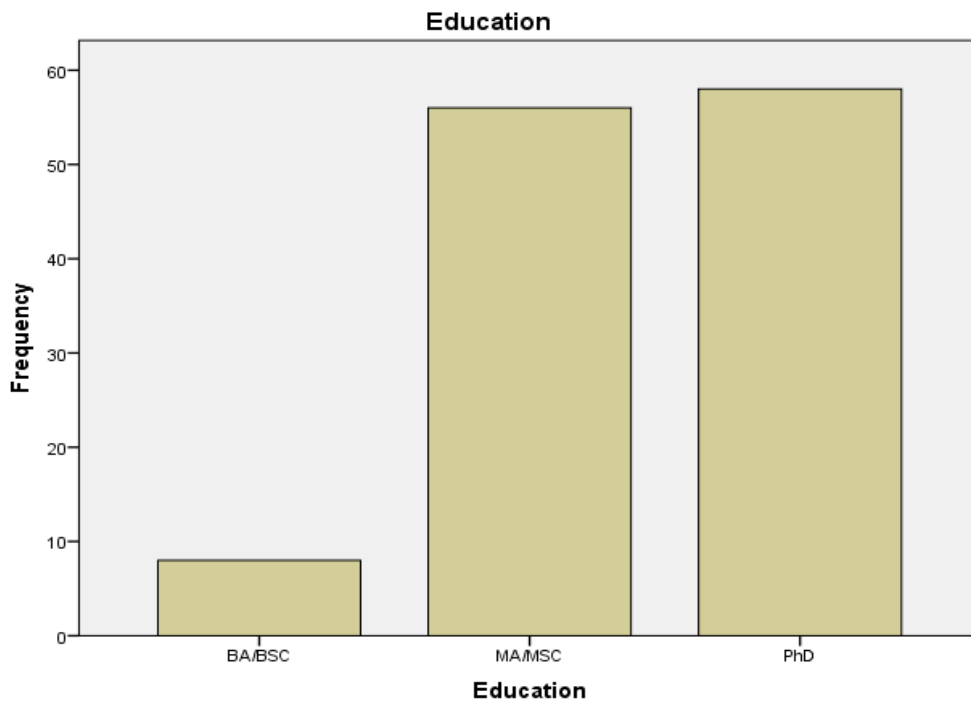


Figure 4. 4 Educational Level of Respondents

4.2.2 Descriptive statistics of organizational culture types

In order to examine the general perception of the respondents with regard to the dominant type of organizational culture in the selected organization, the researcher has summarized the measures of each cultural types with the respective means and standard deviations. The results were interpreted by using the means and standard deviations of the organization culture types and job satisfaction items. The means indicate that to what extent does the sample group averagely agrees or does not agree with the statements given. Lower means show more disagreements with the statements offered, whereas higher means show more agreements with the statement given. On the other hand, standard deviations show the variation of the observed data from the mean. Based on the result, comparison of clan, adhocracy, market and hierarchy type of cultures were done.

<i>Table 4. 6 Descriptive Statistics of Clan Culture</i>			
INDEPENDENT VARIABLE-I (CLAN CULTURE)	N	Mean	Std. Deviation
CC1: My organization is a very special place to share my feelings.	122	3.0000	1.05235
CC2: The leaders of my organization are generally considered to be mentors.	122	2.7869	1.04628
CC3: The management style in my organization is characterized by teamwork.	122	3.0492	1.15603
CC4: The glue that holds my organization together is loyalty and mutual trust.	122	2.9262	1.08459
CC5: My organization emphasizes on human development.	122	3.1475	1.20380
CC6: My organization defines success on the basis of development of human resources.	122	3.1721	1.16202
Valid N (listwise)	122		

Source: survey data, 2020

As it is indicated in Table 4.6 above, the researcher had given six statements to know the level of agreement of the respondents on each sentence that indicates the presence of clan culture. As the

result, the means of the collected responses range from 2.78 which is the least and given to the second statement that says “The leaders of my organization are generally considered to be mentors” to a mean of 3.17 which is the largest and given to the last statement which says “My organization defines success on the basis of development of human resource” with a standard deviation of 1.046 and 1.162 respectively.

The statement that was given whether the organization was a very special place to share the respondents’ feelings had a mean value of 3.0 and a standard deviation (SD) of 1.05. The management style in my organization was characterized by teamwork had a mean value of 3.049 and a standard deviation (SD) of 1.156. The statement given to examine if the glue that holds the organization together was loyalty and mutual trust got a mean value of 2.926 and a standard deviation (SD) of 1.08. My organization defined success on the basis of development of human resources had a mean value of 3.147 and standard deviation (SD) of 1.203.

Table 4. 7 Descriptive Statistics of Adhocracy Culture

INDIPENDENT VARIABLE -II (ADHOCRACY CULTURE)	N	Mean	Std. Deviation
AC1: My organization is a very dynamic place where people are willing to take risks together.	122	2.7213	.99803
AC2: The leaders of my organization are generally considered to be entrepreneurs.	122	2.6721	.98285
AC3: The management style in my organization is characterized by individual risk-taking.	122	2.8361	1.04732
AC4: The glue that holds my organization together is orientation toward innovation and development.	122	2.6393	.97120
AC5: My organization emphasizes on meeting new challenges.	122	2.8197	1.03665
AC6: My organization defines success on the basis of having the most unique or the newest ideas and researches.	122	2.8115	1.09342
Valid N (listwise)	122		

Source: survey data, 2020

As it is shown in Table 4.7 above, six statements that may predict the presence of adhocracy culture were offered for the respondents to give their level of agreement on each sentence. The

result showed that the management style in the organization was characterized by individual risk-taking got the highest mean (2.836) with standard deviation (SD) of 1.047. On the other hand, the statement that was given to examine whether the glue that holds the organization together was orientation towards innovation and development got the least mean value (2.639) with a standard deviation (SD) of 0.971.

The respondents were also asked to express their level of agreement whether their organization was a very dynamic place where people are willing to take risks together, and a mean value of 2.72 and standard deviation (SD) of 0.998 were gained from their responses. The leaders of my organization were generally considered to be entrepreneurs had also a mean value of 2.67 and a standard deviation of 0.982. the statement given to know if the organization emphasized on meeting new challenges got a mean value of 2.829 with a standard deviation of 1.036. My organization defines success on the basis of having the most unique or the newest ideas and researches had a mean value of 2.81 and a standard deviation of 1.09.

Table 4. 8 Descriptive Statistics of Market Culture

INDIPENDENT VARIABLE-III (MARKET CULTURE)	N	Mea n	Std. Deviation
MC1: My organization is very target oriented where people are very competitive and achievement oriented.	122	3.188	.94765
MC2: The leaders of my organization are generally considered to be competitive.	122	3.016	.91799
MC3: The management style in my organization is characterized by goal directedness and achievement.	122	3.090	1.13548
MC4: The glue that holds my organization together is the emphasis on goal accomplishment.	122	3.032	1.09041
MC5: My organization emphasizes on achievement.	122	3.229	1.11182
MC6: My organization defines success on the basis of achievement of short-term goals.	122	3.024	.99139
Valid N (listwise)	122		

Source: survey data, 2020

As it is depicted in Table 4.8 above, about six statements that may predict the presence of market culture were offered for the respondents to show their level of agreement on each sentence. The result revealed that the organization’s emphasis on achievement had the highest mean value 3.229 with a standard deviation (SD)of 1.11. The lowest mean (3.01) was registered for the second statement “the leaders of my organization are generally considered to be competitive” with a standard deviation of 0.917.

The respondents were also questioned whether the organization was a very target-oriented place where people are very competitive and achievement oriented, and a mean value of 3.188 and a standard deviation of 0.947 were obtained. The management style in the organization was characterized by goal directedness and achievement had a mean value of 3.09 with a standard deviation (SD) of 1.135. The glue that holds the organization together was the emphasis on goal accomplishment got a mean value of 3.03 and a standard deviation (SD) of 1.09. The mean value obtained for the organization’s definition of success on the basis of achievement of short-term goals was 3.024 with a standard deviation of 0,991.

Table 4. 9 Descriptive Statistics of Hierarchy Culture

INDEPENDENT VARIABLE- IV (HIERARCHY CULTURE)	N	Mean	Std. Deviation
HC1: My organization is a very formalized and structured place where procedures govern what people do.	122	2.8033	1.44107
HC2: The leaders of my organization are generally considered to be efficiency experts.	122	2.5820	1.42493
HC3: The management style in my organization is characterized by careful monitoring of performance.	122	2.7049	1.33416
HC4: The glue that holds my organization together is formal rules and policies.	122	2.8197	1.39074
HC5: My organization emphasizes permanence and stability.	122	2.8279	1.21759
HC6: My organization defines success on the basis of efficiency.	122	2.7705	1.31606
Valid N (listwise)	122		

Source; survey data, 2020

As it is shown in Table 4.9 above, about six statements that may indicate the presence of hierarchy culture were given for the respondents to express their level of agreement. And the result showed that the organization’s emphasis on permanence and stability had the highest mean value (2.827) with a standard deviation of 1.217. The leaders of my organization are generally considered to be efficiency experts has got the lowest mean value (2.58) with a standard deviation of 1.42.

The respondents were also asked to tell whether their organization was a very formalized and structured place where procedures govern what people do, and a mean value of 2.80 and a standard deviation of 1,44 were obtained. The management style in my organization was characterized by careful monitoring of performance had a mean value of 2.70 and a standard deviation of 1.33. The mean for the statement “The glue that holds my organization together was formal rules and policies” was 2.81 with a standard deviation of 1.39. The organization’s definition of success on the basis of efficiency had a mean value of 2.77 and a standard deviation of 1.31.

Table 4. 10 Descriptive Statistics of Job Satisfaction

DEPENDENT VARUABLE- JOB SATOSFACTION	N	Mean	Std. Deviation
JS1: My job is very pleasant.	122	3.8361	1.06298
JS2: I am highly satisfied with my job.	122	3.6066	1.23688
JS3: I am very enthusiastic about my work.	122	3.9508	1.05119
JS4: I find real enjoyment in my work.	122	3.8033	1.07288
JS5: I definitely like my job.	122	4.0492	1.00291
Valid N (listwise)	122		

Source: survey data,2020.

As it is indicated in Table 4.10 above, there were about five statements offered to show level of satisfaction of respondents. From the table, “I definitely like my job” had the highest mean value

(4.049) with a standard deviation (SD) of 1,002. The responses on “I am highly satisfied with my job” had the least mean value of 3.606 with a standard deviation of 1.236. “My job is very pleasant” had a mean value of 3.83 and a standard deviation (SD) of 1.062. “I am very enthusiastic about my work” and “I find real enjoyment in my work” had mean values of 3.95 and 3.80, and standard deviations of 1.05 and 1.07 respectively.

Table 4. 11 Summary of Descriptive Statistics of Culture types and Job Satisfaction

VARIABLES	N	Mean	Std. Deviation
Clan Culture	122	3.0150	.88426
Adhocracy Culture	122	2.7500	.83656
Market Culture	122	3.0970	.80968
Hierarchy Culture	122	2.7514	1.22741
Job Satisfaction	122	3.8492	.90080
Valid N (listwise)	122		

Source; survey data,2020

As it is indicated in Table 4.11, market culture had the highest mean value of 3.097 with a standard deviation of 0.809 followed by clan culture with a mean value of 3.015 and a standard deviation of 0.884, hierarchy culture with a mean value of 2.751 and a standard deviation of 1.22, adhocracy culture with a mean value of 2.75 and a standard deviation of 0.836 respectively. The overall job satisfaction had a mean value of 3.849 and a standard deviation of 0.9.

4.3 Tests of Assumptions of Classical Linear Regression Model

Tests of the five assumptions of Classical Linear Regression Model such as; normality, linearity, homoscedasticity, autocorrelation and Multicollinearity were conducted and the results are discussed hereunder. The analysis results (tables and graphs) for each assumption are attached in appendix B.

4.3.1 Normality

One of the assumptions for most parametric tests to be reliable is whether the data is approximately normally distributed. Normally distributed data peaks at the middle and is symmetrical about the mean. This assumption was tested by using normal probability plot (Normal P-P). The decision rule was, if the fitted line in the Normal P-P is approximately a straight line, one can conclude that the variables of interest are normally distributed (Gujarati, 2004 as cited on Semene, 2018). Based on this decision rule, the Normal p-p was closer to the straight line all over the quadrant so the data was normally distributed.

The other tests of normality assumption were the values of skewness and kurtosis. These two tests that can be used to validate the assumption of normality of collected data. According to Pallant (2011), skewness refers to the symmetry of the distribution whereas kurtosis provides information about the peakedness of the distribution. A distribution is considered normal when the values of skewness and kurtosis are equal to zero (ibid). Newsom (2005) as cited on Seifu, (2018) suggests that the absolute value of skewness less than or equal to 2 and the absolute value of kurtosis less than or equal to 3 are acceptable limits for the condition of normality to be satisfied. The skewness and kurtosis values of the collected data were within these acceptable ranges.

4.3.2 Linearity

Linearity explains that the predictor variables in the regression have a straight-line relationship with the outcome variable. Multiple linear regression model (MLRM) assumptions assume there is a linear relationship between the independent variables and the dependent variables. The linearity assumption can best be tested with scatter plots.

Linearity assumption was not serious threat to the study since we can draw one straight line to approximate the observations for all independent variables against the dependent variable, job satisfaction (Semene, 2108). The scatter plot from the test indicated linear relationship between the dependent variable and independent variables.

4.3.3 Homoscedasticity

This assumption assumed whether the residuals are equally distributed, or whether they tend to bunch together at some values, and at other values, spread far apart. This assumption can be checked by scatter plot diagram. The data is homoscedastic if it looks somewhat like a shotgun blast of randomly distributed data. The opposite of homoscedasticity is heteroscedasticity, where the researcher might find a cone or fan shape in the data.

From the test of this assumption using scatter plot, the data was homoscedastic since the dots were randomly distributed all over the plot. So, the data fulfilled assumption of homoscedasticity.

4.3.4 Autocorrelation

Multiple linear regression models assume that the residuals are independent of one another. The Durbin Watson (DW) statistic is a test for autocorrelation in the residuals from a statistical regression analysis. If the errors are correlated with one another, it would be stated that they are auto-correlated. The Durbin-Watson statistic always ranges in value from 0 to 4. A value near 2 indicates non-autocorrelation; a value toward 0 indicates positive autocorrelation; a value toward 4 indicates negative autocorrelation.

The Durbin Watson (DW) statistic was run to test the presence of autocorrelation in the residuals and the result indicated there was no such problem among the variables since the value is closer to 2 which is 2.098.

4.3.5 Multicollinearity

Highly correlated variables can be a noise in the model and even reduce the accuracy of the final model. Multicollinearity could be checked in two ways: correlation coefficients and variance inflation factor (VIF) values. The Pearson's Correlation was used for measuring the association between variables of the study and the correlation coefficients were less than 0.9. Multicollinearity problem exists when correlation coefficient value exceeds 0.90 (Ratner, 2009). Hence no variables had a correlation value of greater than 0.9, so there was no multicollinearity problem.

In addition, the absence of multicollinearity was supported by the values of variance inflation factor (VIF) and tolerance (TOL). The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors. The decision rule is that if a variable has a VIF value greater than 10, it indicates the possible existence of multicollinearity problem among variables. On the other hand, tolerance (TOL) defined as $1/VIF$, it is also used by many researchers to check on the degree of collinearity. The decision rule for tolerance is that a variable whose TOL value is less than 0.1 shows the possible existence of multicollinearity problem (Gujarati, 2004). From this test of assumption, all independent variables had greater than 0.1 tolerance value and less than 10.0 variance inflation factor (VIF) value. So, the data is free from multicollinearity problem.

4.4 Correlational Analysis

The relationship between the four independent variables (clan, adhocracy, market, and hierarchy) and the dependent variable (job satisfaction) was done using correlation analysis. In order to determine the relation among these types of organizational culture and job satisfaction, the researcher used Cohen's (1988) classification of the strength of relationship as it is shown in Table 4.12 below.

Table 4. 12 Correlational strength Determination

Correlation strength	Positive values	Negative values
Small	$r=0.10$ to 0.29	$r = -.10$ to $-.29$
Medium	$r=0.30$ to 0.49	$r = -.30$ to $-.49$
Large	$r=0.50$ to 1.0	$r= -.50$ to -1.0

Source: (Cohen 1988)

As it is shown in Table 4.12, the range of possible correlation coefficient values is from -1 to +1. Zero correlation indicates the absence of relationship between the variables. A correlation value without a sign shows that the relationship is positive. Whereas, a correlation value with a negative sign indicates negative relationship. A positive relationship means scores change in the same direction for both variables. A negative relationship means the scores change in the opposite direction. Based on this concept of correlation, the relation between organizational culture types and job satisfaction was analyzed below.

Table 4. 13 Correlation Among Individual Culture Types and Job Satisfaction

		Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture	Job Satisfaction
Clan Culture	Pearson Correlation	1				
		.122				
Adhocracy Culture	Pearson Correlation	.770	1			
	Sig. (2-tailed)	.000				
Market Culture	Pearson Correlation	.886	.696	1		
	Sig. (2-tailed)	.000	.000			
Hierarchy Culture	Pearson Correlation	.820	.758	.777	1	
	Sig. (2-tailed)	.000	.000	.000		
Job Satisfaction	Pearson Correlation	.603	.518	.598	.415	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

As it is shown in Table 4.13, the correlation between the organizational culture types and job satisfaction of academic staff members of Ethiopian Civil Service University was conducted using Pearson Correlation. The relationship among each organizational culture and with job satisfaction was positive and significant except for the case of job satisfaction and hierarchy culture where the relationship was medium with the correlation value of $r = 0.415$ but still significant. The rest three cultures had large correlation with Job Satisfaction; Clan culture with job satisfaction ($r = 0.603$), Adhocracy culture with job satisfaction (0.518), Market culture with job satisfaction (0.598). So, it was possible to conclude that all types of organizational cultures were positively correlated with job satisfaction with strong and medium significance level.

4.5 Regression Analysis

This section deals with the regression analysis which is concerned with describing and evaluating the relationship between one or more independent variables and the dependent variable. Multiple regression was run to predict employees' job satisfaction from organizational culture types namely

clan culture, adhocracy culture, market culture, and hierarchy culture. The result gave an understanding about the effect of the independent variables on the dependent variable. The statistical relationship of the organizational culture and job satisfaction was used to determine the role of organizational culture on job satisfaction. The following tables show the results gained from the Linear Regression analysis.

Table 4. 14 Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.428 ^a	.184	.156	.82772
2	.768 ^b	.591	.562	.59643

a. Predictors: (Constant), Education, Tenure, Gender, Age

b. Predictors: (Constant), Education, Tenure, Gender, Age, Market Culture, Adhocracy Culture, Hierarchy Culture, Clan Culture

c. Dependent Variable: Job Satisfaction

Table 4.14 above depicts the result from regressing the demographic characteristics of all respondents against the overall job satisfaction. The R-Squared value of 0.184 from the regression analysis indicated that about 18.4% of the variation in job satisfaction can be accounted for the demographic characteristics of the respondents. This also implies that the remaining 81.6% of the variation in the dependent variable (job satisfaction) is explained by other variables. The R value of 0.428 shows medium correlation between the dependent variable (job satisfaction) and demographic factors.

Table 4.14 also shows the result from regressing all types of organizational culture against job satisfaction. The R Squared value is 0.591 which indicated all types of organizational culture explained about 59.1% of the variation in the dependent variable with unexplained factors of 40.9%. The R value of 0.768 shows strong relationship between organizational culture types and job satisfaction.

Table 4. 15 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.027	4	4.507	6.578	.000 ^b
	Residual	80.158	117	.685		
	Total	98.185	121			
2	Regression	57.987	8	7.248	20.376	.000 ^c
	Residual	40.198	113	.356		
	Total	98.185	121			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Education, Tenure, Gender, Age

c. Predictors: (Constant), Education, Tenure, Gender, Age, Market Culture, Adhocracy Culture, Hierarchy Culture, Clan Culture

As it is shown in Table 4.15, the analysis of variance (ANOVA) indicates the overall significance and acceptability of the model from a statistical perspective. As the F ratio (F, (8 113) =20.376 p=.000) was statistically significant at p<0.05 level of significance. It implies that clan, adhocracy, market and hierarchy cultures have statistically significant role on job satisfaction of academic staff of ECSU. So, we can conclude that our regression model results in significant prediction of the job satisfaction because the p-value indicates that the variation explained by the model is not due to chance.

Table 4. 16 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.643	.476		7.648	.000
	Gender	-.165	.207	-.068	-.794	.429
	Age	-.274	.098	-.242	-2.787	.006
	Tenure	-.168	.092	-.154	-1.820	.071
	Education	.561	.129	.381	4.347	.000
2	(Constant)	1.220	.425		2.869	.005
	Gender	-.154	.154	-.064	-1.003	.318
	Age	-.400	.074	-.353	-5.380	.000
	Tenure	.133	.084	.122	1.594	.114
	Education	.413	.094	.280	4.381	.000
	Clan Culture	.402	.156	.394	2.571	.011
	Adhocracy Culture	.247	.114	.229	2.167	.032
	Market Culture	.340	.149	.306	2.277	.025
	Hierarchy Culture	-.148	.092	-.202	-1.611	.110

a. Dependent Variable: Job Satisfaction

As it is indicated from Table 4.16 above, clan, adhocracy and market cultures were statistically significant in predicting the dependent variable as the p-values were less than 0.05. Hierarchy culture had insignificant effect on job satisfaction as the p value was >.05. The relationship between dependent and independent variables will be declared as statistically significant if the p-value of the independent variable is below 0.05 and otherwise insignificant (Greenland et al., 2016). Each regression coefficient explains the average amount of change in the dependent variable that is caused by a unit of change in the independent variable.

Except the hierarchy culture which had insignificant negative effect on the dependent variable, all the other independent variables had positive effect on job satisfaction. The unstandardized beta coefficient for the predictor variables were (B=0.402), (B=0.247) and (B=0.34) for Clan,

Adhocracy and Market cultures respectively. An independent variable having larger beta coefficient with statistically significant p-value is the most determining variable in predicting the dependent variable. So, Clan culture with unstandardized beta value of 0.402 was the most contributing organizational culture type in predicting job satisfaction of academic staff members in Ethiopian Civil Service University (ECSU) followed by Market culture with a beta value of 0.34, Adhocracy culture with a beta value of 0.247.

Considering the demographic factors of respondents, age and education had significant effect on job satisfaction. But gender and tenure had insignificant effect on job satisfaction as their p values were $>.05$.

Therefore, the regression equation can be developed as follows;

$$JS = 1.22 + 0.402(CC) + 0.247(AC) + 0.34(MC)$$

From the above regression equation, it is possible to interpret that, there will be increment in Job Satisfaction by 0.402, 0.247 and 0.34 when clan culture, adhocracy culture and market culture increase by 1 respectively. Hierarchy culture had insignificant effect on job satisfaction of academic staff of ECSU. It was found that clan culture had the largest coefficient in predicting job satisfaction of academic staff of Ethiopian Civil Service University.

4.6 Discussion of Major Findings

The first objective of the study was to identify the dominant type of organizational culture in Ethiopian Civil Service University (ECSU). So, the mean values of market culture and clan culture were relatively higher than adhocracy and hierarchy cultures. Based on this result the dominant cultures existed in ECSU were market and clan cultures respectively with slight difference in their mean value. The perceived level of agreement for the existence of market and clan cultures were 3.097 and 3.015 mean values respectively.

According to Robbins and Judge (2013) the existing culture in any organization can be strong or weak. So, it's possible to differentiate between strong and weak cultures based on the degree of agreement obtained from the collected data. If most employees have the same opinions about the organization's shared values and believes, the culture is strong. If opinions vary widely, the culture is weak. Therefore, the culture of ECSU was found weak as values of agreement vary across the data.

One of the major objectives of the research was examining the relationship between clan culture and job satisfaction in the selected organization. Clan culture was conceptualized as a family-style organization, wherein members of the organization are involved in decision making, and teamwork is an important aspect of work. The research therefore revealed that clan culture was positively and significantly related with job satisfaction of the academic staff members of Ethiopian Civil Service University.

This positive and significant relation between clan culture and job satisfaction was in consistence with (Meng and Berger 2019; Teh et al 2019; Semene 2018; Seifu 2018; Shurbagi and Zahari 2012). These researchers have conducted researches on related issues and found that clan culture is positively and significantly correlated to job satisfaction as the organizations emphasize on discussion and communication among employees. Badawy, Kamel and Magdy (2016) also found that Clan culture and job satisfaction had a strongest positive relationship. In addition, Heritage, Pollock and Roberts (2014) conducted a study and revealed a significant positive relation between job satisfaction and clan culture as the employees tend to perceive the organization as extended family.

The third objective of the study was to investigate the relationship between adhocracy culture and job satisfaction of academic staff in the Ethiopian Civil Service University. Adhocracy culture was perceived as a dynamic place where employees focus on innovation in achieving organization's target. One of the aspects of the Adhocracy culture is its emphasis on specialization and rapid change within the organization; employees often come together to work on specific projects. This study found that adhocracy culture had a significant positive effect on job satisfaction of the academic staff of Ethiopian Civil Service University (ECSU).

The significant positive connection between adhocracy culture and job satisfaction was also in compliance with previous researchers (Semene 2108; Seifu 2108; Elizabeth 2017). Other researchers (Aldhuwaihi and Shee 2015; Ashraf and Rezaie 2015; Savić and Savić 2014) who have also conducted studies on related issues have revealed a significant positive relationship between these two variables.

The fourth objective of the study was to inspect the relationship between market culture and job satisfaction of academic staff in Ethiopian Civil Service University. Market culture was described as a competing and proficient culture focusing on achieving short term goals (Fatima, 2016).

Organizations with market culture are very target oriented where people are very competitive and achievement oriented. This study therefore found out that market culture had a significant positive relation with job satisfaction of academic staff of Ethiopian Civil Service University (ECSU).

The positive relation between market culture and job satisfaction was in consistence with some previous researchers (Semene 2018; Scammon et al.2014; Savic and Savic 2014). But other researchers (Seifu 2018; Reis, Trullen and Story 2016; Din and Ghetany 2016) have conducted the same research and found a negative relation between market culture and job satisfaction. This might be due to lack of sense of security to meet organizational goals (Din and Ghetany 2016).

The last objective of the research was to study the relation between hierarchy culture and job satisfaction of academic staff in Ethiopian Civil Service University (ECSU). Hierarchy culture was conceptualized as a formalized and organized working environment where procedures govern what people do. Organization with this type of culture emphasizes on permanence and stability. The result of this study revealed that hierarchy culture had insignificant negative effect on job satisfaction with a negative beta coefficient. So, hierarchy culture had insignificant negative effect on job satisfaction of employees of Ethiopian Civil Service University (ECSU).

The study of Heritage, Pollock and Roberts (2014) has revealed that hierarchy culture was an insignificant predictor of job satisfaction. And this study is in consistence with this finding.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter will summarize major findings of the study. The chapter also gives conclusions based on the results that have been derived from the major findings. The chapter also proposes some recommendations that can be used to improve the organizational culture of ECSU in order to enhance job satisfaction. Recommendations are also proposed for future studies.

5.1 Summary

The general objective of this study was to examine the impact of organizational culture on employees' job satisfaction of academic staff in Ethiopian Civil Service University (ECSU). The following basic research questions were addressed in the study.

1. What is the dominant culture type in ECSU?
2. What is the relationship between clan culture and job satisfaction among academic staff members in the ECSU?
3. What is the relationship between adhocracy culture and job satisfaction among academic staff members in the ECSU?
4. What is the relationship between market culture and job satisfaction among academic staff members in the ECSU?
5. What is the relationship between hierarchy culture and job satisfaction among academic staff members in the ECSU?

About 150 questionnaires were distributed based on the determined sample size and 122 useful responses were used for data analysis which makes the response rate 81.3%. The modified scale measurement of Organizational Culture Assessment Instrument (OCAI) used by (Heritage, Pollock & Roberts, 2014; Shurbagi, 2014) was used to measure the CVF (such that Clan, Adhocracy, Market and Hierarchy cultures). The respondents were required to express their perception of current organizational practice for the OCAI questionnaire which consisted of 4 dimensions of the CVF and 24 items for all these dimensions (six items for each).

To measure job satisfaction which was the dependent variable (DV) of this study, the original scale measurement originated by Babin and Boles (1998) that was later modified by Gibbs and Ashill (2013) comprising five items was used. A 5-point Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree] response framework was used for the structured questionnaire.

Data collected from respondents was analyzed using Statistical Package for Social Science SPSS software. The demographic profiles of target respondents were analyzed using descriptive analysis such as frequency, percentage, tables and bar charts, central tendencies like mean and standard deviation (SD) to measure the variability of collected data.

Pearson's Correlation Analysis was used for measuring the association between variables of the study. MLR was run to find R as Pearson correlation coefficient, R Square, B-values and a significance test of the variables.

The study came up with the following major findings after investigating the collected data.

- About 102 (83.6%) of the respondents were male and the rest 20 (16.4%) of the respondents were female. Out of 122 respondents 10 (8.2%) of the respondents were below 31 years of age, 70 (57.7%) of the respondents were between 31-40 years of age, 28 (23%) of the respondents were between 41-50 years of age and the rest 14 (11.5%) of the respondents were above 50 years old. About 58 (47.5%) of the respondents have served less than 6 years, 38 (31.1%) of the respondents have worked between 6-10 years, 24 (19.7%) of the respondents have served between 11-15 years, 2 (1.6%) of the respondents had between 16-20 years of experience. The demographic profile also indicated 8 (6.6%) of the respondents had BA/BSC, 56 (45.9%) of the respondents had MA/MSc and the rest 58 (47.5%) of the respondents had PhD.
- Market culture had the highest mean value of 3.097 with a standard deviation of 0.809 followed by clan culture with a mean value of 3.015 and a standard deviation of 0.884, hierarchy culture with a mean value of 2.751 and a standard deviation of 1.22, adhocracy culture with a mean value of 2.75 and a standard deviation of 0.836 respectively. The overall job satisfaction had a mean value of 3.849 and a standard deviation of 0.9. So, it was found that hierarchy and clan cultures were the two dominant cultures in ECSU with

a slight difference in their mean value. And the teachers were moderately satisfied as the overall mean value was between 3 and 4.

- The correlation between the organizational culture types and job satisfaction of academic staff members of Ethiopian Civil Service University was conducted using Pearson Correlation. The relationship among each organizational culture and with job satisfaction was positive and significant except for the case of job satisfaction and hierarchy culture where the relationship was medium with the correlation value of $r = 0.415$ but still significant. The rest three cultures had large correlation with Job Satisfaction; Clan culture with job satisfaction ($r = 0.603$), Adhocracy culture with job satisfaction (0.518), Market culture with job satisfaction (0.598). $428^a 768^b 184 591$
- The demographic factors of respondents were regressed against job satisfaction and the R was 0.428 which shows medium correlation between the demographic variables and the dependent variable. The R squared value indicated that about 18.4% of the variation in the dependent variable was due to the variation in the demographic factors with unexplained factors of 81.6% .
- The result from regressing all types of organizational culture against job satisfaction shows that the R Squared value is 0.591 which indicated all types of organizational culture explained about 59.1% of the variation in the dependent variable with unexplained factors of 40.9% . The R value of 0.768 shows strong relationship between organizational culture types and job satisfaction.
- All independent variables were statistically significant in predicting the dependent variable as the p-values were less than 0.05 except the hierarchy culture which was statistically insignificant with p value $>.05$. The unstandardized beta coefficient for the predictor variables were ($B=0.402$), ($B=0.247$), ($B=0.34$) for Clan, Adhocracy, and Market cultures respectively.
- So, Clan culture with unstandardized beta value of 0.402 was the most contributing organizational culture type in predicting job satisfaction of academic staff members in Ethiopian Civil Service University (ECSU) followed by Market culture with a beta value of 0.34 , and Adhocracy culture with a beta value of 0.247 . And Hierarchy culture had insignificant beta value of -0.148 .

5.2 Conclusion

The study investigated the role of each type of organizational culture on job satisfaction of academic staff in ECSU. The result of the study indicated that market and clan culture were the dominant types of organizational culture in ECSU with relatively higher mean value from the other two cultures such as adhocracy and hierarchy. But these cultures were found weak as the level of agreement vary across the data.

The lower mean value of hierarchy culture shows lower level of agreement with the presence of formalized and organized working environment where people are governed with procedures. In addition, the lower mean value of adhocracy culture tells that employees did not agree with the presence of dynamic work environment where they focus on innovation in achieving organization's target.

The employees had medium level of satisfaction with their job with a mean value of 3.849 and this could be due to lower mean values of the organizational culture types particularly clan, adhocracy and market cultures. Even though market and clan cultures appeared as dominant cultures in the organization, the mean values were in between 3 "neutral" and 4 "agree". The mean value of adhocracy culture was 2.75 which is between 2 "disagree" and 3 "neutral". The regression coefficient for these three types of culture indicated significant positive relationship with job satisfaction.

The result of the study showed that there is no such single dominant culture where most of the employees agree with its existence in the organization. What was explained is based on comparing the mean values of all culture types used in the study.

From the regression result, it was found that clan culture best predicts job satisfaction positively with a beta value of ($B=0.402$) followed by market culture with beta value of 0.34 and adhocracy culture with a beta value of 0.247. Hierarchy culture had insignificant negative effect in predicting job satisfaction with a beta value of -0.148. So, the organization has to work more to improve the first three cultures (clan, market and adhocracy) so as to enhance job satisfaction in the academic staff.

5.3 Recommendations

Based on the findings and conclusions made above, the following recommendations are proposed to improve the organizational culture of ECSU. As a result, level of job satisfaction will also be improved.

Recommendation to ECSU:

- ✓ ECSU has to furnish the working environment to enable employees share their feelings. The management has to communicate the employees to share their experience.
- ✓ The management style in the organization should be characterized by teamwork. The management has to invite the teachers in the decision-making process. If the decision-making process is participatory, the level of job satisfaction will be improved.
- ✓ One of the items the lower mean value was recorded is the presence of loyalty and mutual trust in the organization. So, ECSU has to work to improve loyalty and mutual trust among the employees and with the organization itself.
- ✓ The organization has to emphasize on human development to create a structure for helping the employees of the organization in attaining job satisfaction, developing their organizational and personal abilities, know-how and skills.
- ✓ Previous studies which are made by administrators, students and department chair persons of universities of developed countries had concluded the clan culture as the most effective culture type for colleges and universities (Berrio, 2005; Smart & St. John, 1996 as cited on Henok, 2015). This result is supported by the regression coefficient of clan culture under this study. So, the organization has to strengthen clan culture over the rest of the cultures since it is the best predictor of job satisfaction.
- ✓ The organization should be very target oriented where people are very competitive and achievement oriented.
- ✓ Further researches must be conducted to examine the preferred culture of the employees, to identify the existing sub cultures and the issues that caused low level of trust among the employees. Researches have to be conducted also to analyze the impact of organizational culture on turn over intention, job burnout, commitment and other dependent variables in the Ethiopian Civil Service University to create conducive work environment for the teachers.

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APPENDIX A: Questionnaire

ADDISS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTEMENT OF MANAGEMENT

Organizational Culture as an Influencer of Job Satisfaction in ECSU

Dear Respondent,

The purpose of this survey is to conduct a research on the investigation of the relationship between organizational culture and job satisfaction at ESCU. Please answer all questions to the best of your knowledge. There are no wrong responses to any of these statements. All responses are collected for academic research purpose and will be kept strictly confidential.

Thank you for your participation.

Instructions:

- 1) There are three (3) sections in this questionnaire. Please answer ALL questions.
- 2) Completion of this form will take you less than 5 minutes.
- 3) The contents of this questionnaire will be kept strictly confidential.

Voluntary Nature of the Study

Participation in this research was entirely voluntary. Even if you decide to participate now, you may change your mind and stop at any time. There is no foreseeable risk of harm or discomfort in answering this questionnaire. This is an anonymous questionnaire; as such, it is not able to trace response back to any individual participant. All information collected is treated as strictly confidential and will be used for the purpose of this study only.

I have been informed about the purpose of the study and I give my consent to participate in this survey.

YES ()

NO ()

Note: If yes, you may proceed to next page or if no, you may return the questionnaire to researchers and thanks for your time and cooperation.

Section A: Demographic Profile

In this section, please circle the letter of your answer.

Your answers will be kept strictly confidential.

QA 1: Gender

A. Male

B. Female

QA 2: Age:

A. Below 31 years

C. 41 to 50 years

B. 31 to 40 years

D. above 50 years

QA 3: How long have you been working in ECSU?

A. Less than 6 years

C. 11– 15 years

E. Above 20

B. 6 - 10 years

D. 16-20 years and above

QA 4: Your professional qualification

A. BA/BSC

C. PhD.

B. MA/MSC

D. Other

Section B: Organizational Culture

This section was seeking respondents' opinion regarding the different types of organizational culture in ECSU. Respondents were asked to indicate the extent to which they agree or disagree with each statement using 5-point Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree] response framework. Respondents circled one number per line to indicate the extent to which you agree or disagree with the following statements.

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Clan Culture						
**Clan culture refers to employee-oriented culture where employees are regarded as a family.						
CC1	My organization is a very special place to share my feelings.	1	2	3	4	5
CC2	The leaders of my organization are generally considered to be mentors.	1	2	3	4	5
CC3	The management style in my organization is characterized by teamwork.	1	2	3	4	5
CC4	The glue that holds my organization together is loyalty and mutual trust.	1	2	3	4	5
CC5	My organization emphasizes on human development.	1	2	3	4	5
CC6	My organization defines success on the basis of development of human resources.					

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Adhocracy Culture						
**Adhocracy culture refers to a culture where employees focus on innovation in achieving organization's target.						
AC1	My organization is a very dynamic place where people are willing to take risks together.	1	2	3	4	5
AC2	The leaders of my organization are generally considered to be entrepreneurs.	1	2	3	4	5
AC3	The management style in my organization is characterized by individual risk-taking.	1	2	3	4	5
AC4	The glue that holds my organization together is orientation toward innovation and development.	1	2	3	4	5
AC5	My organization emphasizes on meeting new challenges.	1	2	3	4	5
AC6	My organization defines success on the basis of having the most unique or the newest ideas and researches.	1	2	3	4	5

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Market Culture						
**Market culture refers to competing culture which employees focusing on achieving short term goals.						
MC1	My organization is very target oriented where people are very competitive and achievement oriented.	1	2	3	4	5
MC2	The leaders of my organization are generally considered to be competitive.	1	2	3	4	5
MC3	The management style in my organization is characterized by goal directedness and achievement.	1	2	3	4	5
MC4	The glue that holds my organization together is the emphasis on goal accomplishment.	1	2	3	4	5
MC5	My organization emphasizes on achievement.	1	2	3	4	5
MC6	My organization defines success on the basis of achievement of short-term goals.	1	2	3	4	5

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Hierarchy Culture						
**Hierarchy culture refers to formalized and organized working environment.						
HC1	My organization is a very formalized and structured place where procedures govern what people do.	1	2	3	4	5
HC2	The leaders of my organization are generally considered to be efficiency experts.	1	2	3	4	5
HC3	The management style in my organization is characterized by careful monitoring of performance.	1	2	3	4	5
HC4	The glue that holds my organization together is formal rules and policies.	1	2	3	4	5
HC5	My organization emphasizes permanence and stability.	1	2	3	4	5
HC6	My organization defines success on the basis of efficiency.	1	2	3	4	5

Section C: Job Satisfaction

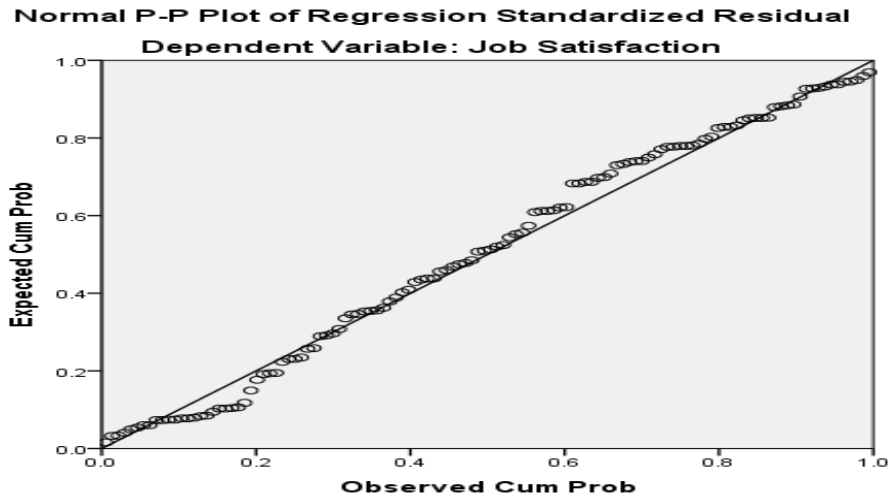
This section was seeking respondents' opinion regarding the job satisfaction in ECSU. Respondents were asked to indicate the extent to which they agree or disagree with each statement using 5-point Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree] response framework. Respondents circled one number per line to indicate the extent to which you agree or disagree with the following statements.

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job Satisfaction						
**Job satisfaction refers to employee's emotional state resulting from achieving job appraisal and achievement.						
JS1	My job is very pleasant.	1	2	3	4	5
JS2	I am highly satisfied with my job.	1	2	3	4	5
JS3	I am very enthusiastic about my work.	1	2	3	4	5
JS4	I find real enjoyment in my work.	1	2	3	4	5
JS5	I definitely like my job.	1	2	3	4	5

Thank you for your participations.

APPENDIX B: Tests of CLRM

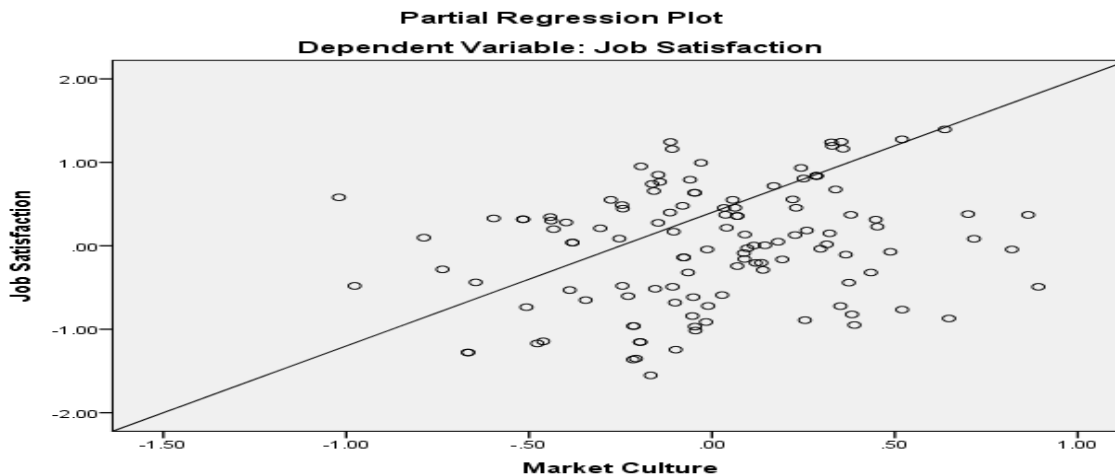
A. Test of Normality



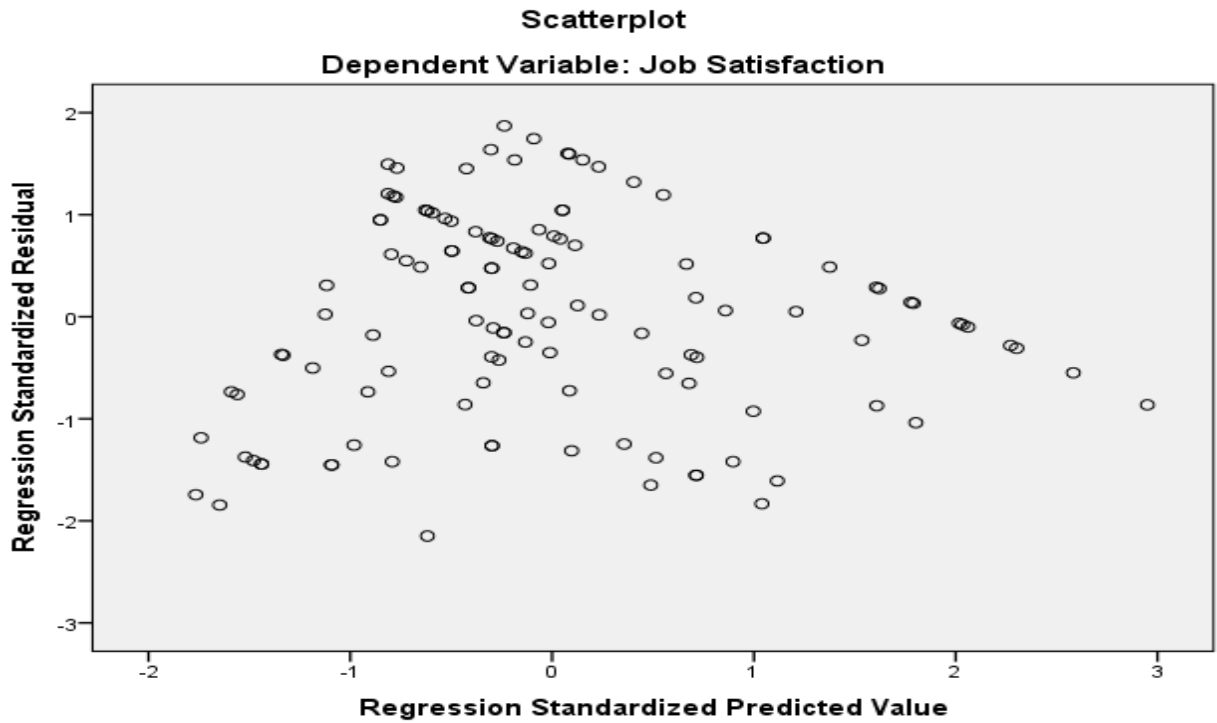
Descriptive Statistics

Variables	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Clan Culture	122	.459	.219	-.694	.435
Adhocracy Culture	122	.887	.219	-.264	.435
Market Culture	122	.422	.219	-.611	.435
Hierarchy Culture	122	.171	.219	-1.350	.435
Job Satisfaction	122	-.622	.219	-.333	.435
Valid N (listwise)	122				

B. Test of Linearity



C. Test of Homoscedasticity



D. Test of Autocorrelation

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.428 ^a	.184	.156	.82772	
2	.768 ^b	.591	.562	.59643	2.098

a. Predictors: (Constant), Education, Tenure, Gender, Age

b. Predictors: (Constant), Education, Tenure, Gender, Age, Market Culture, Adhocracy Culture, Hierarchy Culture, Clan Culture

c. Dependent Variable: Job Satisfaction

E. Test of Multicollinearity

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Clan Culture	.154	6.473
	Adhocracy Culture	.358	2.790
	Market Culture	.207	4.829
	Hierarchy Culture	.278	3.595

a. Dependent Variable: Job Satisfaction