



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

Masters of Arts in Project Management (MA)

The effect of organizational culture perception on employees' job performance in the case of Bank of Abyssinia

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DECLARATION

I thus, proclaim that this Master in Project Management (MA) final project is my unique work and all sources of material utilized for this study have been properly recognized.

Tinbite Seffiw

_____ June 2022

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
ADVISOR’S PROJECT SUBMISSION APPROVAL SHEET**

This is to certify that this project titled “The Effect of Organizational Culture Perception on Employees’ Job Performance in the Case of Bank of Abyssinia” submitted in partial fulfillment of the requirements for the degree of Master’s in Project Management has been carried out by Tinbite Seffiw (GSD/6874/12), under my supervision. Therefore, I recommend that the student has fulfilled the requirements and hence hereby can submit the project to the department for defense.

Name of Principal advisor

Signature

Date

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ACCRONYMS

| | | |
|-------|---|---|
| ANOVA | = | Analysis of Variance |
| BOA | = | Bank of Abyssinia S.C. |
| OC | = | Organizational Culture |
| SPSS | = | Statistical Package for Social Sciences |

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ABSTRACT

The impact of employee perceptions of organizational culture on job performance is investigated in this study. The purpose of this study is to measure and investigate the impact of employee perceptions of organizational culture on employee performance in Bank of Abyssinia S.C. The study used an explanatory research design with a mixed research approach. Cronbach alpha was used to examine the questionnaire's reliability and internal uniformity. The data was obtained through an interview and survey questionnaires through a five point Likert scale with 54 questions. The study incorporated survey responses from 154 respondents out of 161 distributed questionnaires. The data analysis was conducted using Version 26 of SPSS data analyzing software. Sand representations in graphs, charts, and tables for better understanding and interpretation were used in articulating the analyzed data. The data was analyzed and the results were interpreted using both descriptive and inferential statistics. The results show that the four traits measuring organizational culture were all positively correlated with employee's performance within the range of $r=0.663$ to $r=0.843$. Involvement and Consistency were the most contributing organizational culture perception traits in the prediction of employee performance with a beta value of 0.596 and 0.242 respectively. However, adaptability and mission didn't show a significant effect on employee performance as is explained by a significance level of $p>0.05$. The implications of the findings were discussed, and recommendations were made. From the study, it was possible to deduce that a good organizational culture perception exists in the case of Bank of Abyssinia. However, there were mixed results on the effect it has on employee performance. Based on this fact the subject organization is recommended to conduct frequent cultural and perception audits so that better performances can be achieved.

Key words: Organizational Culture Perception, Involvement, Consistency, Adaptability, Mission, Employee Performance.

CHAPTER ONE

INTRODUCTION

This study investigates the effect of organizational culture perception on employees' job performance. The target population are employees within Bank of Abyssinia (BoA). The conceptual framework is designed by treating organizational culture perception traits as an independent variable and employee job performance as the dependent variable.

1.1. Background

Every company has its own corporate goals and strategies for a better tomorrow. One of these main strategies is a set of directorates which leads to a better management of the company's personnel. Employee performance is a key driver of growth and improvement in any industry (Osborne & Hammoud, 2017).

Employees are considered the most valuable assets among the critical resources an organization believes to have acquired, and without their contribution by their performance, the organization's goals and objectives would not be achieved. As a result, the success of an organization is highly dependent on the performance of its employees. Effective employee performance steers the organization towards success. (Nassazi, 2013)

This is why it is claimed that individual performance is the foundation for realizing the outcome of organizational performance in order to meet predetermined goals. (Walters & Rodriguez, 2017)

As such, understanding the relationship between the organization's performance and that of its people is critical to increase the organizations ability to handle change successfully.

Employee performance is affected by a number of factors. Organizations are expected to understand the factors that have the greatest impact on their employees performance because this knowledge will enable them to make better decisions that will result in improved employee performance and as a result an extension of the organizations overall performance. (Periyasamy, 2022)

Culture is understood as all of the essential assumptions people have about the world they live in. This presumption is conceived from gathering, sharing, and deciding their recognition regarding how the world is and should be (Schein, 2004). Hence, organizational culture is nothing more than the presumption of individuals towards an organization, its events, and situations within it. These assumptions lead to a framework for the shared meaning of employee values that will be a hallmark of the organization, distinguishing it from others (Robbins, 2001).

Culture may improve employee consistency, which benefits both company and employees because it spells out how things are done and what is important. According to (Animut, 2019), the lack of such organizational cultures, as well as the impression of their absence, impairs performance through decision-making, problem solving, strategy creation, and eventually becomes a source of organizational disease.

Because it has been demonstrated to have a major impact on organizational performance, organizational culture is crucial. Cultures that support an organization's objective, goals, and strategy make it easier to communicate coordinate efforts, and cope with change and conflict when it occurs. It is impossible to exaggerate the influence of organizational culture on business performance. (Onzelo, n.d.)

Culture is not a measure of employee satisfaction or employee engagement – those measurements are the result of culture. But why is having the right culture important? Culture matters because it has a direct effect on people factors such as employee engagement and motivation; and productivity factors such as product and customer service quality. Basically, organizational culture has a direct impact on the long-term viability of the organization. So, leaders need to pay attention to and fix their culture. (Stewart, 2020) Reasons why organizational culture is important is listed below:

- ✦ It defines your company's internal and external identity
- ✦ Organizational culture is about living your company's core values
- ✦ Your culture can transform employees into advocates (or critics)
- ✦ A strong organizational culture helps you keep your best people
- ✦ A well-functioning culture assists with onboarding
- ✦ Your culture transforms your company into a team

✦ Culture impacts performance and employee wellbeing

Reports show that organizational culture has a direct impact on performance and, more importantly, your employees' wellbeing. A healthy culture addresses both of these areas by finding an appropriate balance based on company values. (Moseley, n.d.)

Paul Barrett sums it up nicely, writing that “Employee wellbeing strategies have the potential to bring huge benefits to employees and employers alike but they need to be introduced in the right way for the right reasons, and at the right time. To be properly effective they need to be developed in a holistic way, consistent with a business culture that is conducive to their success. That means supportive management behaviors, flexible working options and an open culture that allows employees a voice and some say in shaping the working environment.” (Barrett, 2016)

In this project, Denison's organizational culture model is adopted for the study. The prime goal of this research is to see how the perception of organizational culture affects employee performance in terms of Denison's four cultural qualities Involvement, Consistency, Adaptability, and Mission within Bank of Abyssinia.

The Denison Organizational Culture Model is preferred because it describes a theory of organizational behavior that links the strength of corporate culture to bottom line performance and emphasizes both the need for internal integration and the importance of the external adaptation process, allowing the organization to shape a specific cultural profile. (Denison & Mishra, 1989)

Employee engagement and performance in any organization are critical to achieving organizational goals and objectives. This paper is meant to help in understanding if Bank of Abyssinia has formed suitable values or culture of the organization that can guarantee the vital level of commitment and performance among workers and supervisors so that effective execution of the organizational objectives and strategies can be achieved. The bank's corporate culture will be investigated in this case study for its collaborative culture in the execution of its activities by allowing its employees to exercise greater control/autonomy over their work affecting their job performance, commitment, self-confidence, and self-esteem.

1.2. Statement of problem

Over the past few years, organizations, especially in the banking sector, have faced fierce competition in the marketplace, including increased competition, globalization, and alliances. They are in dire need of a performance-based organizational culture. However, they continue to face performance challenges due to inefficiencies in productivity, performance, engagement, self-confidence, work habits, and profitability (Linnenluecke & Griffiths, 2010).

Appreciating the relationship between organizational culture and employee job performance is an important research topic because various studies have shown that individual employee performance is critical to an organization's success. Employees have a difficult time establishing the organizations principles and determining the best way to do business under a low-profile organizational culture (Nneji, 2021)

Bank of Abyssinia has been using new workers from other private and government banks, who have grown up with district organizational ideals, norms attitudes, and assumptions, in order to meet the demand for well-trained and experienced banking professionals. Culture branding, on the other hand is often regarded to have received insufficient attention in tandem with workforce deployment.

Despite the fact that this area has a wealth of study, many academics acknowledge that there is no consensus on the exact nature of the relationship between corporate culture and performance. Because of these discrepancies, the subject of whether different business culture models promote or worsen employee performance warrants more investigation (Ojo, 2009). Furthermore, (Ojo, 2009) claims that the actual relationship between corporate culture models and employee job performance is unknown. Similarly, (Ogbonna & Harris, 2010) assert that, despite a plethora of research studies and contributions from diverse domains, there is no universally accepted causal relationship between corporate culture and employee performance.

In the case of our country, no study is conducted on organizational culture assessment. Therefore, the above-mentioned key issues have triggered this study to examine the influence of organizational culture perception on employees' job performance specifically in Bank of Abyssinia (BOA).

1.3. Research question

With the aim of achieving the objective of the research, the study will be framed to answer the following basic questions:

1. What is the perception of employees towards the organizational culture within Bank of Abyssinia?
2. To what extent mission as an element of organizational culture dimension influence employee perceived performance in Bank of Abyssinia?
3. To what extent involvement as an element of organizational culture dimension influence employee perceived performance in Bank of Abyssinia?
4. Can adaptability as an element of organizational culture influence employee job performance in Bank of Abyssinia?
5. Can consistency as an element of organizational culture influence employee job performance in Bank of Abyssinia?

1.4. Objectives

1.4.1. General Objective:

The main objective of this study has been to investigate the effects of organizational culture perception on employees' job performance in bank of Abyssinia.

1.4.2. Specific objective:

This study is intended particularly:

- In the case of Bank of Abyssinia, to examine the level of employee perceptions of organizational culture elements.
- In the case of Bank of Abyssinia, to determine the extent to which organization's mission influences employee work performance as an element of organizational culture.
- In the case of Bank of Abyssinia, to investigate the degree of employee involvement as a factor of organizational culture influencing employee job performance.
- In the case of Bank of Abyssinia, to determine the degree of employee adaptability as an element of organizational culture influencing employee job performance.
- In the case of Bank of Abyssinia, to investigate the degree of employee consistency as a factor of organizational culture influencing employee job performance.

1.5. Hypothesis of the study

A hypothesis is nothing more than an educated guess regarding the answer to research issue that can be tested. A hypothesis is commonly defined as a researcher's attempt to explain a phenomenon of interest. Such theories are the researcher's attempt to explain the phenomenon under investigation, and that explanation should include a forecast regarding the variables under investigation. Then the examination is concluded by analyzing data and results which will either back or falsify the hypotheses.

Organizational members are committed to their job and have a strong sense of ownership, according to the cultural trait of involvement. Consistency is the second cultural trait, which asserts that organizations are more productive when they are consistent and well integrated. The organization's activities are well coordinated and integrated, and the behavior is based on a set of core values. Leaders and followers are skilled at reaching consensus and incorporating diverse points of view, and the organization's activities are well-coordinated and integrated. The third attribute, adaptability, highlights the fact that, while well-integrated organizations have some natural advantages, they are also the least adaptable and difficult to modify. Mission is the fourth cultural attribute, and it means that successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic initiatives.

The hypothesis of this study is:

Hypothesis 1: that involvement organizational culture traits will relate to employee job performance with a positive and statistically significant effect on it.

Hypothesis 2: that consistency organizational culture traits will relate to employee job performance with a positive and statistically significant effect on it.

Hypothesis 3: that adaptability organizational culture traits will relate to employee job performance with a positive and statistically significant effect on it.

Hypothesis 4: that mission organizational culture traits will relate to employee job performance with a positive and statistically significant effect on it.

1.6. Significance of the study

1.6.1. For the Studied Organization

The focus of the research is on the effect of organizational culture on employee performance at Bank of Abyssinia. As a result the findings of this study will benefit the bank's top, middle, and supervisory management schemes, as well as provide insight into the effects of different cultures on staff performance. In addition, the company will be able to examine which organizational culture dimensions have the greatest impact on employee performance, and the bank will be able to develop practical strategies for taking appropriate improvement action in building such cultures, which will help it achieve long term success.

This study will also pave the way so that other companies involved in the banking industry will consider organizational culture perception as one of the prominent determinant factors for employees' job performance.

1.6.2. For the Researcher

The author is an employee within Bank of Abyssinia. By doing this project, the author is able to get wide-ranging information that has been vital for future career development. Working on an academic-initiated case study project gives the opportunity to work closely with colleagues and other experienced researchers.

1.6.3. For further research

It is expected the project can be used as a secondary information or reference for future researchers who may be inspired to do detailed and further researches on the topic.

1.7. Scope of the Study

The research focuses on Bank of Abyssinia and intends to reflect the effect of organizational culture perception on employee's job performance. Because the model is based on behavior, designed and created within the business environment, and uses business language to explore business level issues, linked to bottom-line business results, and applicable to all levels of the organization, the research analysis is applicable to all levels of the organization. The research analysis is concentrated on the model of organizational culture as defined by Denison. As a result, the model includes four key organizational culture dimensions: involvement, consistency, adaptability, and mission. The project study invites permanently employed respondents within Bank of Abyssinia. The duty station of respondents is within the head office, Addis Ababa District offices and Corporate Branch offices within Addis Ababa.

This research study invites employees whose educational qualification is at least a Diploma, and also who have a service year of two years and above within the company because the researcher believes when employees stay longer within an organization, they are likely to have a better understanding of the existing organization's culture and its effect on their performance.

In terms of technique, a mixed approach was utilized, in which both quantitative and qualitative methods were used to analyze the link between two or more variables in the research, while the qualitative method was used to conduct an interview with the bank's top and middle management. The explanatory research design was chosen as the research methodology. This study lasted two to three months and began at the beginning of April 2022.

1.8. Limitation of the study

This study has the following limitations:

- Bank of Abyssinia does not have an abundance of individual-based performance measurement systems. Instead, it applies a team-based performance measurement system. As a result, the researcher had little choice but to base the analysis and interpretation on the employees' personal judgments, opinions, and impressions when it comes to their performance. These might have created some perceptual errors.
- The project study focuses on head office, districts, and some corporate branches of the bank. Therefore, other groups, particularly the banking industry, may not find its conclusions broad enough.
- The project is limited to Denison's model of organizational culture.

1.9. Operational Definitions

Those terms relevant to organizational culture and employee performance are included in the study's terms. It includes the following key operational terms:

Employee performance: It is the work output in terms of quality and quantity that someone achieves while carrying out the responsibilities for which he or she was hired. (Mangkunegara & Huddin, 2016)

Organizational Culture: Through the organization's rituals, legends, values, norms, meanings, beliefs, and languages in which functions are carried out, rituals, legends, values, norms, meanings, beliefs, and languages contribute to a feeling of identity and establishment in the organization (Schein, 2004). According to (Armstrong, 2009), organizational or corporate culture is the scheme of values, standards, convictions, state of minds and assumptions that may not have been verbalized but will play an important role in shaping the ways in which individuals in organizations carry on while getting things done.

1.10. Organizations of the study

There are five chapters in this research. The backdrop of the study, explanation of the problem, objectives of the study, importance of the study, scope of the investigation, limitation of the study, and definition of important terminology are all covered in the first chapter. The second chapter contains a review of related literature on the concept of organizational culture, various types of organizational culture models and their dimensions, the concept of employee performance, theories of employee performance, organizational culture functions and characteristics, empirical reviews, and conceptual frameworks. The research design, data sources, sample methodologies, instruments of data collection, data collecting processes, data analysis methods, and ethical issues are all covered in the third chapter. The findings of the analysis and interpretations of the relationship between organizational culture perception and employee performance are described in Chapter 4, and the final chapter highlights the implications based on the findings: it includes a summary of major findings, conclusions, recommendations, and finally suggestions for future research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

The following theoretical literature was examined in relation to the study's variables. The study begins with the ideas and definitions of employee performance, followed by organizational culture and its relevance, organizational culture traits, organizational culture models, and organizational culture functions. The chapter then moves on to an empirical assessment of several academics' work on the link and impact of corporate culture on employee performance, followed by a conceptual framework.

2.1.1. Employee Performance

Performance is defined as the degree to which an employee achieves the corporate objective at work, according to (Alharbi Mohammad Awadh, 2013). Despite the fact that different academics define performance differently, the majority of scholars associate it with the measuring of transactional efficiency and effectiveness in achieving organizational goals (Stannack, 1996). Different performance thoughts, attitudes, and beliefs have been identified by certain researchers to aid in the measuring of input and output efficiency.

The ability (both physical and psychological) to perform a certain activity in a specific manner that can be measured on a high, medium, or low scale is the alternative definition of performance. The term 'performance' can refer to a variety of things, including societal performance, organizational performance, employee performance, and so on.

Performance is a work outcome obtained by someone or a group of people in an organization who have the authority and obligation to achieve the organization's legal, moral, and ethical goals. Employee performance is vital, according to (Ramlall, 2008). Because an organization's success is determined on its employees' creativity, ingenuity, and commitment, this is true. In an organization, depending on the nature of the company, each employee performs distinct occupations or responsibilities. Employees complete these responsibilities or tasks correctly so that they can deliver their best effort on the job.

Management must recognize the value of employees' performance and make serious efforts in that direction.

Scholars (Roe, 1999), (Campbell, 2007), and (Kanfer, 1990) aimed to distinguish between two types of performance traits: an action trait (i.e. behavioral component) and an outcome trait (i.e. performance outcome). In this scenario, the behavioral part of performance is meant to be in line with the work context and job needs. This chosen behavioral element is transformed into a means of attaining corporate goals and objectives via the outcome trait or performance feature. Although there are a variety of behaviors that can be used to measure performance, (Motowidlo, 2003) highlights judgmental and evaluative processes that take a large part in defining performance.

The terms performance and productivity are sometimes used interchangeably. However, according to (Shinnan & Hearn, 2019), performance and productivity are two distinct concepts. Performance is a measure of productivity, consistency, and quality of work, whereas productivity is a ratio of the volume of work done divided by the time it took. Building a results-oriented culture, he believed, needs a high level of education, concepts, tools, training, management, and leadership skills.

2.1.2. Organizational Culture

Humans are the primary building elements of a company, according to (Ferres, 2015). Workers find and correspond what is acceptable or unpleasant in an organization in light of values and norms, and cultural perception is a way by which employees discover and correspond what is suitable or objectionable in an organization in light of values and standards. Culture may be found in any company, no matter how big or little. (Understanding and Developing Organizational Culture, 2020)

Employee communication takes occur within the context of organizational culture, which determines whether communication is open or closed, and if employees are granted autonomy or recognized for their accomplishments (Tedla, 2006). The writer went on to say that organizational culture is a critical component of a successful business. To recruit and maintain loyal and engaged personnel, a positive culture is required, which may build ties

with customers and other partners. Organizational culture, like any other asset, must be managed and cultivated to ensure that it represents the organization's mission and vision.

Employee behavior and organizational performance are influenced by organizational values and norms, which enable workers comprehend the tasks of the company by sharing its vision, purpose, norms, values, rules, and regulations (Stayendra, 2020). Organizational culture, according to (Agwu, 2014), may be an effective tool for managing behavior. Organizations don't live in a vacuum; they are a component of a civilization or socio-cultural environment that influences how individuals think, feel, and behave. Workplace culture has a significant influence on an employee's career. As a result, managers and workers do not function in a value-free atmosphere; rather, the organization's culture governs, directs, and tempers their behavior. As a result, organizational culture has a significant impact on employees' performance and work attitude. For workers, it is like a glue which has the quality to preserve their connection with an organization or become the reason that drives them away.

According to Schien's book, culture is both an invigorating miracle that surrounds us at all times, sanctioned and established by our connections with people and fashioned by our action, and a system of rules, routines, conventions, and standards that regulate and coerce behavior. Furthermore, (Belune, 2013) stated that organizational culture is a set of shared ideas that governs what happens in businesses by defining appropriate behavior in specific contexts. Modern organizational personnel are instructed in the way they perceive, do, and feel things within their companies by the construction of such collective behaviors and suspicions. As a result, corporate culture influences how people and groups interact with one another, with clients, and with the environment.

2.1.2.2. Importance and Functions of Organizational Culture

The significance of organizational culture may be shown in a variety of ways. To name a few of the culture's advantages:

- (1) It determines how people engage at work and promotes a positive working environment by encouraging meaningful relationships and competitiveness.

- (2) It reflects specific specified principles that facilitate personnel and provide them with a sense of direction and balance at work, as well as the organization's corporate identity.
- (3) Additionally, it links employees from all backgrounds by bringing them together on a single platform to be social members. (Kate Heinz, 2021)

According to some researchers, a strong corporate culture is beneficial to company because it fulfills three critical functions (Ojo, 2009). Corporate culture is, first and foremost, a firmly rooted kind of social control that impacts human choices and actions. Second, corporate culture is the social glue that holds individuals together and makes them feel like they are a part of the firm. This social bond is becoming increasingly vital in attracting new employees and retaining top workers. Finally, the sense-making process is aided by organizational culture. In other words, it aids employees in comprehending organizational events, allowing them to communicate more efficiently and effectively with one another and, as a result, achieve better levels of collaboration since they share common mental models of reality.

2.1.2.3. Characteristics of Organizational Culture

An organization's culture could provide its members a feeling of connection. The more individuals can identify with and feel a part of their company values, the more clearly its shared vision and values are developed. According to (Collins & Porras, 2008), organizational culture is a system of common understanding held by members that distinguishes one corporation from another. They think there are seven fundamental qualities that characterize these common meanings:

Innovation and risk-taking: Employees are motivated to be inventive and take chances when they work in an environment that encourages them to do so.

Attention to detail: Employees are required to demonstrate accuracy, intelligence, and meticulousness to the extent that they can.

Outcome orientation: reflects that the degree to which management focuses on results or outcomes rather than on technique and process,

People Orientation: the degree to which management decisions take into consideration the effect of outcomes on people within the organization,

Team Orientation: the degree to which work activities are organized around teams rather than individuals,

Aggressiveness: indicates that the degree to which people are aggressive and competitive rather than easygoing and

Stability Emphasizes: the degree to which organizational activities are more focused on maintaining the status quo in contrast to growth.

2.1.2.4. Types of Organizational Culture Models

Different academics created organizational culture models that include various features or behaviors that are influenced by ideas and assumptions. The following are some of the most well-known models.

I. Hofstede's Model of Organizational Culture

Organization culture, according to (Gill, 2017), refers to an organization's numerous philosophies, values, and practices that distinguish it from others. Any workplace's culture determines how employees interact with one another and with outside parties, as well as their willingness to participate in productive duties. As a result, he has identified six factors that influence workplace culture.

The first factor, **Power Distance Orientation**, relates to changes in work culture based on the amount of power given to individuals. There are a few organizations that embrace the practice of designating group pioneers or group supervisors who are responsible for their respective teams and face the difficulty of identifying the leader among the members.

The second element, **Manliness vs. Femininity**, refers to the influence of differences in male and female ideals on organizational culture. Organizations in which male members outnumber female partners will follow different arrangements than organizations in which

females have a significant role in the organization's decision-making process. Male delegates would be more assertive, but female delegates would be more kind and soft-hearted.

Individualism vs. Collectivism, the third aspect, is the extent to which an organization organizes a unified mindset and promotes a strong community feeling (as opposed to individuality) inside the organization. There are some companies that rely heavily on teamwork. People that share a same interest get together and operate as a team in this setting.

Uncertainty Avoidance is the fourth component, and it refers to a firm's comfort level with risk-taking. Because the likelihood of lucrative returns is often correlated in the trading environment, it is extremely important for businesses to have a consistent degree of comfort with taking risks.

The fifth component is *Long Term Orientation*, which refers to how well an organization or community anticipates for the future rather to focusing on short-term profits. Some businesses prioritize long-term relationships with workers; Tolerance vs. Restraint: this refers to the amount of money spent and the fulfillment of requirements. A restricted culture, for example, may have rigorous restrictions and procedures for accessing firm resources.

II. Edgar Schein Model

Schein's most extensively used organizational culture model takes a structuralized approach and defines culture as a pattern of basic assumptions, inventions, discoveries, or developments by a given group as it learns to cope with external adaptation and internal integration problems that has proven to be valid and, as a result, is to be taught to younger recruits as the correct key to understanding, think, and feel in relation to this issue. According to the author, seeing the organization's artifacts, such as its physical surroundings, employee interactions, corporate regulations, incentive systems, and other visible aspects, may help you comprehend its culture. Nevertheless, concentrating just on these obvious elements is unlikely to offer a whole picture of the organization, as much of what makes up culture happens underneath one's consciousness. (Schein, 2004)

Observing how employees interact and make choices, as well as interrogating them about their beliefs and views about what constitutes acceptable and proper behavior, may reveal

the values and core assumptions that shape the culture of a business. There are two levels to this culture model:

The author recognizes the organizational artifact as the first layer, which is difficult to quantify and deals with organizational traits that may be witnessed, felt, and heard as a person joins a new culture.

The organization's values make up the second tier. It deals with the organizational culture's aims, ideologies, conventions, standards, moral principles, and underlying assumptions. At this level, data is acquired by closely monitoring behavior to gather underlying assumptions, which are frequently taken for granted and not acknowledged. This level, according to the author, contains the essence of organizational culture.

III. Deal and Kennedy Model

According to (Deal and Kennedy's Cultural Model: Understanding Rites and Rituals in Corporate Culture, n.d.), this methodology evaluates how well an organization responds to input. There are four different types of organizational cultures that have been developed. These are the following:

Tough-Guy Macho: Culture that represents a culture in which feedback is given quickly and big incentives are given. This is especially true in fast-paced financial activity like brokerage. It's also an extremely difficult environment to work in.

The ***Work Hard/Play Hard:*** Culture is defined by taking minimal risks and receiving immediate response. This is common in huge firms that seek to provide excellent customer service.

Big Company Culture Major choices are made, but the effects may not be known for years. Typically, they include long-term development or exploration initiatives, such as oil prospecting or military aircraft, which might take years to complete.

Process Culture which emerges when there is little or no feedback in a company. People grow wary of how things are done rather than the end result. This is frequently linked to bureaucracy.

V. Charles Handy Model

Charles Handy is a model created by Charles Handy (Charles Handy Model of Organization Culture, n.d.). This concept uses organizational structure to divide culture into four categories: power culture, role culture, task culture, and person culture.

- A **Power Culture** is one in which a few number of individuals control a large amount of organizational power, and control radiates outwards like a web from the core
- People with clearly allocated authorities inside a well-defined organization describe the **Role Culture**, which has few regulations and low bureaucracy. In most cases, these organizations develop hierarchical bureaucracies, which means that authority is based on a person's position, with minimal room for expert power.
- In a **Task Culture**, problem-solving teams are established. A matrix structure with several reporting lines is common in these cultures.
- The **Person Culture** exists when everyone believes they are better than the institution. Because the notion of an organization implies that a group of like-minded individuals follow the organizational goals, survival might be challenging for such groups.

VI. Denison Organizational Culture Model

It is the outcome of 20 years of research and study (Denison & Mishra, 1989). The Denison Organizational Culture Model is a management theory that emphasizes the important link between culture and performance. Professor Denison, the model's creator, has emphasized the following cultural traits: engagement, consistency, adaptability, and mission. There are three more attributes for each of these features. The Australian Journal of Basic and Applied Sciences has detailed the four categories of Denison's Organizational Culture model, as well as its sub components. (Denison, Janovics, Young, & Hee, 2006)

According to the cultural attribute of Involvement, organizational members are committed to their work and have a strong sense of ownership (Sadry, Zeerak, & Popalzai, 2022). People at all levels believe they have some control over decisions that affect their jobs and

that their work is directly linked to the organization's goals. As a result, companies with a high level of employee involvement can rely on informal, spontaneous, and implicit monitoring strategies rather than conventional, explicit, institutional control systems. This property of the model is quantified using three indices:

- ✦ Empowerment index: Individuals have the autonomy, initiative, and ability to handle their own work, according to this statement. This fosters a sense of belonging and accountability to the organization.
- ✦ Team Orientation index: Working together toward common goals for which all employees feel mutually responsible is valued, and the organization relies on team effort to complete tasks.
- ✦ Capability Development index: The hypothesis is that the company engages in employee skill development on a regular basis in order to remain competitive and satisfy maintaining business needs.

Consistency is the second cultural attribute. (Denison, Janovics, Young, & Hee, 2006) Organizations that are consistent and well integrated are more effective. The organization's operations are effectively coordinated and integrated, and behavior is anchored in a set of basic principles. Leaders and followers are excellent at finding consensus and absorbing multiple points of view. Consistent companies cultivate a mentality and construct organizational mechanisms that promote the development of an internal governance system based on consensus. Three indices are used to quantify this characteristic in the model:

- ✦ Core Values: when the organization's individuals hold a value system that gives it a sense of identity and belonging and a set of clear goals,
- ✦ Agreement: whenever the organization and its members are able to agree on important matters. This encompasses both the underlying degree of agreement as well as the ability to resolve conflicts as they arise.
- ✦ Coordination and Integration: as the organization's many departments and components may effectively collaborate to achieve shared objectives Social structures do not obstruct the completion of tasks.

Adaptability is the third trait. (Denison & Mishra, Organization culture and Organizational Effectiveness: A theory and Some Preliminary Empirical Evidence, 1989) It reflects the fact that, while well-integrated organizations have some inherent benefits, they are also the least adaptable and toughest to modify. Internal integration and outward adaptation are sometimes incompatible. Adaptable organizations take action in response to the needs of their environment. They are willing to take chances, learn from their failures, and have the capacity and expertise to make required improvements. They are always working to improve the company's capacity to give value to its consumers. Adaptability-focused businesses typically see higher sales and market share. Three indices are used to quantify this characteristic in the model:

- ✦ **Creating Change:** The Corporation designs flexible solutions to satisfy shifting needs. It has the ability to read the corporate environment, respond rapidly to existing trends, and predict future changes.
- ✦ **Customer Focus:** Customers are understood and responded to, and future requirements are anticipated. It displays the extent to which the company is motivated by a desire to please their clients.
- ✦ **Organizational Learning:** The Company receives, analyses, and converts environmental signals into possibilities for stimulating innovation, learning, and expanding capabilities.

The fourth organizational attribute is Mission, (Sadry, Zeerak, & Popalzai, 2022) which highlights that leading companies have a clear objective that identifies organizational goals and strategic targets, as well as conveys a vision of the company's future. The description and external goals of an organization are defined by its mission, which gives it value and meaning. It provides specific instructions to assist the organization and its members in determining the best course of action. The sense of mission of an organization aids it in influencing current behavior by visualizing a preferred future state. Three indices are used to measure this characteristic in the model:

- ✦ **Strategic Direction and Intent:** Solid strategic goals communicate the organization's mission and show how one can influence and "mark their claim" in the industry.

- ✦ Goals and Objectives: A sufficient due of aims and priorities can also be related to the mission, vision, and goal, giving everyone in the organization a sense of direction.
- ✦ Vision: The group has a unified vision of what it wants to happen in the future. While offering leadership and advice, it expresses key values and wins the hearts and minds of the organization's human resources.

Involvement and Consistency are used to establish the level of Institutional Focus, while Adaptability and Mission are used to define the level of outside Focus, according to Denison's model. The level of Security is determined by Mission and Consistency, whereas the level of Versatility is determined by Involvement and Adaptability. (Denison, Janovics, Young, & Hee, 2006)

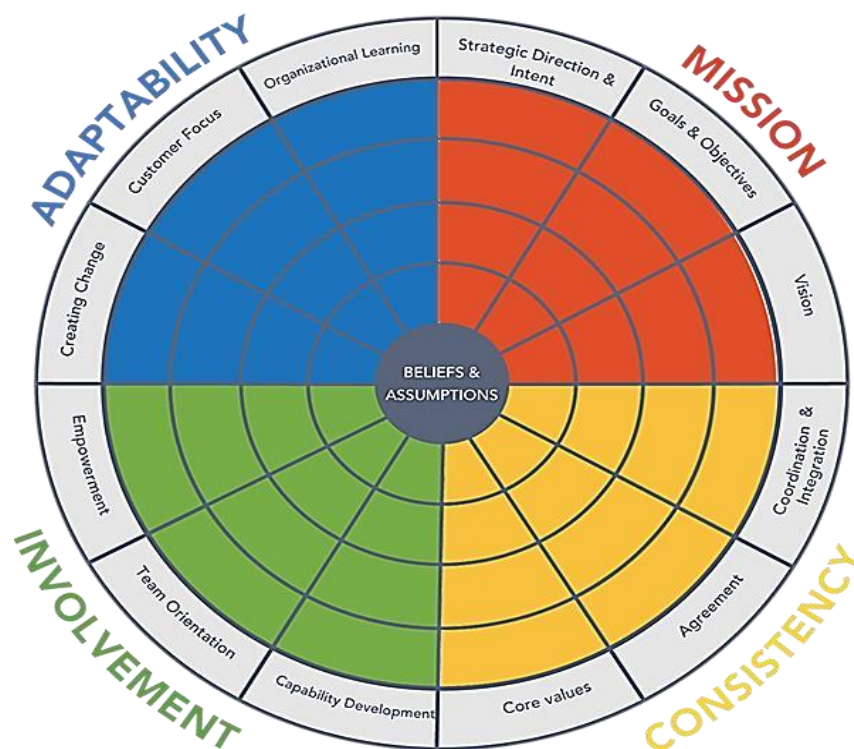


Figure 1: The Denison Organizational Culture Model Circumplex

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

2.1.2.5. Theories of Organizational Culture

The ideas of organizational culture produced by Schein's model of organizational culture that provides a high degree of abstraction and complexity reduction are examined in this study. Basic underlying assumptions, professed beliefs, and artifacts are the three primary areas. It distinguishes between visible and invisible cultural factors. As a result, it's evident that there's a hierarchy between these areas. Basic underlying assumptions are the deeply entrenched, unconscious, taken for granted beliefs that are shared with others, according to (Jones & Munro, 2005). Any challenge to these assumptions will cause fear and retaliation. This theory was chosen to guide this study because it proposes that an organizational culture should reflect the basic underlying assumptions, espoused values, and artifacts in order to promote employee performance and, ultimately, organizational performance.

Another hypothesis explored in this study is the idea of organizational excellence, which was researched by (Carpenter, Bauer, & Erdogan, 2012) and asserts that an organization's culture is directly connected to its success. As a conclusion, successful businesses value action, proximity to customers, creativity, and effectiveness, real worth effort, clarity, flexible employees, and effective resource utilization. This means that companies are more likely to stay in business if their social practices allow for employee advancement.

2.2. Empirical Literature Review

Various research papers were examined in order to improve the study. The empirical evidence is summarized and provided in the next section.

The importance of organizational culture perception and its influence on performance has prompted researchers to focus their attention on companies and their cultures. Several empirical research have proven the favorable relationship between excellent cultural perception and performance in numerous nations and industries, notably in the banking industry (Karthik & Vasumathi, 2017). A 2015 study by Deloitte University Press found that 87% of the organizations surveyed now cite culture and employee engagement as their top challenges.

According to (Bulach, Lunenburg, & Potter, 2012) the effects of organizational culture on employee performance can be précised as:

- 1) Professionals can gain a better understanding of the firm's new and old operations by learning about its culture.
- 2) Culture of an organization may motivate workers to accept the company's vision and values.
- 3) Through its rules, organizational culture functions as a means of control, guiding actions toward behavioral change.
- 4) Some business cultures may be associated with better levels of efficiency and success than others.

An Indian PhD Academic (Gunaraja, 2014) delivered his quantitative study on the impact of corporate business culture on quality of work life in the Indian banking business. According to the study, more than half of the respondents firmly feel that institutional corporate culture reveal potential work productivity and that there is a positive relationship between corporate style and employee job performance.

Organizational culture, according to (Uddin, Luva, & Hossain, 2013), is an open system approach that has an interdependent and interactive effect on organizational performance. The authors also suggested that more research should be done in order to develop an effective framework for analyzing the organizational impact of cultural differences on performance.

In a study conducted in a Ghana School, there were also empirical evidence in employee engagement (Marima, 2013). Organizational culture and performance were assessed using Denison's Organizational Questionnaire Survey and a five-point Likert scale. The researcher concluded that there was a positive relationship between perceived organizational culture and performance using the financial industry in Ghana as an example. Among the organizational traits, mission was the cultural characteristic with the highest potential to positively affect performance. Similarly, a researcher (Omoregbe & Umemezia, 2017) investigated the impact of organizational culture on selected Nigerian banks, indicating that there is a substantial correlation between productivity and organizational culture perceptions in Nigerian banks. All of the characteristics of organizational culture were positive.

As a result of all of the scientific investigations, the researcher's belief in the effect of organizational culture as a very influential component that can best promote organizational productivity has grown.

2.2.1. Relationship between Overall Organizational Culture and Performance

Many studies have proven the link between organizational culture and performance says (Ogbonna & Harris, 2010). By motivating employees toward a single goal and objective; and, finally, molding and guiding employees' conduct in the path of operational and strategic objectives, a positive organizational culture allows adaptation and increases employee performance. According to (Kandula, 2006), the most significant factor in generating successful results is a strong culture. He also says that identical approaches for two organizations in the same industry and area do not provide the same results owing to variances in organizational culture. A positive and powerful cultural viewpoint can inspire ordinary people to thrive and accomplish goals, yet a negative and weak cultural perspective might drive a decent employee to fail and finally leave the firm. Therefore; organizational culture perception has an active and direct role in employee performance.

Employee contributions are the foundation of a successful firm. Organizations that cherish their workers may build strong customer relationships and increase long-term profit from their employees' efforts (Keiningham, Aksoy, & Cadet, 2017). An organization's culture may either encourage or discourage high or low performance. Organizational culture, according to (Martins, 2003), significantly influences behavior indirectly by use of legitimate supervisory tools such as strategic direction, objectives, responsibilities, innovation, framework, conversation, judgment call, collaboration, and interpersonal relationship, and others.

As per the Denison model, companies are compared on the basis of their surface-level values and explicit behaviors. Denison's organizational culture is built around four cultural characteristics: involvement, consistency, adaptability, and mission. All of these characteristics have been linked to improved organizational effectiveness (Denison, Janovics, Young, & Hee, 2006).

2.2.2. Consistency Trait of Organizational Culture and Employee Performance

Consistency refers to how well an organization's principles, values, and codes of morality are learned and understood by its employees as described in the Denison's model of organizational culture. In actuality, consistency culture is a quality culture concept. Consistency culture of an organization is defined by broadly held attitudes and beliefs that help organizational members find consensus and take coordinated step to increase performance (Achua, 2013). Consistency is a primary source of coherence, synchronization, and control. It also assists businesses in building a set of rules for constructing a mutually supportive internal policy framework.

Successful businesses have a set of values that employees and management can use to make consistent decisions. While presented with difficult problems or fallacies, the members discuss them openly and work to reach an accord. Every employee in these companies is aware of how his or her work impacts others, as well as how their job affects them. Employees make sure that their output is always in accordance with the company's targets and strategies. (Denison, Janovics, Young, & Hee, 2006)

2.2.3. Adaptability and Employee Performance

The ability to recognize and respond to the fierce competition market distinguishes strong businesses from weak enterprises. They also reorganize habits and routines that assist them in adapting. Furthermore, high-performing organizations promote fresh ideas and diverse approaches to problem-solving. Furthermore, personnel are constantly looking for new and improved ways to meet client's needs.

2.2.4. Mission and Employee Performance

Profitable entrepreneurs have a defined goal statement that explains why members are doing their duties and how their work contributes to the company's development. Mega strategies and vital elements are discussed in strategic direction and intent. Goals and objectives are brief in effective enterprises. Furthermore, precise goals are established so that employees are aware of how their everyday activities connect to the company's vision. The major reason why a company exists and succeeds in a certain industry is because of its vision.

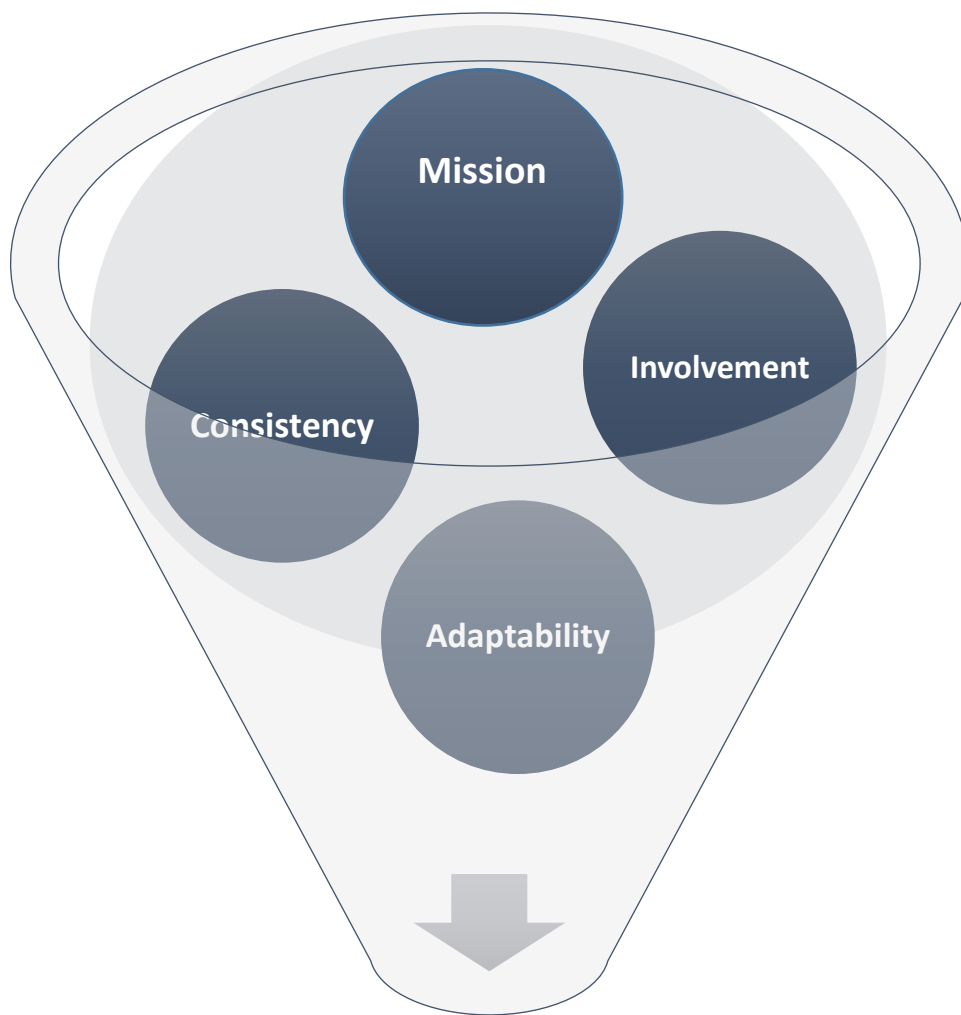
2.2.5. Involvement and Employee Performance

Organizations with an involvement culture value their members' opinion and participation, per (Yali, Xia, Feng, & Pan, 2009). Employee participation in selecting how their work is done, providing suggestions for improvement, defining goals, planning, and assessing their performance is referred to as involvement in this context (Rees, Rumbles, & Sally, 2013). A shared drive to rise to the occasion and produce outstanding achievements is the foundation of a performance culture. High-participation work practice, according to Camps and (Camps & Luna-Arocas, 2009), attempts to offer employees the opportunity, capabilities, and desire to contribute to the success of the organization in circumstances that need greater loyalty and commitment.

Deeply engaged organizations set themselves apart from the competition by instilling a sense of accountability. This uniqueness fosters a stronger sense of belonging and authority within the organization. Employees in these businesses are aware of the kind of judgments they can make and those that are outside their control. In another sense, employees are given the authority to make educated decisions. Staff are motivated to work in groups and to support one another in achieving their objectives. Finally, high-involved organizations improve employee capability through mentoring and coaching.

2.3. Conceptual Framework

The conceptual Framework of this study is drawn from the expected relationship between the Independent Variables and the Dependent variable. The Independent Variable of this study are the four cultural traits of organizational culture discussed above: *Consistency, Involvement, Adaptability and Mission*. The dependent variable is *Employee performance*. This study is aimed in understanding the amount of effect the four cultural traits have on employee performance and it is based on the assumption that the effect of each independent variable on the dependent variable is positive and strong.



Employee Performance

CHAPTER THREE

RESEARCH METHODOLOGY

The objective of this research was to examine the effect of organizational culture perception on employee performance in the case of Bank of Abyssinia. The methodology used to achieve this goal is presented in the following section.

3.1. Research Approach,

To fulfill the study's goals, the researcher used a mixed-methodology approach. The numerical method is appropriate for examining the relationship among two or more variables in this research and is primarily useful for testing the hypothesis, whereas the qualitative method is useful for exploring the characters in the study situation through discussions, findings, and document analysis. (Tsang, 2017).

3.2. Research Design

In the case of Bank of Abyssinia, the study used an analytical or causative research design to investigate the effect of organizational culture perception on job performance. It's used to figure out how big and how complex cause-and-effect interactions are. Causal studies examine a condition or an issue in order to explain the interactions between variables. It also looks for explanations for observed occurrences, issues, or behaviors, as well as explanations for why and how questions. It also aids in comprehending the dynamics of the link between study variables.

3.3. Population and Sampling

3.3.1. Target Population

The target population for the study are employees of Bank of Abyssinia duty stationed in the Head office, Addis Ababa District offices, and some corporate branches within Addis Ababa. These duty stations are chosen particularly for sampling because it is assumed that employees who work in these areas are better exposed to the knowledge and information of the bank's strategic direction which makes them better positioned to understand the

corporate organizational culture within their surroundings. Employees in none clerical positions like security guards, messengers, motorists, and drivers are excluded from the target population. Employees with fewer than two years of employment tenure are also not included in the survey.

Professionals from several multiple departments of the organization with job titles such as officials, senior officials, Heads Of departments, Directors, and bank managers were chosen as the study's target group.

3.3.2. Sampling Frame and Method

The number of individuals in the study's sampling frame was 270. As a result, the number of respondents was determined using the formula from Yamane sample calculation for its simplicity. The study sample is calculated as shown below:

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

Where:

N = is the total population

n = is the sample from the population

e = is the error term, which is 5% (i.e. at 95% confidence interval)

$$n = \frac{270}{1+270(0.05*0.05)} = 161$$

The study's sample size was calculated using the procedure above, and the total study population was 161 participants. For each division of the organization, the sample technique was a simple random sampling procedure.

Table 1: Distribution of questionnaires among case companies

| S.No | Case Companies (at Head Office) | Portion from total Sampling frame | Questionnaires Distributed | Questionnaires Collected |
|------|------------------------------------|--------------------------------------|-------------------------------|-----------------------------|
| 1 | Head office | 115 | 85 | 82 |
| 2 | Districts | 65 | 35 | 33 |
| 3 | Branches | 90 | 41 | 39 |
| | Total | 270 | 161 | 154 |

3.4. Data Sources and Types

A formal interview and survey questions were used to acquire primary data. The survey questionnaires (Annex 1) are distributed randomly to selected employees in the head office and branches.

The interview (Annex 2) involved managers and directors who are under departments of Credit Business Management, Human Resource Business, Corporate service, and Operation. Because the interview is a more flexible method than survey questionnaires, the major goal of the interview was to gather insights and proper context into the study issue. The interview questions are designed to assess current impressions of the Bank's organizational culture and that it has affected employee job performance as seen through the eyes of senior executives. The interview was conducted one-on-one in person to delve deeper into the topic and solidify the affirmation on the subject.

The Denison Organizational Culture Survey was used to produce 38 items of questions for survey questionnaires to measure organizational culture perception. On the other hand, to measure the degree of employee performance 16 items of questions for the survey questionnaire were designed which was adopted (Salau, Adeniji, & Oyewunmi, 2014).

The questionnaire consists of three sections:

1. Demographic characteristics of respondent employees,
2. Surveys on perceived Organizational Culture traits,
3. Questionnaires on employee performance.

The sample population is expected to respond based on their insights so that a proper and accurate diagnosis can be made on important aspects of the company's underlying culture. The questionnaire responses were expected to fall on the five-point Likert scale of (Strongly agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1)).

Table 2: Measuring Survey Question items

| Variables | Questionnaire Source | No. of Question Items |
|-------------------------------|----------------------|-----------------------|
| Employee Performance | Onyango, 2014 | 16 |
| Organizational Culture Traits | | |
| Involvement Trait of OC | Denison, D. R. 2010 | 14 |
| Consistency Trait of OC | Denison, D. R. 2010 | 9 |
| Adaptability Trait of OC | Denison, D. R. 2010 | 9 |
| Mission Trait of OC | Denison, D. R. 2010 | 6 |

3.5. Data Collection Procedures

The first step in the data collection process was to discuss the why, how, and certain other specifics of the project with the concerned management of the bank to gain their support in facilitating the data collection process. Then the questionnaires were distributed in person as per the arrangement shown above. This method was preferred because the presence of the researcher to provide clarifications on the questions is necessary. In addition, it was considered mandatory to observe the state of respondents firsthand while they fill out questionnaires to make sure they are not under any pressure to state anything other than what they understand and accept as the truth.

Regarding the tenure of the respondents, employees whose year of experience within the bank is two years and above are chosen as the target population. Furthermore, managers and directors are included in this project through the interview process so that the reliability of collected data can be ensured to provide a balanced analysis.

3.6. Methods of Data Analysis

Both descriptive and inferential statistics are used to analyze the data. The information gathered from the survey is structured in a systematic way to make analysis easier. The data was analyzed and summarized employing IBM Statistical Package for Social Sciences (IBM SPSS) to connect the variables acquired through surveys. To determine the measure's quality and internal consistency, the Pearson's correlation coefficient and Cronbach's Alpha

coefficient are utilized. Furthermore, descriptive measures such as mean, standard deviation, and percentages were used to classify, tabulate, and summarize the data. To understand the relationship and effect of organizational culture perception on employee work performance, regression and correlation analysis were used in this study.

3.7. Ethical Considerations

Professionalism and ethics were not compromised while conducting this project. Respondents were clearly informed the purpose of the study is strictly academic and their participation in the study is entirely on their willingness. They have also been ensured that all of their responses will be treated with the utmost discretion to maintain strict confidentiality, in the process of data presentations, analysis, and interpretation. Furthermore, to the best of the author's knowledge, all reference sources used in this research were recognized with suitable citations.

CHAPTER FOUR

RESULTS AND DESCUSION

Based on data obtained from survey questionnaires and interviews done, this chapter focuses on data analysis and discussion of results concerning the effect of organizational culture perception on employee job performance in the case of Bank of Abyssinia.

4.1. Response Rate

Table 3: Sample Size of Respondents

| Description | Respondents |
|---------------------------|-------------|
| Target Population | 161.00 |
| Questionnaire Distributed | 161.00 |
| Questionnaire Returned | 154.00 |
| Response rate % | 96% |
| Usable response | 154.00 |

The sample size refers to the total population that participated in the study; from a total of 161 questionnaires, 154 people responded. The response rate was 96 percent, which was found to be satisfactory.

4.2. Demographic profile of Respondents

The respondents' demographic profile is provided in the first portion of the survey questionnaire, and it will be utilized to examine the study's conclusions. Sex, age, and family status, as well as the degree of education, employment type, and total years of experience, are all included in the respondent's profile. In Annex 3, descriptive statistical analysis is used to show the results of this statistical presentation.

4.2.1. Gender

In terms of gender mix, the survey showed that 44% of the employees that took part in the study were female, while the rest (56%) were male. When comparing employee performance between men and women, gender is a crucial factor to examine because men and women have different perspectives on corporate culture and its impact on performance.

4.2.2. Age Group

Respondents were also asked to categorize their age groups. In addition, 27% of responders are between the ages of 20 and 27, while 8% are within the ages of 38 and 47. Seniors over 48 and older make up the remaining 3% of the population. This indicates that nearly 90% of the respondents were aged 20 to 37, showing that the bank is made up of young professionals capable of developing the perfect corporate culture. A young workforce is also linked to professional advancement and performance; this age team is known for taking on difficult tasks and adjusting to rapid change. This is a tremendous opportunity for the bank since a flexible and trainable staff provides a great foundation for technical advances as well as a flexible and trainable attitude, allowing the bank to develop a strong corporate culture.

4.2.3. Marital Status

The marital status of the employees who were part in the study revealed that 55% of them were married and 45% were single. According to most studies, married employees are more productive at work and more willing to take on difficult responsibilities and developing a great working culture. (Animut, 2019)

4.2.4. Educational Background

The biggest percentage of the respondents (71%) had a bachelor's degree only, while the remaining respondents had masters degree (29%). There were no Diploma and PHD holders among the respondents.

4.2.5. Service Year

Respondents were also asked how long they had been with the bank for, with 57 percent saying they had been there for 2-5 years, 23 percent saying they had been there for 6-10 years, 14 percent saying they had been there for 11-15 years, and 6 percent saying they had been there for more than 15 years. This means that the vast majority of responders (80%) were hired during the last ten years.

4.2.6. Employment Category

74% of the respondents categorized themselves as non-managerial, while the remaining 26% categorized themselves under managerial positions.

4.3. Examination of the relationship between employee performance and organizational culture perception within Bank of Abyssinia.

Employees were asked to review what they believed about the corporate culture characteristics of involvement, consistency, adaptability, and mission, as well as the effects it had on their performance, on a five-point Likert scale, in order to better understand the current organizational culture perception at the case company. The average score and standard deviation were then evaluated using descriptive statistics. The information gathered from the questionnaires was quantitatively examined. The survey had no open-ended questions. It should be highlighted that the questions were opinion-based, with the goal of learning about respondents' perspectives, ideas, and perceptions.

The standard deviation (σ) indicates how tightly the data is clustered around the mean score. The narrower the standard deviation, the more collected the data. A mean score below 3.39 is regarded low, a mean score between 3.40 and 3.79 is moderate, and an average score above 3.8 is rated high, according to (Standard Diviation, 2022). The various indications were rated on a 5-point Likert scale, with 1 point representing 'Strongly disagree,' 2 points representing 'Disagree,' 3 points representing 'Neutral,' 4 points representing 'Agree,' and 5 points representing 'Strongly Agree.'

The details of the analysis are presented as follows.

Table 4: Response Summary of Organizational Culture Perception and Employee Performance

| Organizational Traits | N (Valid) | Mean | σ | Rating Scale in % | | | | |
|-----------------------|-----------|------|----------|-------------------|------|-------|-------|-------|
| | | | | SD | D | N | A | SA |
| Involvement | 154 | 3.89 | 0.97 | 2.89 | 7.30 | 16.39 | 45.74 | 27.68 |
| Consistency | 154 | 3.85 | 0.91 | 2.52 | 7.70 | 18.76 | 44.72 | 26.30 |
| Adaptability | 154 | 3.73 | 0.94 | 2.08 | 9.41 | 23.11 | 44.18 | 21.22 |
| Mission | 154 | 4.03 | 0.91 | 3.45 | 3.55 | 16.37 | 39.53 | 37.10 |
| Employee Performance | 154 | 4.03 | 0.92 | 3.07 | 4.35 | 11.85 | 48.60 | 32.13 |

Note: (SD=strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree)

4.3.1. Involvement as perceived organizational Culture trait

The study was intended to evaluate the existence of involvement culture trait perception in the case company. The purpose of the research was to learn more about the engagement culture. The selected employees were given 14 questions to answer and were asked to rate their level of agreement. The results were compiled and presented in the table above.

From the above table, it can be seen that the involvement trait had gotten a mean score of (M=3.89 with σ =0.97). The rating scale of “strongly agree” and “agree” of the employees’ responses on their involvement level showed 27.68% and 45.74% respectively. The rating scale for “neutral”, “disagree” and “strongly disagree” responses showed 16.39%, 7.30%, and 2.89% respectively. This shows that the respondents perceive they were well involved and included in the bank and its existence.

4.3.2. Consistency as perceived organizational culture trait

Consistency is another organizational culture trait that was intended to be evaluated in the case company. Consistency culture in terms of nine questions was offered to assess the opinion and agreement level of the sampled employees. The mean score and standard deviation are 3.85 and 0.91 respectively.

While evaluating the perception of respondents on the consistency trait the response was confirmed to the level of 26.30% and 44.72% for “strongly agree” and “agree” respectively. This showed the highest rate of the employees’ response. The third highest response i.e.

18.76% was provided neutral. The respondents who disagreed and strongly disagreed are 7.70% and 2.52% respectively.

This view was also well discussed and explained by the sampled middle and top management members of the case company during conducting the interview session. It was learned that the short and middle-term strategic objectives of the bank, annual business plans, and budget periods are cascaded down to every department, division, and branch at the team level. Therefore, it is believed that this action will assist in aligning the prioritized strategic objective of the case company with its employees' team performance hence creating an organizational culture that is perceived as consistent.

4.3.3. Adaptability as perceived organizational culture trait

The response rate for this trait had a mean score and standard deviation of 3.73 and 0.94 respectively. On the rating scale shown above 44.18% and 23.11% were presented for the responses “agree” and “neutral” respectively. The traits of the respondent that showed 21.22% were “strongly agree”. However, it can be seen that the mean score of Adaptability score is the least of all dependent and independent variables. The bank seems to be aware of this fact and has in recent years started following an adaptability strategy so that it helps the bank and its employees conform to the practice of external business environment and competitors' strategies.

4.3.4. Mission as perceived organizational culture trait

The traits of Mission have got the highest score; (Mean= 4.03; Standard Deviation =0.91). This often indicates that this organization might be good at executing and defining its direction, purpose, or long-range planning.

4.3.5. Summary of Organizational Culture Traits

To summarize the data analysis above the highest mean scored cultural trait is mission which is scored 4.03. The lowest mean score is scored by Adaptability and the internally focused trait - involvement is ranked second with a mean score of 3.89.

According to the studies made by (Marima, 2013), they contemplated mission is the cultural trait with the strongest potential of having a positive impact on Performance.

4.4. Employee Performance

The performance response rate of bank employees was measured using sixteen performance measurement parameters as a dependent variable. Employees in the sample were asked to rate their level of agreement on a five-point scale, as shown in the table above.

The overall reaction rate was determined to be average graded ($M=4.03$, $\sigma=0.92$) for the sixteen questions collecting information about employee performance.

Based on the finding (see Annex 5 Table19), 11.85% of respondents included those who chose to remain neutral which translated they did not know how the Company measures their performance. Similarly, 32.13 percent and 48.60 percent of employees, respectively, had no idea how their achievement is associated to their salary or how performance is measured. 4.35 percent of respondents, including the indifferent responses, expressed dissatisfaction with the promptness with which employees or teams receive performance reviews and whether the organization assesses targets set for employees or teams against the company's planned objectives.

4.5. Organizational Culture and Employee Performance: Is There a Link?

As per (Emeka & Philemon, 2016), an investigation was carried out in Nigeria to assess the impact of institution culture on employee performance, and the findings indicated that 57.7% strongly agreed that corporate culture has a link to job performance.

According to empirical evidence examined by (Shahzad, 2014), the correlation matrix value of Pearson's correlation for overall organizational culture with employee performance was 0.415, which falls between "0.4 and 0.6," implying that organizational culture has a reasonable interdependence with employee performance.

Similarly, one of the goals of this study is to look into the relationship between employees' perceptions of organizational culture and their performance at the case company. To identify the correlation's significance level, as well as to analyze and measure the relationship's strength, the result of a Pearson Product Movement Correlation Coefficient is presented in the matrix below. A correlation coefficient, according to (Iqbal, et al., 2012), can be used to evaluate the strength of a direct link between variables. This coefficient is commonly

denoted by the letter 'r,' and it can only have a value between -1 and +1. If $r = +1$, the variables have a complete positive connection.

Table 5: Interpretation of Pearson's Correlation (r)

| Interpretation of r | Description |
|----------------------------|--------------------|
| 0.80 or higher | Very High |
| 0.6 to 0.8 | Strong |
| 0.4 to 0.6 | Moderate |
| 0.2 to 0.4 | Low |
| 0.2 or lower | Very Low |

Source: Bartz (2009)

As per the data analysis results (shown in Table 6 below) it shows that all independent variables have a strong positive relationship with the dependent variable while Involvement in particular has a very strong positive relationship with employee performance. Here it should be noted that Pearson correlation analysis only states how strong the positive or negative relationship between the independent and dependent variable is. It does not quantify the magnitude of the effect one has on the other. In order to test the effect of the independent variable on the dependent variable a multiple regression model is used in this study.

Table 6: Correlation Analysis Matrix

| Variables | | Employee Performance | Involvement | Consistency | Adaptability | Mission |
|----------------------|---------------------|-----------------------------|--------------------|--------------------|---------------------|----------------|
| Employee Performance | Pearson Correlation | 1 | .843** | .729** | .668** | .663** |
| | Sig. (2-tailed) | | 0.000 | 0.000 | 0.000 | 0.000 |
| | N | 154 | 154 | 154 | 154 | 154 |

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

4.6. The Effects of Employee Perceptions of Organizational Culture on Performance

A systematic method for studying the effect of one or more predictor variables on a dependent variable is regression analysis. That is, we can say how effectively one or more control parameters forecast the value of a dependent variable. The purpose of this multiple

regression was to see how perceptions of overall business culture affected employee performance.

4.6.1. Testing the assumptions of Regression model

Many linear regression is used to evaluate the effect of various independent parameters on the dependent variable or to estimate the probability value on the projected one explained by the determinants, according to Field (Field, 2005). Several fundamental assumptions must be met in order to conduct a meaningful multiple regression analysis. Linearity, independence of errors, homogeneity of variance, normality, and multi - collinearity are the key assumptions of multiple regression that are mentioned as significant concerns in the study. Each hypothesis was defined for this study, and each assumption was evaluated; the outcomes of these assumptions are summarized and shown below.

Assumption 1: There is a linear link between the IV¹s and the DV²s.

This assumption, according to some experts, is the most crucial because it directly connects to the prejudice of the entire analysis' outcomes (Keith, 2006). The variables of the study are assumed to have a linear relationship in multiple regressions. The bivariate plot of the projected value against residuals can be used to determine if the predictor-outcome connection is linear.

As a result, the linearity can be inferred from a visual study of the scatter plot (see Annex 6 Figure 2). The relationship between standardized predictors and residuals appears to be nearly linear around zero when looking at the scatter plots of each independent variable. As a result, we can say that the connection between the reaction or outcome variable and the predictors is linear around zero.

Assumption 2: Homoscedasticity

Homoscedasticity refers to the notion that errors have the same variance at all levels of the control parameters (Osborne & Hammoud, 2017). In an ideal world, residuals would be randomly distributed near Zero (the horizontal line), resulting in a very uniform distribution. This implies that researchers presume that errors are evenly distributed across the factors

(Keith, 2006). The spread of the residuals is consistent for each point of the predictor variables, as shown in the image (see Annex 6 Figure 3).

Assumption 3: Multicollinearity

When many independent variables have a high level of correlation with each other, or when one predictor variable is a near-linear grouping of other independent variables, multicollinearity arises. There may be a problem with multicollinearity if a correlation matrix shows correlations of more than 0.8 between independent variables. Multicollinearity can also be detected with the help of tolerance and its reciprocal, called variance inflation factor (VIF). If the value of tolerance is less than 0.2 or 0.1 and, simultaneously, the value of VIF are ≥ 10 and above, then the multicollinearity is problematic.

The multicollinearity tests are displayed in the table (see Annex 6 Table 20) by computing tolerance values and the Variance Inflation Factor (VIF) for each predictor variables. All tolerance values are larger than 0.10 in this example, and VIF is less than 10. As a result, there is no multicollinearity concern in this study.

Assumption 4: Normality

The histograms of the standardized residuals can be used to evaluate this hypothesis (J.P. Stevens, 2009). Histograms are bar graphs of residuals with a normal curve overlay to demonstrate the distribution. In this case, the involvement (Figure 4) and mission (Figure 7) variable curves are left-skewed, indicating that the respondent's response falls into the agree and strongly agree on category, whereas the flexibility and consistency diagram demonstrates roughly equal dissemination along both sides, as shown in Annex 6. As a result, the returns are normally scattered, and the assumption for the two control variables has been met.

Assumption 5: Independent of Residuals

This is essentially the same as stating that the measurements (individual data points) are unrelated (uncorrelated). The Durbin-Watson statistic has been used to determine whether or not residuals are independent. The Durbin-Watson statistic has a range of values from 0 to 4. If the Durbin-Watson value is close to 2, the residuals are usually independent (not

correlated), while results below 1 and above 3 are reason for concern and may invalidate the study.

Table 7: Independent Residual Assumption

| Model Summary^b | | | | | |
|--|-------------------|-----------------|--------------------------|-----------------------------------|----------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .867 ^a | .751 | .744 | .22850 | 1.171 |
| a. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement | | | | | |
| b. Dependent Variable: Employee Performance | | | | | |

The Durbin-Watson value in this situation is 1.171. As a result, the result lies within 1 and 3, indicating that the researcher's premise of residual autonomy is substantially met.

Assumption 6: The Model is not skewed by any influential cases.

Significant anomalies and significant data sets might overpower the model, rendering it less reflective of the data. The Cook's Distance statistic for each respondent might be calculated to detect any potentially influential data points. Any numbers greater than one are likely to be large outliers, causing the model to be influenced unnecessarily.

The Cook's Distance is between 0.00 to 0.072, indicating that there are no influential cases biasing the study model. (Annex 6 Table 21).

Finally, the selected variables met almost all of the assumptions, indicating that the model developed for a sample may be applied accurately to the target population.

4.6.2. Linear Regression

Analysis of Variance (ANOVA)

The main goal of the ANOVA test in this case is to see if the model is substantially better at forecasting the dependent variable. As a result, the ANOVA summary (Table 9) shows that the ANOVA is statistically significant ($F=110.779$, df (regression) = 4, df (residuals) = 147,

Sig0.05). As a result, at minimum one of the four study control variables can be utilized to model personnel performance with regard to organizational culture.

Table 8: Overall Model Fit of the Regression Model (ANOVA)

| ANOVA ^a | | | | | | |
|--|------------|----------------|-----|-------------|---------|-------------------|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 23.135 | 4 | 5.784 | 110.779 | .000 ^b |
| | Residual | 7.675 | 147 | .052 | | |
| | Total | 30.810 | 151 | | | |
| a. Dependent Variable: Employee Performance | | | | | | |
| b. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement | | | | | | |

Table 9: Model Summary with Predictors

| Model Summary ^b | | | | |
|--|-------------------|----------------|-------------------|----------------------------|
| Model | R | R ² | Adjusted R Square | Std. Error of the Estimate |
| 1 | .867 ^a | .751 | .744 | .22850 |
| a. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement | | | | |
| b. Dependent Variable: Employee Performance | | | | |

4.6.3. Multiple Linear Regression Analysis

The most popular type of regression analysis is multiple linear regression. Multiple linear regressions are being utilized to characterize data as part of a predictive study. When the cumulative impacts of the predictors (Involvement, Consistency, Adaptability, and Mission) on employee performance are examined (Table 09) they can explain a 74.4 percent improvement in employee performance.

Taking the beta value beneath the standardized coefficients allows you to readily compare the relative contributions of each of the relevant variables. The greater the beta value, the greater the contribution. A two-tail test at a 95% confidence level (= 0.05) revealed that the

positive beta values imply a positive effect of the predictor variables on the dependent variable (see table 10).

Table 10: Multiple Regression Coefficients

| Coefficients ^a | | | | | | | | |
|---------------------------|--------------|--------------|--------------|---------------------------|-------|-------|---------------------------------|-------------|
| Model | | | | Standardized Coefficients | | Σ | 95.0% Confidence Interval for B | |
| | | | | β | T | | Lower Bound | Upper Bound |
| | (Constant) | 1.041 | 0.149 | | 7.001 | 0.000 | 0.747 | 1.335 |
| | Involvement | 0.534 | 0.064 | 0.596 | 8.397 | 0.000 | 0.408 | 0.660 |
| | Consistency | 0.175 | 0.047 | 0.242 | 3.722 | 0.000 | 0.082 | 0.268 |
| | Adaptability | 0.030 | 0.055 | 0.036 | 0.544 | 0.588 | -0.079 | 0.139 |
| | Mission | 0.041 | 0.036 | 0.072 | 1.164 | 0.246 | -0.029 | 0.112 |

As a result of the regression constant value, the employee performance would be at a beta value of 1.041 when the independent variables (involvement, consistency, adaptability, and mission culture) remain constant at zero. The standardized coefficient results of Involvement revealed that ($\beta=0.596$; $P=0.05$) has the strongest unique contribution to the dependent variable, with the results revealing that a one-unit increase or positive change in Involvement would lead to a 0.596 unit increase in the level of employees' performance, followed by Consistency ($\beta=0.242$ and $P0.05$), which suggests that a one-unit increase or positive change in Consistency would lead to a 0.242 unit increase in the level of job performance

As a result, it shows that employee involvement and consistency have a considerable impact on performance, explaining changes in employee performance by 59.60% and 24.20%, respectively. On the other hand, the adaptability culture ($\beta=0.036$, $\Sigma=0.588$, $p0.05$) and mission ($\beta=0.072$, $\Sigma=0.246$, $P0.05$) demonstrate that these variables may be responsible for the 3.6% and 7.2% increases in employee performance, respectively. This could indicate that, in comparison to the other two attributes, involvement and consistency, they had a lower influence on work in the case organization.

4.6.4. Testing Hypothesis with Regression analysis

As a result, the regression coefficient data is used to assess the hypotheses that was generated previously in chapter one.

Table 11: Summary Result of Regression Analysis

| Traits | Beta | Statistical Significance |
|---------------|-------------|---------------------------------|
| (Constant) | | 0.000 |
| Involvement | 0.596 | 0.000 |
| Consistency | 0.242 | 0.000 |
| Adaptability | 0.036 | 0.588 |
| Mission | 0.072 | 0.246 |

The regression coefficient result of involvement trait in the case company was indicated as $\beta=0.596$, implying that the change in the Involvement culture is responsible for 59.6% of the increase in employee performance, assuming all other variables remain constant, implying that Involvement culture trait has a significant relationship and effect on employee performance, and thus the hypothesis is accepted for the case of involvement trait in the case of Bank of Abyssinia.

The regression coefficient result of consistency trait in the case company was indicated as $\beta=0.242$, implying that the change in the Consistency culture is responsible for 24.2% of the increase in employee performance, assuming all other variables remain constant. The remaining 76% variable is explained by other factors. Thus, the hypothesis is accepted for the case of consistency trait in the case of Bank of Abyssinia.

The regression coefficient result of adaptability trait in the case company was indicated as $\beta=0.036$, implying that the change in the adaptability culture is responsible for only 3.67% of the increase in employee performance, which is rather trivial and thus the hypothesis is overruled for the case of adaptability trait in the case of Bank of Abyssinia.

The regression coefficient result of mission trait in the case company was indicated as $\beta=0.072$, implying that the change in the mission culture is responsible for only 7.2% of the increase in employee performance, which is insignificant and thus the hypothesis is overruled for the case of mission trait in the case of Bank of Abyssinia.

Table 12: Summary of Tested Hypothesis

| No | Developed Hypothesis | Hypothesis Test Result |
|-----------|--|-------------------------------|
| 1 | Involvement has significant relationship and effect on employee performance. | Supported |
| 2 | Employee performance and consistency have a substantial relationship. | Supported |
| 3 | Employee performance and adaptability are linked in a substantially. | Not Supported |
| 4 | The impact of mission culture on employee performance is significant | Not Supported |

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This section summarizes the research outcome, implications, suggestions, study limitations and research directions for future investigations. Conclusions and recommendations were generated based on the key data and conclusions. The ideas included interventions to improve employee performance in the analyzed organizations as well as a roadmap for future research.

5.1. Summary of findings and conclusion

The following are the results of descriptive statistics, correlation, and regression analysis of the data:

The summary statistics' arithmetic mean values demonstrate that Involvement, Consistency, Adaptability, and Mission culture are all above average. We can deduce from this that the employees of Bank of Abyssinia are reasonably satisfied with the current organizational culture practice in terms of the four organizational cultural traits.

The mean score is seen as: Mission {4.03} > Involvement {3.89} > Consistency {3.83} > Adaptability {3.73}.

The practice of employee empowerment and team orientation sub-components, as mentioned in involvement culture, have the highest mean score; however, when compared to its category, capability development has a lower mean score, implying that there is a gap in the capacity building and development of employees' skill and knowledge.

The Consistency culture element revealed that the three subcultures of: core values {M=3.86}, agreement {M=3.87}, and coordination and integration {M=3.83} are able to elicit similar feelings and perceptions from employees on average, implying that the bank's existing consistency culture is well understood.

While adaptability culture has the lowest mean score of the four culture traits, its mean score falls within the middle level of score, and when reviewing the mean score of the element {M=3.73}, it has a relatively moderate mean score, which has implications on employee understanding and perception of adaptability culture, which can be considered good.

However, according to employee perceptions, the Mission Culture had the highest mean score indicating that it is a very important culture inside the case firms.

The Employee Performance response variable had the highest mean score ($M=4.03$, $SD=0.92$), but there were also considerable response variability. For example, when asked how the organization monitors their performance, how performance targets are set, reviewed, and assessed, and how it is tied to the compensation system, 37.82 percent of respondents decided to disagree or remain indifferent.

Employee performance was found to have a strong positive correlation with the Involvement trait ($r=0.843$, $p0.01$) and Consistency trait ($r=0.729$, $p0.01$), followed by a moderate positive correlation with the two remaining organizational culture traits: adaptability trait ($r=0.668$, $P0.01$), and Mission ($r=0.663$, $P0.01$), according to the Person correlation analysis. Employee performance is positively correlated with consistency, participation, adaptability, and mission cultural attributes, according to this correlation.

Furthermore, a regression analysis is carried out on the overall effect of organizational culture and its cultural variables on employee performance, with the results described in section 4.6.4.

5.2. Conclusion

Several inferences can be derived from the data of this investigation. The main goal of this research was to look at the influence of organizational culture perception on employees' job performance in Bank of Abyssinia. All of the organizational culture variables (consistency, adaptability, mission, and involvement) were found to be positively associated to employee performance. A variety of descriptive statistical approaches and various regression analyses were utilized to achieve this goal.

As a result, the regression analysis on mission culture revealed that it had no significant impact on employee performance, as anticipated by the data analysis. Employee perceptions revealed shortcomings within the bank, notably in terms of giving a defined mission that offers guidance and purpose to their work. The unavailability of widely spread agreement about goals has reflected some inefficiencies in this area as well.

Organizations that do not nurture and promote creativity and risk-taking initiatives do not constantly adopt new and improved ways of accomplishing work in terms of adaptability

culture. According to the assessment of the customer focus culture index, there were discrepancies in employees' understanding of what consumers really want from their output. As a result, elements of adaptability culture such as change management, customer focus, and knowledge creation demand the case bank's full attention, as the case bank's survival depends on its capacity to respond rapidly to rivals and changes in the industry.

The consistency culture had the smallest favorable based on the qualitative statistical data, but when looking at its correlation matrix value, it was the second highest after engagement culture. As a result, a gap in the vertical and horizontal integration of the cultural components of core values, agreement, and coordination with the employees' performance inside the instance organization can be assumed.

5.3. Recommendations

The outcomes of the study were used to make some decisive recommendations in this section. One of the main goals of this study was to uncover Bank of Abyssinia's organizational culture practices. As a result, the following recommendations are put forward.

5.3.1. For the Management of Bank of Abyssinia

- The management had better develop an intervention strategy for employee's capability improvement through planned developmental programs that are advisable to enhance employees' skill, knowledge, and behavior.
- The case firm must create an atmosphere to enable their employees to have the authority, initiative, and ability to manage their own work. This creates a sense of ownership and responsibility towards their organization.
- It is also recommended that management creates a system that not only measures individual performance achievements but also builds a system dedicated to promoting team culture and rewarding employees who possess and meet those expectations and attributes.
- The management should develop a performance management system that conducts regular evaluations of its personnel to determine their performance. The company

can use this chance to correct the shortcomings and assist employees in reaching their full potential.

- The organization should continually invest in the development of employees' skills to stay competitive and meet ongoing business needs. This can be achieved through authority delegation so that employees can act on their own.
- The bank is recommended to keep its consistent culture by implementing key management tools such as corporate governance, business policies, and practices, control and risk management, internal review guidelines development, and building the company's code of conduct to bring consistent working conditions for all of its departments' functions so that everyone works well together to accomplish common goals.
- Organizational culture attributes may be able to account for 57.6 percent of improvements in employee performance. This means that other determinant factors that are associated with job performance account for 42.4 percent of the influence on employee performance. As a result, the bank should think about things like quality of work life, authentic leadership, incentive, remuneration, and perks in order to increase individual and organizational performance in a holistic way.

5.3.2. For Employees

- In order to improve the culture of high involvement, such as exercising autonomous authority, accepting difficult challenges, engaging in decision-making, building self-managed work teams and the ability to manage own work, taking initiations to prepare, learn, and share sessions at specific intervals, and experience sharing on best-fit practices, will maximize employees' capability across every edge and strengthen the position of employees' belongingness for the reassuring.
- Additionally, in order to maintain the agreement culture, employees should develop positive contacts with their supervisors discussing goals, accomplishments, and regular feedback and coaching on performance successes and gaps. This will have a positive impact on staff performance, ultimately enhancing the company's production.

- To get the most out of teams, employees should have commitment and ownership at their job. Teams put together for the sake of team appearance does not bring a performance difference.

5.4. Future Research Directions

Future researches may expand the sample to investigate the impact of corporate culture on employee performance to gain a more complete understanding of the impact and/or connections and to protect the generality of the survey results. The following suggestions were made:

- Future researchers should perform comparable investigations in a variety of financial institutions as well as other organizations to expand empirical knowledge in the field.
- To see the massive effect of organizational culture on employee performance, academics are advised to conduct their research on organizations that have already implemented a performance management system; thus, the study is based on the results of employee performance appraisals rather than solely on the employees' perceptions and opinions.
- Additional research on the same organization might be done, but with an alternative Organizational Culture Framework than Daniel Denison's Framework.

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APPENDIXES

Survey Questionnaire

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE MA Distance
Program Master of Project Management Questionnaire to be filled by
employees of the Bank of Abyssinia**

Dear Sir or Madam,

I am a project management master's student at Addis Ababa University's postgraduate distant studies department. I am required to complete a project report on a relevant issue in my speciality as part of my master's degree requirements.

"The Effect of Organizational Culture Perception on Employees' Job Performance in Bank of Abyssinia," is the topic of this study project.

As a result, this survey is employed to capture relevant data for the current inquiry and will only be utilized for academic purposes. As a result, your answers will also be handled with the highest discretion. I ask that you do not put your identities on the questionnaire in order to safeguard your confidentiality. Please keep in mind that the findings' clarity and relevance will be dependent soul on your genuine responses.

As a result, I respectfully urge that you devote some of your precious time (10-15 minutes) to responding to his survey to the best of your ability.

Yours,

Tinbite Seffiw

Part I. Demographic Questions

1. **Gender** Male Female

2. **Age**

18-27 28-37 38-47 48 and above

3. **Marital Status**

Single Married Divorced Widow

4. **Educational Qualification**

Diploma BA/BSC MA/MSc PhD

5. **Year of service in the organization**

2-5 years 6-10 years 11-15 years above 15 years

6. **Employment Group**

Managerial Non-Managerial

Part II. To evaluate the organizational culture of your company.

This section of the survey contains items from the Denison Organizational Culture Model. The tool's main goal is to evaluate four aspects of organizational culture in your company: consistency, involvement, adaptability, and mission. Assess how well each statement aligns with your company's culture.

Fill in the blanks on the following assessment scale with a "√" for each rating.

1: Strongly Disagree (SD),
2: Disagree (D),
3: Neutral (N),
4: Agree (A) and
5: Strongly Agree (SA)

| S.N | Questions by organizational culture Trait | 5 | 4 | 3 | 2 | 1 |
|-----------|---|------|-----|-----|-----|------|
| | | (SA) | (A) | (N) | (D) | (SD) |
| I. | Involvement | | | | | |
| 1 | In my perspective, the majority of my company's employees are really engaged in their work. | | | | | |
| 2 | My company provides me the control and resources to manage my own workload. | | | | | |
| 3 | Within my company, information is freely shared because everyone in the institution has access to the information they require when they need it. | | | | | |
| 4 | Everybody in my organization believes that their input will have a good impact on the organization. | | | | | |
| 5 | My company gives me more authority and includes me in decision-making. | | | | | |
| 6 | Employees that work together to achieve the organization's common goals are highly valued at my company. | | | | | |
| 7 | While performing my job, I consider that collaboration is properly exercised in my organization. | | | | | |

| | | | | | | |
|-----------|--|--|--|--|--|--|
| 8 | The bank's policies, in my judgment, promote collaboration, teamwork, and engagement. | | | | | |
| 9 | I feel like I'm part of a team in my workplace. | | | | | |
| 10 | I consider that work is organized in such a way that each individual can perceive the connection between his or her task and the organization's goals. | | | | | |
| 11 | My company invests in the human potential of its staff at all levels. | | | | | |
| 12 | I believe that the firm is continually seeking to improve the capabilities of its employees. | | | | | |
| 13 | The financial institution has set a goal of continuing to invest in its workers' talents. | | | | | |
| 14 | Employee competencies, I believed, are considered a significant strategic asset within the bank. | | | | | |

| | | | | | | |
|-----------|--|--|--|--|--|--|
| II | Consistency | | | | | |
| 1 | A large percentage of the bank's members share the bank's key beliefs. | | | | | |
| 2 | My manager constantly demonstrates in practice what she or he says in words. | | | | | |
| 3 | The corporation has a clear and concise set of ideals that govern how I perform my activities. | | | | | |
| 4 | My behavior is guided by an ethics policy that informs me what is good and wrong. | | | | | |
| 5 | My bank's various departments and divisions can effectively collaborate to reach shared goals. | | | | | |
| 6 | The bank, in my opinion, has a good corporate culture. | | | | | |
| 7 | As an employee, I am assigned assignments that are compatible with my skills, passions and possibilities | | | | | |
| 8 | The bank's approach to doing business is very consistent | | | | | |
| 9 | There is good alignment of team goals with the bank's Strategic objective, mission and vision. | | | | | |

| | | | | | | |
|-----------|--|--|--|--|--|--|
| II | Adaptability | | | | | |
| 1 | Customer feedback has a direct impact on our actions. | | | | | |
| 2 | In my organization, the way things are done is incredibly adaptable and changeable. | | | | | |
| 3 | Competitors and other changes in the business environment are well-received by the bank. | | | | | |
| 4 | In my company, new and better ways of doing things are constantly embraced. | | | | | |
| 5 | Modifications are frequently prompted by customer feedback and suggestions. | | | | | |
| 6 | My entire team has a thorough awareness of what customers want and need. | | | | | |
| 7 | Failure is seen as a chance for growth and development. | | | | | |
| 8 | Creativity and taking risks are praised and rewarded. | | | | | |
| 9 | In our everyday work, we place a high priority on learning. | | | | | |
| IV | Mission | | | | | |
| 1 | In our corporation, we have a distinct mission that gives our work guidance and purpose. | | | | | |
| 2 | In our corporation, we have a clear future strategy. | | | | | |
| 3 | Goals are widely agreed upon inside my organization. | | | | | |
| 4 | We keep track of our progress in relation to our stated objectives. | | | | | |
| 5 | I've given my idea for how the bank will look in the future. | | | | | |
| 6 | The institution's vision inspires me to work harder and achieve better results. | | | | | |

Part III. To evaluate the employee's perception of their own performance

This section of the survey contains inquiries that are intended to examine your perception of your level of performance achievement within your workplace.

| S.N. | Employee Performance Questions | 5 | 4 | 3 | 2 | 1 |
|------|---|------|-----|-----|-----|------|
| | | (SA) | (A) | (N) | (D) | (SD) |
| 1 | My job allows me to put my knowledge and competencies to good use. | | | | | |
| 2 | My employment gives me a sense of personal success. | | | | | |
| 3 | I understand how the company evaluates my work. | | | | | |
| 4 | Whenever I am performing my duties, I have total knowledge and comprehension. | | | | | |
| 5 | To complete my task, I have the necessary skills, social preparation, and behavioral abilities. | | | | | |
| 6 | I complete my task to the required standards. | | | | | |
| 7 | I am aware of how my efficiency is assessed. | | | | | |
| 8 | I am aware of the relationship between my performance and my compensation. | | | | | |
| 9 | Regular performance evaluations are provided to me. | | | | | |
| 10 | As an employee, I prioritize and support meeting the needs of customers and customers, as well as resolving their issues. | | | | | |
| 11 | My work assignments are completed on time. | | | | | |
| 12 | Before replying to consumers or project activities, I give it some thought. | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 13 | I am able to successfully handle my time and direct resources. | | | | | |
| 14 | I can assess an organizational environment and respond appropriately. | | | | | |
| 15 | My Supervisor's comments is something I respect. | | | | | |
| 16 | My company compares the objectives set for team members to the goals set for them. | | | | | |

Survey Interview

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE MA Distance
Program Master of Project Management

Interview with Middle Management of Bank of Abyssinia.

These interview questions are designed for managers and directors within different departments. The purpose of preparing this interview questions is with the assumption that a better and open response will be obtained.

Questions

1. What do you reflect when you hear the term "organizational culture"?
2. How often would you introduce new hires to your company's culture?
3. Explain the current organizational culture in terms of the organizational culture traits of consistency, adaptability, involvement, and mission.
4. What is your opinion of the link with both organizational culture and employee performance? Why?
5. What impact do you think organizational cultures have on your employees' performance? Why?
6. Can you consider these cultural characteristics are part of the bank's current culture? How?
7. Do you presume your employees are aware of the company's current culture? How?
8. How would you rank employee performance in respect to the current culture?
9. What changes are needed to create a strong organizational culture to increase employee performance?

Demographic Background of Questionnaire Respondents

Table 13: Demographic Results of Respondents

| No. | Item | | Response | |
|-----|------------------------|----------------------------|------------|-------------|
| | | | N | % |
| 1 | Gender | a) Male | 86 | 56% |
| | | b) Female | 68 | 44% |
| | | Total | 154 | 100% |
| 2 | Age | a) 20-27 | 42 | 27% |
| | | b) 28-37 | 94 | 61% |
| | | c) 38-47 | 13 | 8% |
| | | d) 48 and above | 5 | 3% |
| | | Total | 154 | 100% |
| 3 | Marital Status | a) Single | 69 | 45% |
| | | b) Married | 85 | 55% |
| | | Total | 154 | 100% |
| 4 | Educational Background | a) BA/BSC | 109 | 71% |
| | | b) MA/MSC | 45 | 29% |
| | | Total | 154 | 100% |
| 5 | Service Year | a) 2-5 | 88 | 57% |
| | | b) 6-10 | 35 | 23% |
| | | c) 11-15 | 22 | 14% |
| | | d) More than 15 | 9 | 6% |
| | | Total | 154 | 100% |
| 6 | Employment Category | a) Managerial Position | 40 | 26% |
| | | b) Non-Managerial Position | 114 | 74% |
| | | Total | 154 | 100% |

Descriptive Statistics Summary

Table 14: Descriptive Statistics Summary

| OC Traits | N | Range | Minimum | Maximum | Sum | Mean | | SD | Variance | Skewness | | Kurtosis | |
|---------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|-----------|-----------|-----------|------------|-----------|------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| Involvement | 154 | 3.14 | 1.57 | 4.71 | 573.46 | 3.7727 | .04089 | .50408 | .254 | -.939 | .197 | 1.986 | .391 |
| Consistency | 154 | 2.67 | 2.22 | 4.89 | 583.21 | 3.8369 | .05076 | .62577 | .392 | -.464 | .197 | -.421 | .391 |
| Adaptability | 154 | 2.65 | 2.22 | 4.88 | 564.87 | 3.7163 | .04362 | .53775 | .289 | -.434 | .197 | -.111 | .391 |
| Mission | 154 | 3.67 | 1.33 | 5.00 | 610.17 | 4.0143 | .06352 | .78310 | .613 | -1.085 | .197 | .443 | .391 |
| Valid N (list wise) | 154 | | | | | | | | | | | | |

Detail Descriptive Analysis on Questionnaire Responses

Table 15: Responses for Involvement

| Q.C | Question Item | N (Valid) | Mean | SD | Agreement Rating Scale in % | | | | |
|-------|--|--------------|------|-------|-----------------------------|------|-------|-------|-------|
| | | | | | SD | D | N | A | SA |
| INC1 | In my perspective, the majority of my company's employees are really engaged in their work. | 120 | 3.78 | 1.011 | 3.29 | 9.21 | 17.11 | 47.37 | 23.03 |
| INV2 | My company provides me the control and resources to manage my own workload. | 154 | 4.02 | 1.038 | 4.49 | 3.85 | 14.10 | 40.38 | 37.18 |
| INV3 | Within my company, information is freely shared because everyone in the institution has access to the information they require when they need it. | 154 | 3.78 | 1.000 | 3.21 | 8.97 | 17.31 | 48.08 | 22.44 |
| INV4 | Everybody in my organization believes that their input will have a good impact on the organization. | 154 | 4.03 | 0.842 | 1.28 | 4.49 | 12.82 | 53.21 | 28.21 |
| INV5 | My company gives me more authority and includes me in decision-making. | 154 | 3.68 | 0.984 | 3.85 | 7.05 | 25.00 | 45.51 | 18.59 |
| INV6 | Employees that work together to achieve the organization's common goals are highly valued at my company. | 154 | 3.99 | 0.930 | 2.56 | 3.85 | 16.67 | 46.15 | 30.77 |
| INV7 | While performing my job, I consider that collaboration is properly exercised in my organization. | 154 | 4.04 | 0.872 | 1.28 | 7.69 | 5.13 | 57.69 | 28.21 |
| INV8 | The bank's policies, in my judgment, promote collaboration, teamwork, and engagement. | 154 | 4.08 | 1.000 | 1.28 | 8.33 | 13.46 | 35.26 | 41.67 |
| INV9 | I feel like I'm part of a team in my workplace. | 154 | 4.22 | 1.012 | 3.85 | 5.13 | 3.85 | 39.74 | 47.44 |
| INV10 | I consider that work is organized in such a way that each individual can perceive the connection between his or her task and the organization's goals. | 152 | 3.83 | 1.126 | 7.89 | 5.26 | 9.87 | 50.00 | 26.97 |

| | | | | | | | | | |
|---------------------------------|--|------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|
| INV11 | My company invests in the human potential of its staff at all levels. | 154 | 3.69 | 1.040 | 3.21 | 12.18 | 18.59 | 44.87 | 21.15 |
| INV12 | I believe that the firm is continually seeking to improve the capabilities of its employees. | 154 | 3.81 | 0.871 | 1.28 | 6.41 | 21.79 | 50.64 | 19.87 |
| INV13 | The financial institution has set a goal of continuing to invest in its workers' talents. | 154 | 3.74 | 0.963 | 1.28 | 8.97 | 27.56 | 38.46 | 23.72 |
| INV14 | Employee competencies, I believed, are considered a significant strategic asset within the bank. | 154 | 3.78 | 0.994 | 2.56 | 8.97 | 20.51 | 44.23 | 23.72 |
| Involvement Total | | 154 | 3.89 | 0.97 | | | | | |
| Involvement Average %age | | | | | 2.89 | 7.30 | 16.39 | 45.74 | 27.68 |

Table 16: Responses for Consistency

| Q.C | Question Item | N (Valid) | Mean | SD | Agreement Rating Scale in % | | | | |
|---------------------------------|--|--------------|-------------|-------------|-----------------------------|-------------|--------------|--------------|--------------|
| | | | | | SD | D | N | A | SA |
| CON1 | A large percentage of the bank's members share the bank's key beliefs. | 154 | 3.84 | 0.884 | 1.28 | 8.33 | 15.38 | 55.13 | 19.87 |
| CON2 | My manager constantly demonstrates in practice what she or he says in words. | 154 | 3.81 | 1.046 | 2.56 | 11.54 | 15.38 | 42.95 | 27.56 |
| CON3 | The corporation has a clear and concise set of ideals that govern how I perform my activities. | 154 | 3.82 | 0.966 | 0.65 | 11.04 | 21.43 | 40.91 | 25.97 |
| CON4 | My behavior is guided by an ethics policy that informs me what is good and wrong. | 154 | 3.99 | 0.909 | 1.30 | 5.84 | 16.88 | 44.81 | 31.17 |
| CON5 | My bank's various departments and divisions can effectively collaborate to reach shared goals. | 150 | 3.97 | 0.956 | 2.61 | 4.58 | 16.99 | 44.44 | 31.37 |
| CON6 | The bank, in my opinion, has a good corporate culture. | 154 | 3.84 | 1.013 | 2.56 | 7.05 | 23.72 | 37.18 | 29.49 |
| CON7 | As an employee, I am assigned assignments that are compatible with my skills, passions and possibilities | 154 | 3.78 | 1.018 | 2.56 | 8.97 | 22.44 | 39.74 | 26.28 |
| CON8 | The bank's approach to doing business is very consistent | 154 | 3.79 | 0.977 | 3.21 | 6.41 | 21.79 | 45.51 | 23.08 |
| CON9 | There is good alignment of team goals with the bank's Strategic objective, mission and vision. | 154 | 3.83 | 1.009 | 3.85 | 7.69 | 14.10 | 50.00 | 24.36 |
| Consistency Total | | 154 | 3.85 | 0.91 | | | | | |
| Consistency Average %age | | | | | 2.52 | 7.70 | 18.76 | 44.72 | 26.30 |

Table 17: Responses for Adaptability

| Q.C | Question Item | N (Valid) | Mean | SD | Agreement Rating Scale in % | | | | |
|----------------------------------|--|--------------|-------------|-------------|-----------------------------|-------------|--------------|--------------|--------------|
| | | | | | SD | D | N | A | SA |
| ADA1 | Customer feedback has a direct impact on our actions. | 154 | 3.84 | 1.038 | 3.85 | 6.41 | 20.51 | 40.38 | 28.85 |
| ADA2 | In my organization, the way things are done is incredibly adaptable and changeable. | 154 | 3.79 | 0.850 | - | 8.97 | 21.79 | 50.64 | 18.59 |
| ADA3 | Competitors and other changes in the business environment are well-received by the bank. | 154 | 3.68 | 0.984 | 1.28 | 15.38 | 15.38 | 50.00 | 17.95 |
| ADA4 | In my company, new and better ways of doing things are constantly embraced. | 154 | 3.77 | 0.856 | - | 7.69 | 29.49 | 42.31 | 20.51 |
| ADA5 | Modifications are frequently prompted by customer feedback and suggestions. | 154 | 3.68 | 0.835 | 1.28 | 7.69 | 25.64 | 53.21 | 12.18 |
| ADA6 | My entire team has a thorough awareness of what customers want and need. | 154 | 3.70 | 1.031 | 3.21 | 10.26 | 22.44 | 43.59 | 20.51 |
| ADA7 | Failure is seen as a chance for growth and development. | 154 | 3.81 | 0.910 | - | 9.62 | 23.72 | 42.95 | 23.72 |
| ADA8 | Creativity and taking risks are praised and rewarded. | 154 | 3.39 | 1.099 | 5.13 | 15.38 | 32.05 | 30.13 | 17.31 |
| ADA9 | In our everyday work, we place a high priority on learning. | 153 | 3.95 | 0.999 | 3.92 | 3.27 | 16.99 | 44.44 | 31.37 |
| Adaptability Total | | 154 | 3.73 | 0.94 | | | | | |
| Adaptability Average %age | | | | | 2.08 | 9.41 | 23.11 | 44.18 | 21.22 |

Table 18: Responses for Mission

| Q.C | Question Item | N (Valid) | Mean | SD | Agreement Rating Scale in % | | | | |
|-----------------------------|--|--------------|-------------|-------------|-----------------------------|-------------|--------------|--------------|--------------|
| | | | | | SD | D | N | A | SA |
| MIA1 | In our corporation, we have a distinct mission that gives our work guidance and purpose. | 152 | 4.13 | 1.010 | 3.85 | 4.49 | 8.33 | 41.03 | 42.31 |
| MIS2 | In our corporation, we have a clear future strategy. | 154 | 4.06 | 1.070 | 5.30 | 3.31 | 13.91 | 37.75 | 39.74 |
| MIS3 | Goals are widely agreed upon inside my organization. | 154 | 4.03 | 0.846 | 1.28 | 2.56 | 18.59 | 46.79 | 30.77 |
| MIS4 | We keep track of our progress in relation to our stated objectives. | 154 | 3.91 | 0.953 | 2.56 | 6.41 | 17.31 | 46.15 | 27.56 |
| MIS5 | I've given my idea for how the bank will look in the future. | 154 | 4.11 | 0.967 | 2.61 | 1.31 | 17.65 | 36.60 | 41.83 |
| MIS6 | The institution's vision inspires me to work harder and achieve better results. | 150 | 3.96 | 1.106 | 5.13 | 3.21 | 22.44 | 28.85 | 40.38 |
| Mission Total | | 154 | 4.03 | 0.91 | | | | | |
| Mission Average %age | | | | | 3.45 | 3.55 | 16.37 | 39.53 | 37.10 |

Table 19: Responses for Employee Performance

| Q.C | Question Item | N (Valid) | Mean | SD | Agreement Rating Scale in % | | | | |
|------|---|--------------|------|-------|-----------------------------|------|-------|-------|-------|
| | | | | | SD | D | N | A | SA |
| EP1 | My job allows me to put my knowledge and competencies to good use. | 154 | 4.04 | 0.983 | 4.49 | 3.85 | 7.69 | 51.28 | 32.69 |
| EP2 | My employment gives me a sense of personal success. | 154 | 4.05 | 1.002 | 4.49 | 5.13 | 5.13 | 51.28 | 33.97 |
| EP3 | I understand how the company evaluates my work. | 154 | 3.62 | 1.121 | 7.05 | 7.69 | 23.08 | 40.38 | 21.79 |
| EP4 | Whenever I am performing my duties, I have total knowledge and comprehension. | 154 | 4.13 | 0.788 | 0.64 | 4.49 | 7.69 | 55.13 | 32.05 |
| EP5 | To complete my task, I have the necessary skills, social preparation, and behavioral abilities. | 154 | 4.36 | 0.642 | - | - | 8.97 | 46.15 | 44.87 |
| EP6 | I complete my task to the required standards. | 154 | 4.31 | 0.721 | - | 1.31 | 11.11 | 42.48 | 45.10 |
| EP7 | I am aware of how my efficiency is assessed. | 154 | 3.84 | 1.019 | 2.56 | 7.69 | 22.44 | 37.82 | 29.49 |
| EP8 | I am aware of the relationship between my performance and my compensation. | 154 | 3.64 | 1.197 | 7.79 | 9.74 | 19.48 | 36.36 | 26.62 |
| EP9 | Regular performance evaluations are provided to me. | 154 | 3.62 | 1.149 | 7.69 | 8.97 | 17.31 | 43.59 | 21.15 |
| EP10 | As an employee, I prioritize and support meeting the needs of customers and customers, as well as resolving their issues. | 154 | 3.75 | 0.990 | 3.27 | 7.19 | 23.53 | 43.79 | 22.22 |
| EP11 | My work assignments are completed on time. | 154 | 3.89 | 0.942 | 4.64 | 1.99 | 16.56 | 53.64 | 23.18 |
| EP12 | Before replying to consumers or project activities, I give it some thought. | 154 | 3.99 | 0.850 | 3.21 | 2.56 | 9.62 | 61.54 | 23.08 |
| EP13 | I am able to successfully handle my time and direct resources. | 154 | 4.08 | 0.839 | 3.21 | 2.56 | 4.49 | 62.82 | 26.92 |
| EP14 | I can assess an organizational environment and respond appropriately. | 154 | 4.34 | 0.686 | - | 2.56 | 4.49 | 49.36 | 43.59 |
| EP15 | My Supervisor's comments is something I respect. | 149 | 4.37 | 0.701 | - | 2.56 | 5.13 | 46.79 | 45.51 |

| | | | | | | | | | |
|------|--|------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|
| EP16 | My company compares the objectives set for team members to the goals set for them. | 154 | 4.37 | 0.602 | - | 1.28 | 2.56 | 54.49 | 41.67 |
| | Employee Performance | 154 | 4.03 | 0.92 | | | | | |
| | Employee Performance Average %age | | | | 3.07 | 4.35 | 11.85 | 48.60 | 32.13 |

Assumptions Test Results for Regression Model

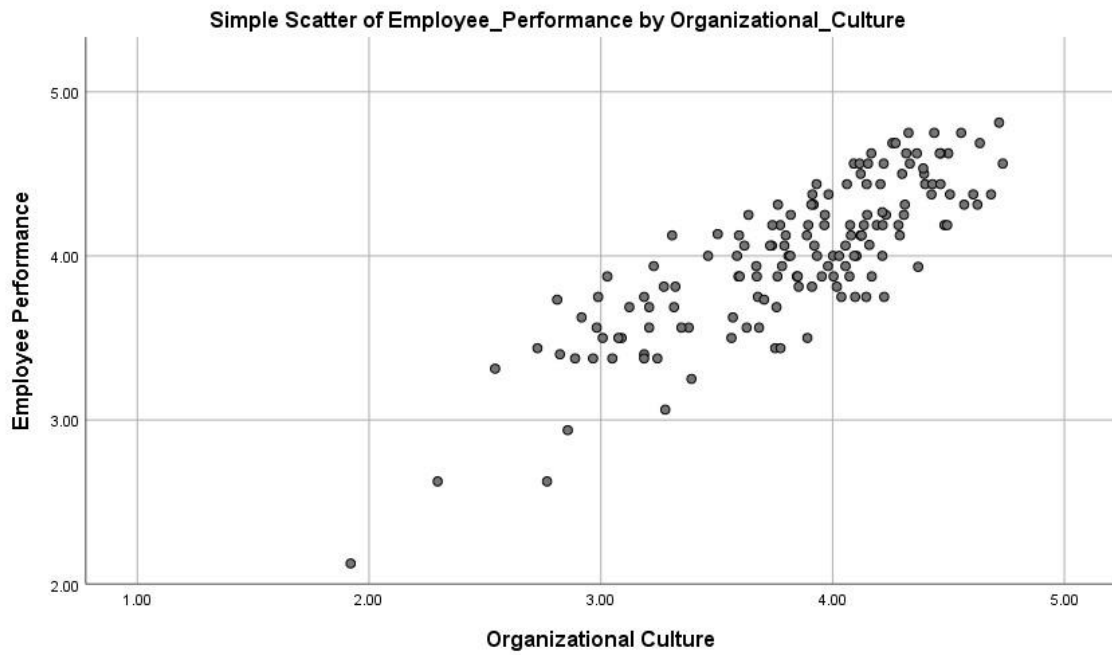


Figure 2: The dependent and independent variables' linearity

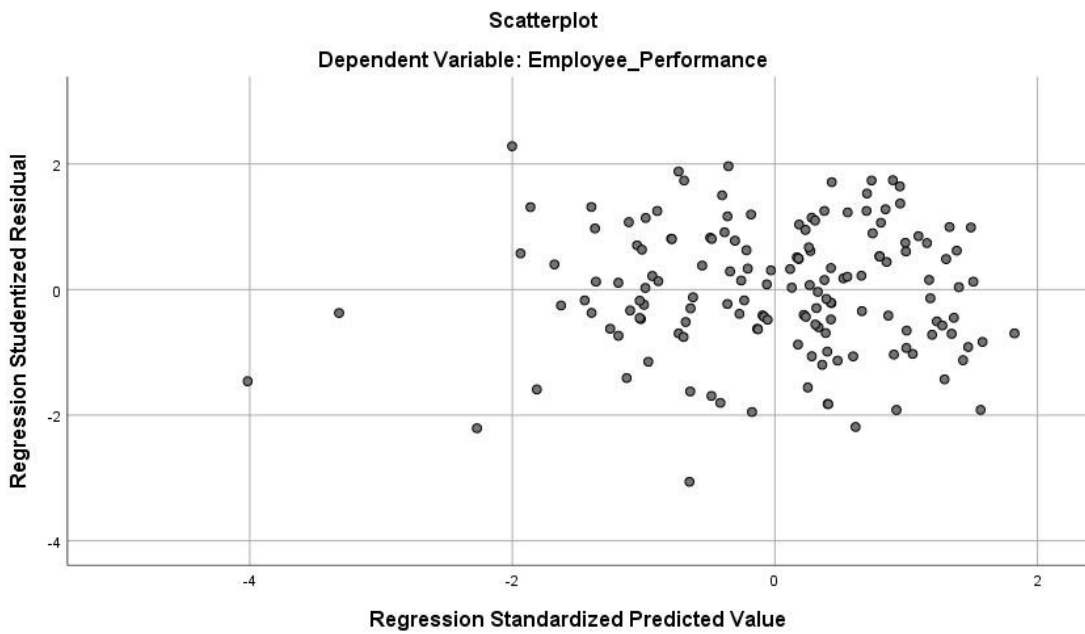


Figure 3: Homoscedasticity Scatter plot

Table 20: Multicollinearity test using Tolerance Values and Variance Inflation Factor

| Coefficients ^a | | | | | | | | |
|---------------------------|--------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Traits | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 1.041 | .149 | | 7.001 | .000 | | |
| | Involvement | .534 | .064 | .596 | 8.397 | .000 | .336 | 2.973 |
| | Consistency | .175 | .047 | .242 | 3.722 | .000 | .400 | 2.502 |
| | Adaptability | .030 | .055 | .036 | .544 | .588 | .390 | 2.562 |
| | Mission | .041 | .036 | .072 | 1.164 | .246 | .445 | 2.247 |

a. Dependent Variable: Employee Performance

Table 21: Independent Residual Assumption: Durbin-Watson

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .867 ^a | .751 | .744 | .22850 | 1.171 |

a. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement

b. Dependent Variable: Employee Performance

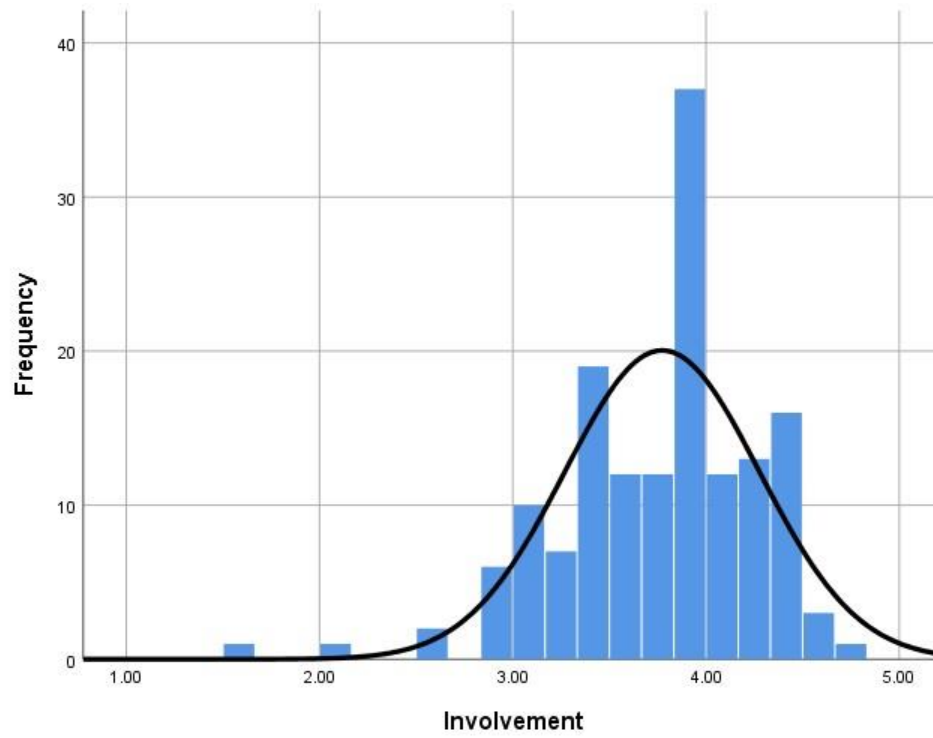


Figure 4: Normality Test Result in Histogram – Involvement

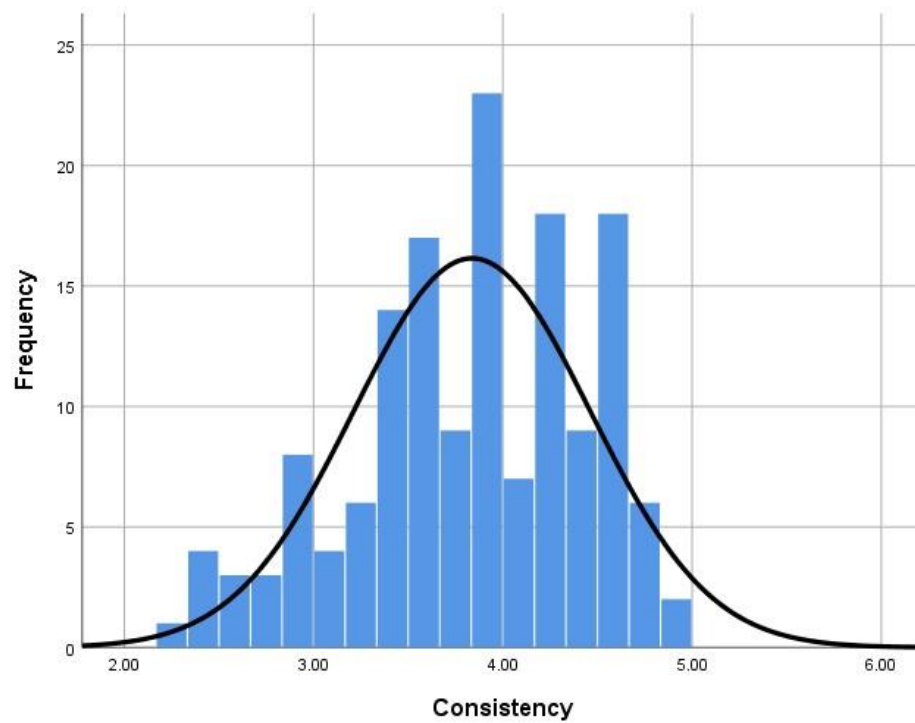


Figure 5: Normality Test Result in Histogram – Consistency

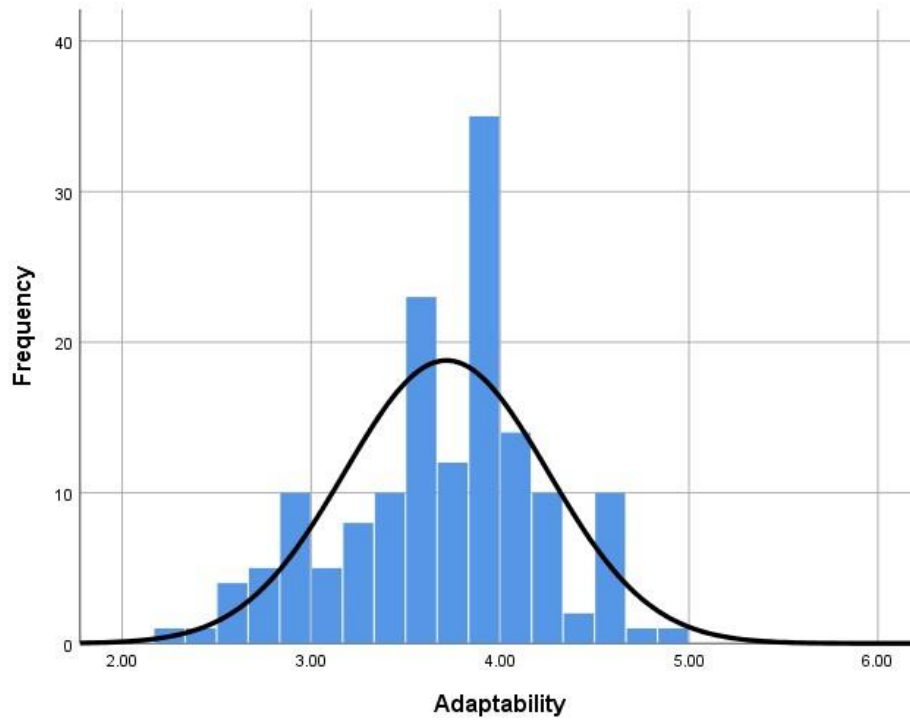


Figure 6: Normality Test Result in Histogram – Adaptability

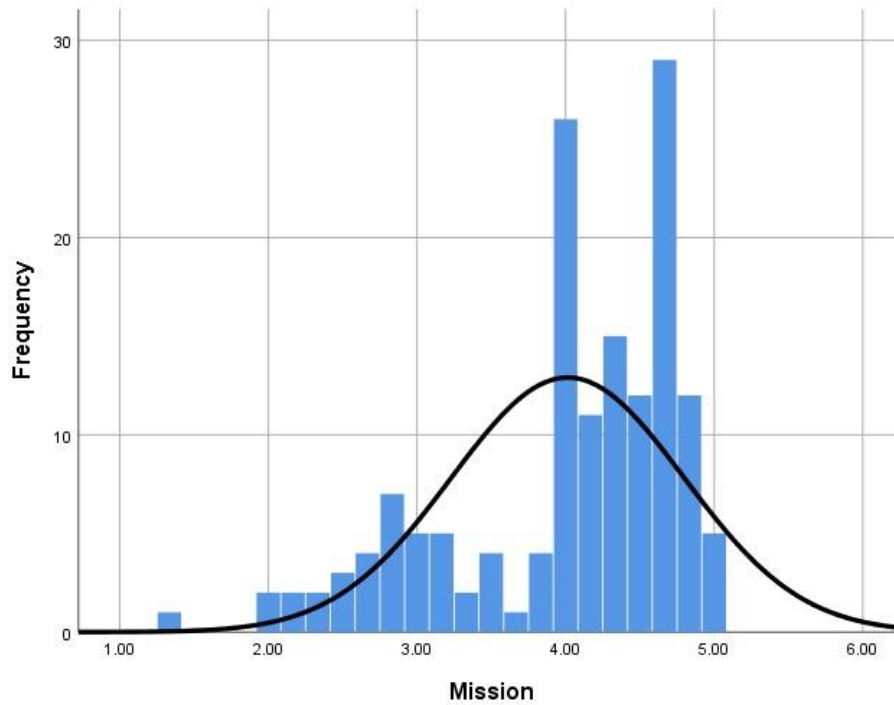


Figure 7: Normality Test Result in Histogram - Mission

Normal P-P Plot of Regression Standardized Residual

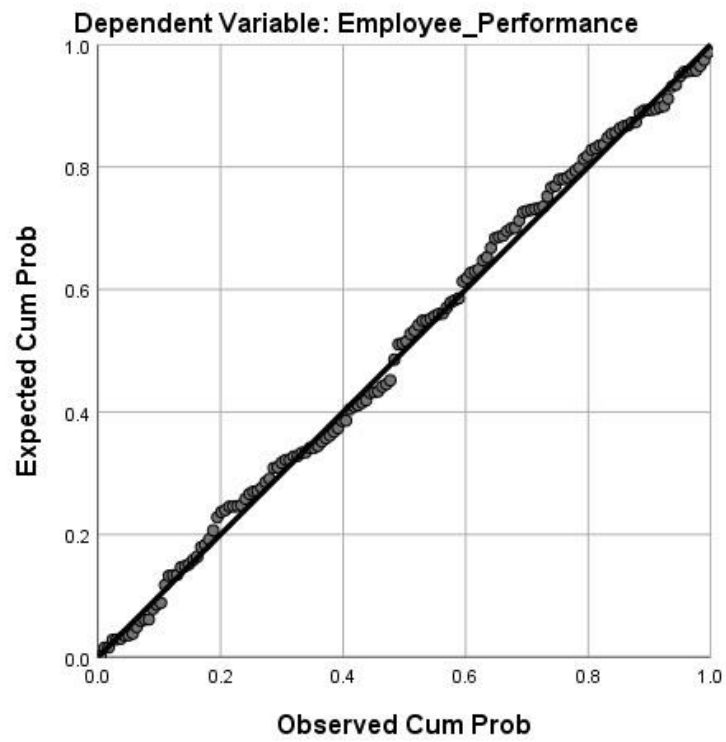


Figure 8: Normal P-P Plot of Regression Standardized Residual

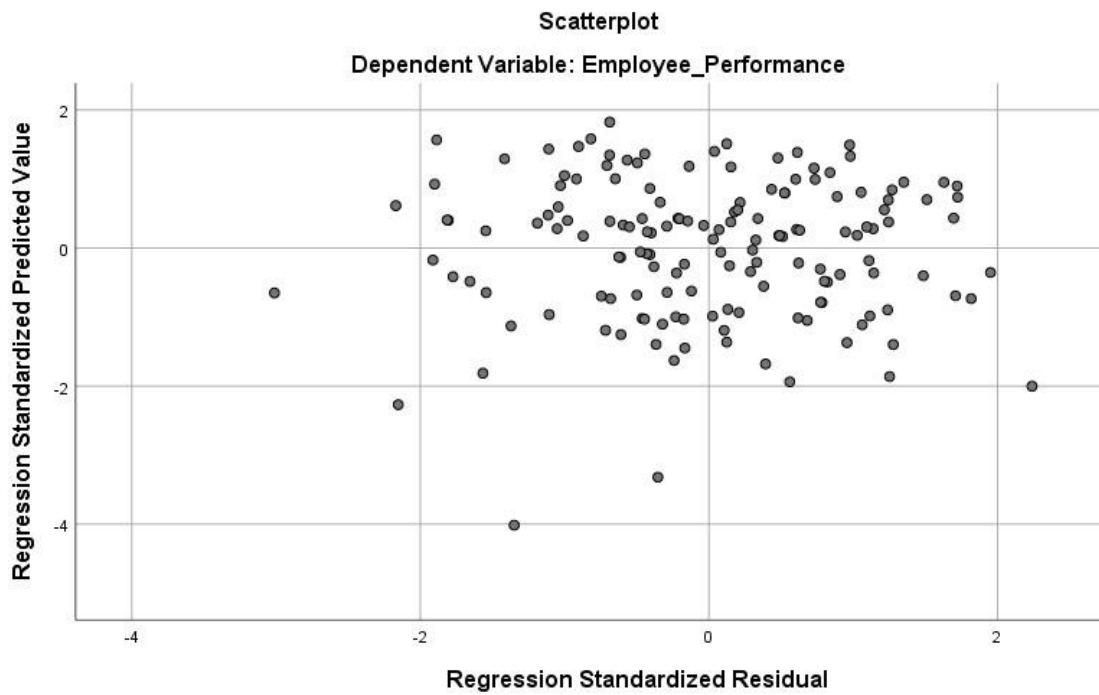


Figure 9: Regression Standardized Residual Scatterplot

Normal P-P Plot of Regression Standardized Residual for Involvement

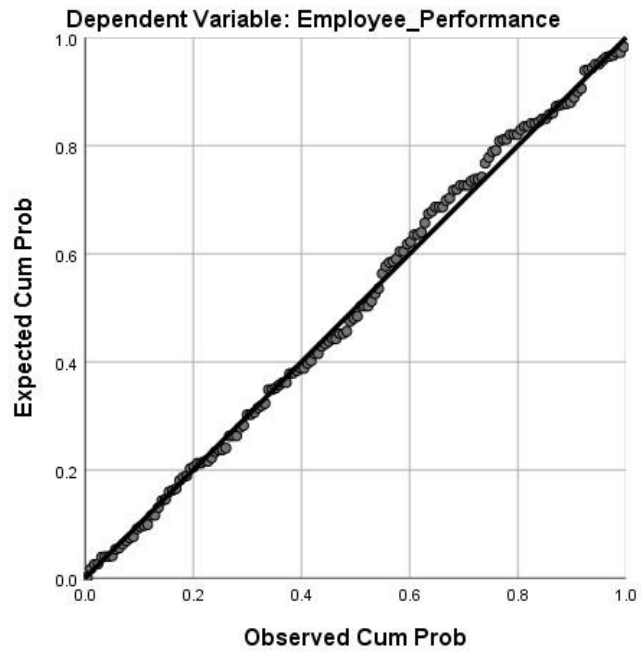


Figure 10: Regression Standardized Residual for Involvement

Normal P-P Plot of Regression Standardized Residual for Consistency

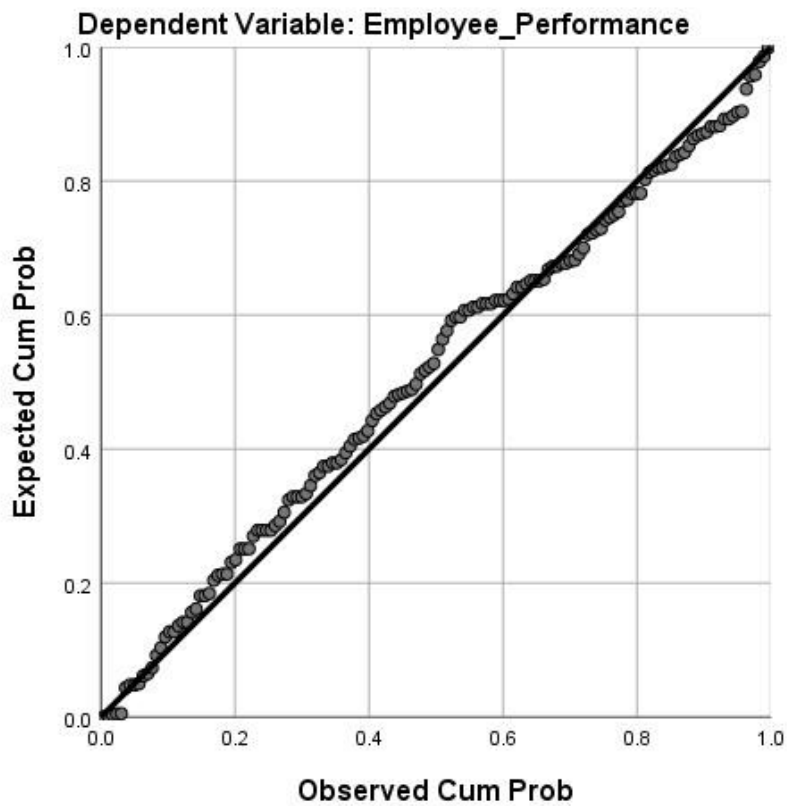


Figure 11: Regression Standardized Residual for Consistency

Normal P-P Plot of Regression Standardized Residual for Adaptability

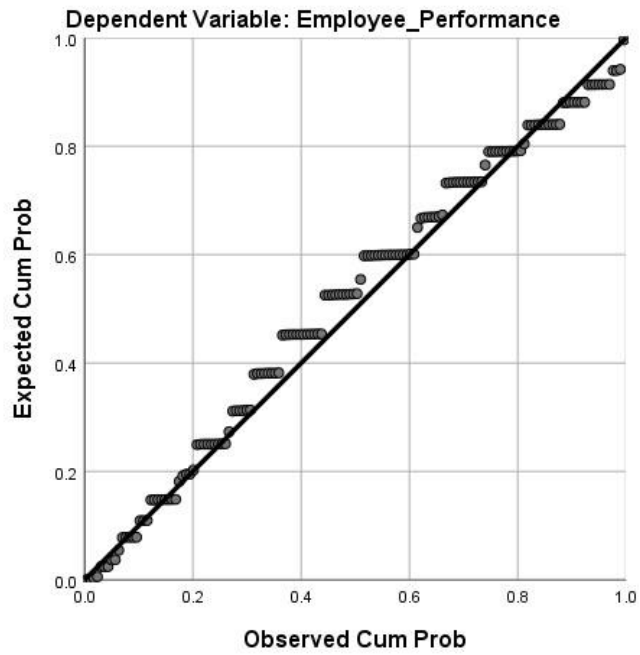


Figure 12: Regression Standardized Residual for Adaptability

Normal P-P Plot of Regression Standardized Residual for Mission

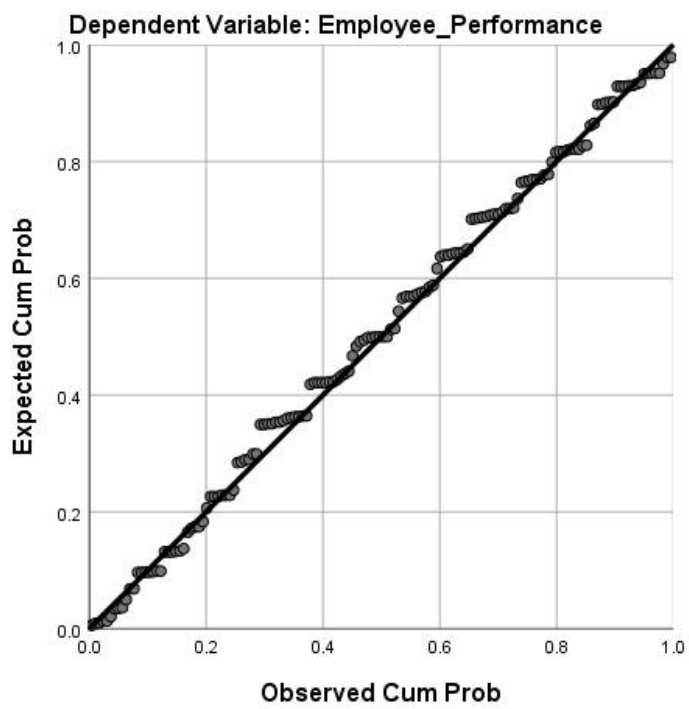


Figure 13: Regression Standardized Residual for Mission

Table 22: Cook's Distance Statistics Result

| Residuals Statistics^a | | | | | |
|---|------------|------------|-------------|-----------|----------|
| | Min | Max | Mean | SD | N |
| Predicted Value | 2.4334 | 4.7196 | 4.0054 | .39143 | 154 |
| Std. Predicted Value | -4.016 | 1.824 | .000 | 1.000 | 154 |
| Standard Error of Predicted Value | .019 | .087 | .039 | .013 | 154 |
| Adjusted Predicted Value | 2.4856 | 4.7246 | 4.0058 | .39038 | 154 |
| Residual | -.68804 | .51156 | .00000 | .22545 | 154 |
| Std. Residual | -3.011 | 2.239 | .000 | .987 | 154 |
| Stud. Residual | -3.060 | 2.282 | -.001 | 1.003 | 154 |
| Deleted Residual | -.71037 | .53170 | -.00036 | .23323 | 154 |
| Stud. Deleted Residual | -3.151 | 2.316 | -.002 | 1.010 | 154 |
| Mahal. Distance | .097 | 20.859 | 3.974 | 3.708 | 154 |
| Cook's Distance | .000 | .072 | .007 | .012 | 154 |
| Centered Leverage Value | .001 | .138 | .026 | .025 | 154 |
| a. Dependent Variable: Employee Performance | | | | | |