



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

BUSINESS ADMINISTRATION PROGRAM

**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE
MOTIVATION: WITH A FOCUS ON ADDIS ABABA CITY
GOVERNMENT PLAN AND DEVELOPMENT COMMISSION**

**A Research Submitted to the College of Business and Economics in partial
fulfillment of the Prerequisite for Master's Degree in Business Administration**

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JULY, 2021

ADDIS ABABA, ETHIOPIA

ACKNOWLEDGEMENT

First and more importantly, praise and gratitude to God, the Almighty for his showers of blessings throughout my research work to complete the research successfully.

I would like to express my deep and sincere gratitude to my research advisor, Tsegabrhan Mekonen (Ph.D.) for allowing me to do research and providing invaluable guidance throughout this research. His dynamic, view, sincerity, and motivation have profoundly inspired me. He has thought me the methodology to carry out the research works as clearly as possible. It was a wonderful pleasure and honor to work and study under his advice. I am highly grateful for what he has provided me.

I am incredibly grateful to my fathers, mothers, and grandmothers for their love, prayers, caring, and sacrifices for educating and preparing me for my future. I am very much grateful to my wife and daughters for their love, understanding, prayer, and ongoing assistance to complete this research work. Also, I put my thanks to my sisters and brother for their support and precious prayers. My peculiar thanks go to my friend for the keen interest has shown to complete this thesis successfully.

DECLARATION

The thesis is titled “The effect of organizational culture on employee motivation, with a focus on Addis Ababa City Government Plan and Development Commission”.

I declare that the work in this dissertation has been carried out by me within the department of Business Administration. The data obtained from the literature has been properly acknowledged in the text and a list of references provided. No part of this dissertation was previously submitted for another degree at this or any other institution.

Samuel Wubetu

Signature.....

Date.....

STATEMENT OF CERTIFICATE

Samuel Wubetu has completed his thesis titled “The Effect of Organizational Culture on Employee Motivation with a focus on Addis Ababa City Government Plan and Development Commission”.

The study has been certified with his initial and original work and is submitted to Addis Ababa University College of Business and Economics Business Administration Program for examination with my consent as a thesis.

Approved by Board Examination

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Abstract

This study has examined the Effect of Organizational Culture on Employee Motivation, with a focus on the Addis Ababa City Government Plan and Development Commission. The research employed explanatory and correlation research design methods. A total of 130 questionnaires have been distributed to the employee of the commission. From the distributed questionnaire 123 were returned and data were analyzed based on the 94.6% returned questionnaire. They also used a structured questionnaire to assess the impression of the study area employee integrated with secondary data. The data were analyzed using descriptive statistics and inferential statistics (correlation and regression). The finding indicates that with a mean value of 3.36 and SD of 1.06, a culture of hierarchy emerged as the most dominant culture. Also, the result indicated that clan, adhocracy, hierarchy, and market culture had a positive relationship with employee motivation. Except for adhocracy culture, clan, hierarchy, and market culture are significant unique contributions in the prediction of employee motivation. And also from the unstandardized beta value hierarchy culture is the most dominantly influential variable to employee motivation in AACGPDC. Clan culture had no significant effect on employee motivation of AACGPDC. Based on these findings, the researcher provided recommendations for policy, practice, and future research.

Keywords: *Organizational Culture, Clan Culture, Adhocracy Culture, Hierarchy Culture, Market Culture, Employee Motivation*

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List of Acronyms

CC= Clan Culture

AC= Adhocracy Culture

HC= Hierarchy Culture

MC= Market Culture

EM= Employee Motivation

ANOVA= Analysis of variance

AACGPDC= Addis Ababa city Government Plan and Development Commission

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Much has been written about organizational culture, but a singular or one-size-fits-all definition is lacking. Yet, many scholars (e.g. Kennedy,1982; Ouchi, 1981) define culture as an intangible, complex set of beliefs and values, representing the collective behavior of individuals within the organization. Like other authorities, Taslim (2011), further describes organizational culture as the embodiment of the organization's identity and also the glue that holds all the workers together.

Organizational culture is an important force in enhancing the motivation of individuals within the organization because employees desire to figure in the organization that represents their values and beliefs, where their efforts are rewarded and valued (Sokro,2012). Such positive organizational culture increases satisfaction and boosts employees' motivation. (Sakina, Said,& Ali,2016).

Researchers found that different types of organizational cultures identify several types and degrees of employee motivation. Accordingly, Panagiotis, Alexandros, and George(2014) report an inverse relationship between Hierarchy (control) culture and employee motivation, implying that stability, regulations, predictability, and hierarchy have a dampening effect on employee motivation. Similarly, a market (compete) culture and its value on economic interest, competitive environment, and a spotlight on monetary exchange results in negative employee motivation. In contrast, a Clan (collaborate) culture is positively associated with employee motivation. This implies that expanding the clan culture type may allow lifting employee motivation. Adhocracy (create) culture is additionally negatively associated with employee motivation.

Empirical studies conducted on the subject substantiated the link between organizational culture and employee motivation. For instance, based on data from the State Bank of India, Taslim(2011), found a direct and positive relationship between organizational culture and employee motivation.

Another study by, Sinha, Singh, Gupta,&Dutt(2010), conducted a comparative study of two private companies, one with dominant autocratic culture(X), and the other with entrepreneurial/technocratic culture(Y), assessing their influence on employee motivation. Their findings indicated a strong positive correlation between technocratic culture and employee motivation and a negative correlation between autocratic culture and employee motivation. As the study concludes, organizations should reduce autocratic culture and strengthen the technocratic culture to boost employee job motivation.

Addis Ababa City Government Plan and Development Commission (AACGPDC) is one of the town government offices established under the proclamation number 64/2011. Its main function includes preparing the city's short, medium, and long term plans, developing the program, and project, preparing policy and legal framework concerning its office, formulating the city structural plan, monitoring plan implementation, advising all the concerned body of the town, including all of the town members no matter of his or her impairment. In addition, AACGPDC is charged with conducting the city's population census and prediction, forecasting the productivity and economic development, and sorting the town's industrial, service, and urban farming productivity (Addis Ababa City Government Plan and Development Commission, 2013).

An organizational culture may play a role to achieve the commission's objectives, it is important to investigate the effect of organizational culture on employee motivation. In addition, identifying the organizational culture type most prevalent or dominant in the commission and assessing how these cultural types influence employee motivation is necessary.

1.2. Statement of the problem

Although financial incentives are important extrinsic rewards for employees (Mobley,1982), workers don't seem to be merely motivated by money. The way the organizations run their daily activities (i.e. their culture) also matters for employee motivation and satisfaction. An employee can be more effective in his or her current job and realize his or her best potential when there's a match between the individual's motivation and therefore the organizational culture.

Organizational culture is significant to make up a kind of culture within the worker of an organization and to give a structure towards motivational factors. The necessary element to foster a level of motivation of employees is the organization's culture(Sakina, Said, and Ali,2016).

According to, Weerasinghe (2017), organizational culture and the unique tools it offers to motivate its employees to build team effort and increase productivity at the workplace. The study recommends that organizations must join to receive motivational needs through altering the work laws, that there must ought to important coordination between employees' needs and hierarchical needs.

Organizational culture set forth how things are around here, it dazzles the most diffuse ideas that employees of the organization carry inside their heads. It enters an understanding of who am I to employees rise into a tacit and commonly implicit road map for how to get along in the organization and its approbation to get back to the social system that they learning (Cameron and Quinn, 2011).

Panagiotis, Alexandros, and George(2014) studied the relationship between organizational culture and employee motivation in the City of Zografou, Greek, public sector. It hosts Zagrafou city the public sector employees. The finding concluded that there is a positive relationship between the desired clan culture and motivation, an inverse association between the hierarchy culture and employee motivation, a negative association both between market culture type and adhocracy culture type and employee motivation. As this research further noted the overbearing culture is hierarchy culture in Zografou city public sector.

A local study by Mekonnen(2013), corroborates the findings in other settings. Drawing data from 255 Ethio telecom managers and experts, Mekonnen's(2013), the study examined the effect of organizational culture on employee motivation and found that hierarchy culture is paramount/prevaling culture in Ethio telecom, next to market culture, adhocracy culture, and clan culture. Of these, the dominant preferred culture was adhocracy culture. The study further evidenced a statistically significant association between adhocracy and clan culture and employee motivation but found no statistically significant association between market and hierarchy culture and employee motivation.

Overall, studies examining the associations between organizational culture and employee motivations in Ethiopia are lacking. More specifically, no research has examined the relationship between and effect of organizational culture on employee motivation in the public sector in Ethiopia, a gap that this study aims to fill in.

1.3. Research questions

The researcher will answer the following basic research question:

1. Is there any association between clan culture and employee motivation in Addis Ababa City Government Plan and Development Commission?
2. Is there any association between hierarchy culture and employee motivation in Addis Ababa City Government Plan and Development Commission?
3. Is there any association between market culture and employee motivation in Addis Ababa City Government Plan and Development Commission?
4. Is there any association between adhocracy culture and employee motivation in Addis Ababa City Government Plan and Development Commission?
5. What is the current prevalent organizational culture type in Addis Ababa City Government Plan and Development Commission?
6. Which organizational culture type had significantly influence employee motivation of the Addis Ababa City Government Plan and development commission?

1.4. Objective

1.4.1. General Objective

The comprehensive objective of the investigation is to examine the effect of Organizational Culture on Employee Motivation with a focus on the Addis Ababa City Government Plan and Development Commission.

1.4.2. Specific objective

The study aims to:

1. Pinpoint the relationship between collaborate (clan) culture and employee motivation.
2. Identify the relationship between control (hierarchy) culture and employee motivation.
3. Explore the relationship between compete (market) culture and employee motivation.
4. Examine the relationship between create (adhocracy) culture and employee motivation.
5. Identify which organizational culture type is currently more prevalent in employees of Addis Ababa City Government Plan and Development Commission.
6. Assess the type of organizational culture (clan, adhocracy, hierarchy, and market culture) that dominantly influences the motivation of the employee in Addis Ababa City Government Plan and Development Commission.

1.5. Significance of the study

Understanding the effect of organizational culture on employee motivation is important, especially in a country such as Ethiopia where research on the topic is lacking. The study is useful for the Addis Ababa city Government Plan and Development, the study site, at least in two important ways. First, the study help to identify organizational culture types most prevalent in the organization, providing important information the commission needs as it gains increased understanding about its “inner workings” or set of beliefs that represent the values and norms of the people/ employees.

Second, the relationship between organizational culture types that are positively or negatively related to employee motivation will assist the commission to revisit its working procedures holistically and separately to determine what to keep and what to remove from its current policies and practice to create an optimal organizational culture for the future.

1.6. Scope of the Study

The research study examines the effect of organizational culture on employee motivation in Addis Ababa City Government Plan and Development Commission Head Office. In addition to its proximity, the head office provides the most compelling data from the workers who are close to the decision-making apparatus of the organization. Data collected from these groups are relevant in understanding organizational culture and employee motivation, and thus in answering the proposed research questions. The respondents were sampled using Yamane (1967) formula, and data were collected through a close-ended or structured questionnaire. To ensure representation proportionate to the size that each group appears in the population, a stratified sample was used.

1.7. Limitations of the study

The study has exhausted in Addis Ababa city government plan and development commission head offices. They can't access other branch offices within the city, because the branch offices are far away from the head offices. So that the study was concluded based on the responses of the head offices employee. And also they have possessed limitations on the absence of enough research directly related to the study topic.

1.8. Definitions of terms

Culture- Culture is that the aggregate and extensive set of relationships, values, attitudes, and behaviors that bind a particular community consciously and unconsciously.

Organizational culture- the organization's culture defines the proper way to behave within the organization.

Clan culture- The clan archetype is regarded to be representative of a family-type organization where members are collaborating within the decision-making process and teamwork is a very important aspect of the work.

Adhocracy culture- is characterized by a versatile and internal focus that makes up an inventive culture that promotes entrepreneurship, innovation, and unique ways to meet challenges and be at the forefront.

Hierarchy culture- is characterized by stability and an enclosed concern is created of an officially organized chain of command and control that emphasizes constancy, predictability, and efficiency.

Market culture- characterized by stability and an external focus, making a competitive organization that underlines results and attaining goals.

Employee motivation- can be specified as management processes, which encourage people to figure better for the general advantage of the organization, by providing them motives, which are supported by their unfulfilled needs.

1.9. Organizations of the study

The study has laid down five consecutive chapters that contained the mandatory information. Chapter one encompass the research background, statement of the problem, objectives (general and specific objectives), research questions, the significance of the study, the scope of the study, definitions of operational terms, study limitations, and organizations of the study. The second chapter consists of theoretical and empirical evidence of the study. The third chapter includes research design, study setting, target population, sample size, sampling technique, data collection instrument, validity and reliability of the instruments, data analysis of the instrument, conceptual model, and ethical considerations. The fourth chapter accounted for the results of the study and the last chapter five comprised discussions of major findings, summary, conclusions, and recommendations of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

DEFINITIONS AND CONCEPTS OF ORGANIZATIONAL CULTURE

2.1. Meaning of the Organizational Culture

Many definitions of organizational culture are available by different scholars some of which include the following:

Organizational culture is the system of such publicly and conjointly acceptable meanings operating for a given group at a given time. This system of terms, forms, categories, and pictures perform a people's situation to themselves (Pettigrew,2011).

Devaraja and Venugopal(2012), Organizational culture could be a pattern of shared employee beliefs, values, behaviors, and ways of doing and thinking about the organization. Such beliefs, values, etc. are learned, common to all or any, and forwarded by and through organization employees. A more extensive definition “Organizational culture refers to a system of shared meaning”.

Organizational culture is laid out in to thoroughly established worth and faith that’s common by the workforce within the company” and blinking what carries within the corporation, the way to aid it, and how come is salutary to it (Katarzyna and Dariusz, 2017).

2.2. Elements of Organizational Culture

According to Cameron and Quinn(2011), there are four elements of organizational culture

1. Explicit behavior: this can be how workers interrelate to each other, the capacity of total self because it operates within the organization, and also the span to which new ideas and techniques or movement are tolerated or fillip. It can also be seen as informative as “just the way things are around here.”
2. Artifacts are extremely obvious and explicit. This includes all the circumstances that one sees, hears, and feels when one face-off a replacement group with an unfamiliar culture.

It's shown by the building we work, the fabric we wear, the magnitude or fiord of the workplace, its artistic creations; its style, as embodied in clothing, manners of addressing, emotional demonstration, and myths and stories stated about the organization; its publicized lists of values; its apparent rituals and ceremonies; and then on.

3. Conscious Contracts and Norms: the canon and order that each human interaction must confine as policies come forward from the assumptions associated with the way to come up with making an honest performance, the way to settle all the work done, and how to compensate the best-performing employee.

4. Implicit Assumptions: human features and the association to the environment can acquaint culture as the implicit assumption.

2.3. Significance of organizational culture

There is much relevance of organizational culture for the company or organization. According to Tănase (2015), organizational culture provides the following benefits:

Organizational culture is, most of the time, the components that ride the organization. It establishes an operational environment in which every employee attempt to attain the goal that was set by the company. The criteria based on which the employees are evaluated and examined are also defined by this environment. Most of the time, the culture that occurs in a company is profoundly established; that is, once built, the changing existing culture is a difficult process. The result of a well-structured culture within the organization's environment is an active squad upon which every employee is held liable while at the same time all members respect themselves and the company as an entity.

The organizational culture is the component that makes the organization reaches its success or failure. Organizational culture is so significant because it is the most rooted element that defines the organization.

A well-organized organization, with a strong culture, can make the employees sense as they belong to the change process. A profoundly rooted culture is as significant as the knowledge of when the point of change is needed.

For a steady and effective change of organizational culture to take place, every employee needs to have a dynamic approach and to work side by side with the other.

2.4. Characteristics of organizational culture

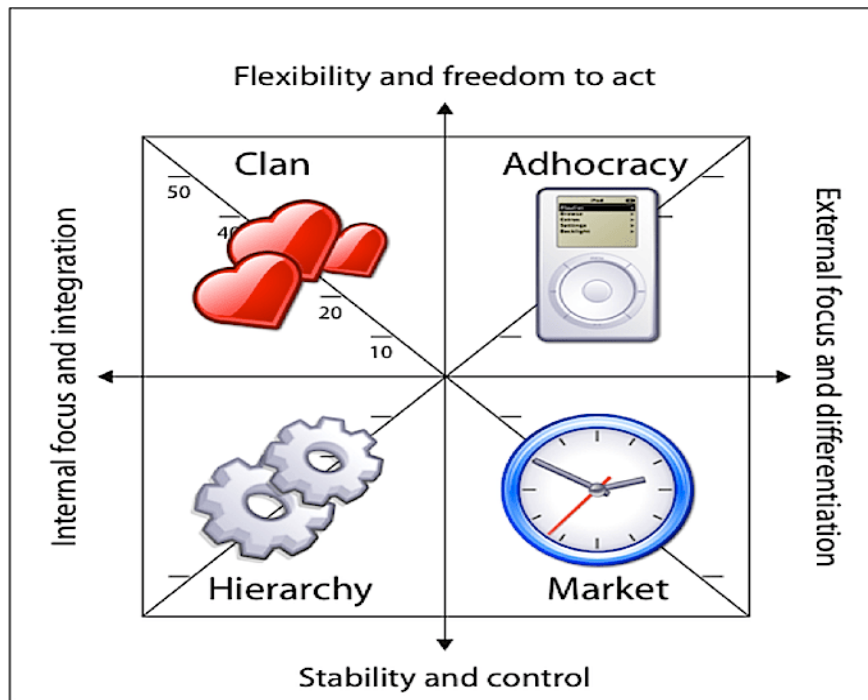
According to Jahanian (2013), culture is a system of common understanding to understand the members of a corporation. As such, it must be compatible with the shared values of the employee. As stated by Jahanian (2013), organizational culture was characterized as liability, autonomy, and independence of the individual, the extent to which the objectives and functions are expected to be made clear, the magnitude or degree to which a squad within an organization act in a collaborative way, the magnitude or degree to which managers communicate with their teammates, they will assist and support them, Control of regulating and supervising the behavior of individuals who direct the managers to apply, the degree to which individuals or an entire organization (not a band or special field or person who has proficiency in them) represent the state, bonus reward allotment practices and encouraging employees is based on accomplishment indicators is not based on history or party games indicators, conflict reconciliation with the amount or degree to which people are encouraged to build and clear conflict is obvious criticism, and extent or degree of organizational communication is restricted to the formal hierarchy of needs.

And also another author, Cameron, and Quinn (2011), organizational culture is characterized as an enduring, slow - to - change, the core characteristic of organizations; because it is based on attitudes, it is implicit, often indiscernible aspects of organizations, they includes core values and consensual interpretations about how things are, it manifests the explicit behavior of the individual, it reflects the prevailing ideology that people carry inside their heads, it conveys a sense of identity to employees, provides unwritten and often unspoken guidelines for how to get along in the organization, and it helps stabilize the social system that they experience.

2.5. Category of organizational culture

Different types of organizational culture are emerged by different scholars. According to Cameron and Quinn (2011), there are four dominant types of organizational culture based on the competing value framework dimensions.

Figure 2.1. The Four Dominant Organizational Culture



Source: Adopted from Artsfwd, 2013

1. Clan culture-it is a type of culture that an organization concentrates on inward dignity with flexibility, look on workers of the organization, and intuition to the service needed to customers. The assumption is that the environment can best be managed through cooperative work and workers' development; their customers are the best soul of as booster and the organization concentrate on developing the human work environment. According to Tharp (n.d.), Collaborate (clan) organizations operated more like families and they valued cohesion, a humane working environment, commitments, and loyalty. Companies were made up of semi-autonomous teams that could employ and firing their members and employees were promoted to take part in determining how things would get done.

2. The Adhocracy Culture- is a type of culture that is related to external positioning with flexibility and freedoms to act by own self. It is based on the understanding that organizational success comes from new ideas and techniques and pioneering initiatives. The fundamental area that an organization calls attention to is developing original products and services. Its typical destiny is to expand adaptability, flexibility, and creativity if uncertainty, ambiguity, and information were immoderate (Tharp,n.d.).

3. The Hierarchy Culture – is a type of culture that focuses on inward maintenance with a need for achieving stability and control. To attain success within the organization, it must create a clear hierarchy, set governing rules and order, and develop control and accountability mechanisms. Hierarchy culture is defined by stability and control as well as internal focus and integration. They value normalization, regulation, and a clear-cut structure for authority and decision-making. Effective leaders in hierarchical cultures are those that can arrange, harmonize, and follow up with people and processes (Tharp,n.d.).

4. The Market Culture – is a type of culture that was on outer positioning with on race and rush decision making. It assumes that the market is competitive; customers are selective and interested in values. Ensuring the organization’s competitive position is the goal of managers as they strive towards increasing potential productivity, outcome, and earning. According to, Tharp(n.d.), market culture is based on an external orientation and value differentiation over integration. In other words, the focus is on fostering the organization’s competitive ability and productivity through attention to cooperation and positioning.

2.6. Models of organizational culture

2.6.1. Daniel R. Denison organizational culture model

Denison’s and Neale (1999), organizational culture model is a behavioral-based model and designed and created within the business environment, uses business language to explore business-level issues, is linked to bottom-line business results, is fast and easy to implement, and applies to all levels of the organization

Denison and Neale also clarify four organizational traits that measure an organizational culture; Involvement, Consistency, Adaptability, and Mission.

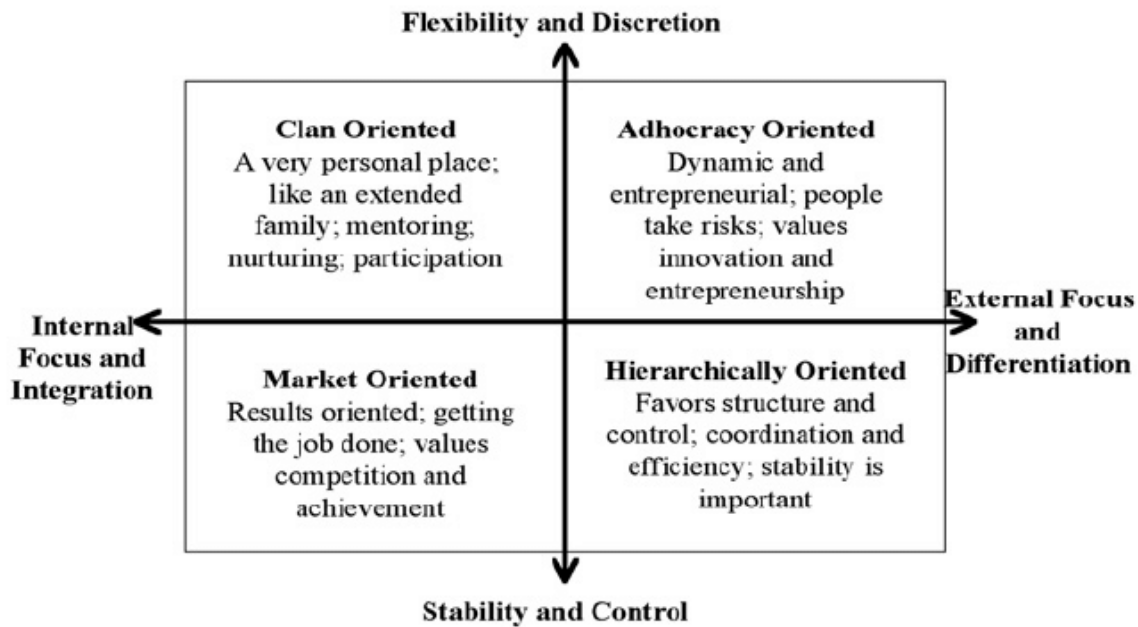
Involvement traits-The mission statement must be appealing enough to make people engage. A sense of ownership and commitment must be cultivated, as well as shared responsibility to achieve goals. Empowerment, team orientation, articulation, and capability development are key success factors to be addressed. **Consistency Traits**-Relates to the management of internal communication, agreement issues, the orchestration of actions according to the mission and shared values and principles. Consistency means the integration of organizational systems, processes, and structures that create an internal system of governance supported by everyone. **Adaptability Trait**-This relates to listening to external needs, trends, and perceptions that can point to current demands that internal actions should address. Adaptability requires a customer focus as well as creativity to adapt and create the necessary change. **Mission Trait**-A shared vision of the future that should be pursued by everyone inside the organization. A good statement of mission articulates the vision and strategic direction besides Pointing out some essential goals everyone at all levels of the organization should work toward (Kabigting, Loures, and Brooks, 2019).

2.6.2. The competing values culture model

This model perhaps is a supposition or system of ideas intended to clear up something that is currently the influential model for assessing organizational culture. Two girths build the competing value framework model: First, validity criterion and in the sense that point out versatility, judgment, and vigor from criteria in the sense that point out steadfastness, decree, and monitoring. Second, efficiency criterion that stress on inward to make clear for new label things or work, solidarity, and unification from criteria that underline on outside to generate new things, divergence and competition, and the two dimensions form four organizational culture types, clan/collaborate, adhocracy/create, market/compete, and hierarchy/control. Based upon this quadrant or culture type, one can assess the current organizational culture with a method of the organizational culture assessment instrument (Cameron and Quinn, 2011).

The CVF shows that the organizational culture phenomenon is about culture types coexisting and combining, rather than about one culture type exclusively dominating the organizational culture. To change and manage organizational culture, a manager needs to leverage four competing values effectively, and blend four different imperatives (Shin and Park, 2019).

Figure 2.2. the competing values culture model



Source: Cameron and Quinn, 2011

2.6.3. Edgar Schein organizational culture model

As stated in Schein (2004), the culture of a corporation is a blueprint that covers all aspects of human functioning in the organization. Through external adaptation and internal integration, Schein argues that organizations can address their systematic problems.

His argument on culture and leadership is that culture and leadership are two sides of the same coin. One can't understand each separately. On the one hand, cultural norms specify how a specific nation or organization will determine leadership, who will get rewarded, or who will get punished. On the other hand, it can be argued that the only thing of real importance that leaders can do is to establish and manage culture. At the same time, the leader must take a leader to remove a dysfunctional culture harmful to the organization.

He also argues that in many organizations there are stronger or weaker cultures and better or worse cultures, its perfect type of culture will influence the organization's effectiveness. Besides, any organization has its own culture necessary for effective performance and a strong culture leads to more organizational effectiveness.

One of the way cultures results from a group learning process is that they are system and carry on with the leaders in organizations. However, because of the maladapted use of culture, the survival of the group and its members fall at risk. And at that situation leaders recognize and do something to alleviate the risk happen(Schein, 2004).

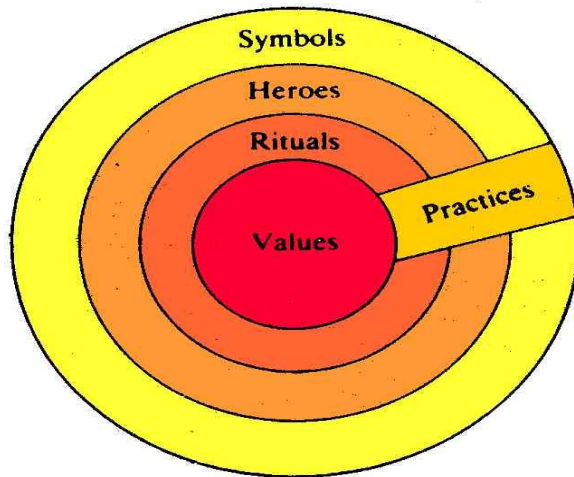
Another argument of Edgar's Schein is that any culture and its stamina and composedness drives from group-based and the members of the group hold on to certain basic assumptions to assure group memberships.

2.6.4. G.Hofstede models of organizational culture

Hofstede et al.(2010), Culture is usually a collective phenomenon because it's a minimum of partly shared with those that people who live or lived within the identical social environment, which is where it was learned. Culture consists of the tacit regulations of the social game. It's the common programming of the mind that differentiates the members of one group or category of individuals from others. They assert that cultural differentiation displays itself in several ways that are symbols, heroes, rituals, and values.

“**Rituals**” are defined as ‘collective activities that are technically superfluous to reach desired ends but that within a culture, are considered socially essential. They are therefore carried out for their own sake. Examples are ways of greeting and paying respect to others, as well as social and religious ceremonies’. “**Heroes**” are ‘persons, alive or dead, real or imaginary, who possess characteristics which are highly prized in a culture and who thus serve as models for behavior’; provided examples are Barbie, Batman, Snoopy, Asterix, and others.“**Symbols**” are defined as ‘words, gestures, pictures or objects that carry a particular meaning that is recognized as such only by those who share the culture. The words in a language and jargon belong to this category, as do dress, hairstyles, flags, and status symbols. New symbols are easily developed and old ones disappear’. **Values** are wide tendencies to choose particular states of affairs over others. Values are feelings with an added arrow point out a plus and a minus side (Richter, 2016).

Figure 2.3, the Hofstede onion models of organizational culture



Source: Hofstede, Hofstede, Minkov, 2010

Hofstede and his colleagues developed this cultural model primarily based on differences in values and beliefs regarding work goals. Hofstede's framework is especially useful because it provides important information about differences between countries and how to manage such differences. Recent reviews of research have shown the utility of Hofstede's framework for a wide variety of managerial activities, such as change management, conflict management, leadership, negotiation, and work-related attitudes.

And also they argue that countries and groups that differ in their culture are created because of identity (language, religion), values (software of the minds), and institutions (rules, laws, organizations).

2.7. Measuring organizational culture

Researchers use different types of instruments developed by different scholars to measure organizational culture. Of these instruments, this study will utilize Cameron and Quinn's (2011), competing values framework.

This framework allows uncovering the underlying assumptions and norms of the current culture of the organization. As a synthesis of various theories, CVF allows measuring the organization's degree of decentralization versus control internally as well as its internal organizational

processes versus external organizational relationships. The assumptions and subscales of this instrument help diagnose dominant orientation in organizations based on core culture type (clan/collaborate, adhocracy/create, market/compete, and hierarchy/control culture). Further, the instrument help unpacks and diagnose the degree of cultural strengths or stamina, cultural type, and cultural congruence in organizations(Cameron and Quinn,2011).

2.8. Employee Motivation

2.8.1. Definition of Employee Motivation

Employee motivation reflects internal and external rewards systems embedded in the work environment that energizes, sustain, and direct employees' behavior towards their work(Guzzo, 1979). Simply put, employee motivation is "the energy and individual workers bring to their job"(Edmonds et al.,2018).

Measuring the level of employees' motivation in the organization is beneficial to the organization and to understand what motivates people and how they will be motivated(Sakina et al., 2016).

2.8.2. Benefits of Employee Motivation

Taslim (2011), motivation serves as a major factor to uplift people in the organization to strive for higher-level performance thereby increasing the organization's productivity. As a result, motivation serves as a key lever to lower the cost of production and to increase the productivity level of employees.

Taslim (2011) further argues that by cultivating positive workplace relationships, organizational motivation reduces employee turnover and retains outcome-oriented employees who display great, allegiance to the company. The benefits of organizational motivation to organizational performance and retention underscore the fact that leaders need to assess what motivates their workers. Any organization leader must start the employee relations approach by achieving the need and motivation level of employees(Sakina et al., 2016).

2.9. Theories of Employee Motivation

Different theories of motivation are developed by many scholars. The prominent motivation theories are:

2.9.1. Equity theory

The equity theory premise that employees will evaluate their input into a job against the output they receive from it – the more the rewards, the greater their satisfaction. Employees who understand that they obtain more output from their jobs than what they put into them will experience job satisfaction. Certain aspects of the work alone also shape how an employee understands it. If employees understand inequality in their input-outcome ratio comparable to other employees, they become dissatisfied and less motivated (Badubi, 2017)

According to Adams the major component of interchange relationships is inputs and outcomes. Inputs or investments are those things a person provides to the exchange. In a condition where a person exchanges his or her duty for pay, inputs may encompass former work experience, education, endeavor on the job, and training. Outcomes are those things that result from the exchange (Cropanzano and Folger, n.d.).

The major postulates of the theory can be; (1) perceived inequality creates tension in the individual. (2) the number of tension is proportional to the magnitude of the inequality. (3) the tension created in the individual will motivate him or her to reduce it and (4) the strength of the motivation to reduce inequality is proportional to the perceived inequality (Cropanzano and Folger, n.d.).

The essential idea behind equity theory is that when individuals work for a company they present certain inputs (e.g., abilities or job performance). Equity theory anticipates that low rewards create dissatisfaction; this would in turn motivate people to carry activity and ease the disparity among their ratio and the ratio of the comparative other (Al-zawahreh & Madi, 2017).

2.9.2. Goal-setting theory

This theory was developed by Locke & Latham (2006), inductively within industrial or organizational psychology. The theory postulates that specific, high (hard) goals result in the next level of task performance than do easy goals or vague, abstract goals such as the exhortation to “do one’s best.”

High, or hard, goals are motivating because they demand one to reach more to be fulfilled than do low, or easy, goals. Sense of success in the workplace happens to the extent that people see that they are capable to improve and meet work defiance by obtaining and achieving goals that are significant (Locke & Latham, 2006).

The domain of goal-setting theory lies within the domain of purposefully directed action. The theory focuses on the question of why some people perform better on work tasks than others. If they are equal in ability and knowledge, then the cause must be motivational (Latham,1991).

2.9.2.1. Characteristics of goals

Under any circumstances, goal setting can be a powerful technique for motivating employees in organizations. Lunenburg (2011), identifies the following main characteristics that define useful goals:

Goals have to be Specific-Organization employees execute at higher levels when executed to meet fulfill a selected high-performance goal. Asking organization employees to boost, perform stronger, or to do their optimum isn’t helpful, because the kind of goal does not give them a focused target. **Goals Must Be Difficult but Attainable**-A goal that’s too easily attained won’t motivate the desired increments in performance. The key point is that a goal must be challenging yet definite for it to denote performance. Although organization members will perform tough to make ambitious goals, they’ll only do so when the goals are within their ability. **Goals Must Be Accepted** -Goals need to be accepted. Simply allocating goals to organization employees might not lead to their dedication to those goals, particularly if the goals are hard to realize. A strong method of obtaining acceptance is to allow organization members to participate within the goal-setting process. **Feedback Must Be Provided on Goal Attainment**-Feedback assist organization employees to achieve their performance goals. Feedback assists in two significant

ways. First, it helps people decide how well they are doing. Second, feedback also helps people ascertain the nature of the alteration to their performance that is necessary to improve. **Goals are more efficient when they are used to Appraise Performance**-When employees know that their performance will be appraised in terms of how well they achieved their goals, the influence of goals is enhanced.

2.9.3. Public Service Motivation

Public service motivation may be implied as an individual's susceptibility to react to motives based primarily or exclusively in public institutions and organizations. The term motive is employed here to mean psychological weakness or needs that a private senses some obligation to eliminate. A number of the motives that are special to public service are rational; motives are normally handled as entirely selfless(Perry,1990). One among the foremost commonly identified normative foundations for public employment is that the aspiration to help the general public interest. Some public employees are also motivated by a dedication to a public program because of their designation with the program. However, commitment to a public program originates from actual belief about its social significance (Perry,1990).

Perry(1990), also noted that the greater an individual's public service motivation, the more likely the individual will seek membership in a very public organization. The theory assumes that organizations with particular properties attract and/or choose employees with specific personal features. These personal attributes, in turn, influence how employees react to the organization.

Public service motivation is probably going to be positively associated with an individual's organizational commitment. An individual who is highly committed is more likely than a less committed individual to stay in the organization and perform at a higher rate of productivity.

Perry's theory follows from his research on a public motivation measurement scale with six dimensions: attraction to public policymaking, commitment to the public interest, civic duty, social justice, self-sacrifice, and compassion. Likert-type items are developed for every dimension to form the PSM scale(Perry,1996).

Perry (1996) identified a 24-item multidimensional scale to live public service motivation (PSM). However, the measurement scale of PSM isn't completely explored. On the premises of

Perry's items, Kim (2009), produced a 12-item scale of 4 factors, but the dimension of attraction to policymaking (APM) within the second-order model is questionable. Two independent samples ($n_1 = 690$ and $n_2 = 498$) are used for the scale validation.

The modification process, which generated a 12-item scale for four factors, developed a legitimate and reliable measure: the test results assisting convergent validity furthermore as discriminant validity of the four-factor model, and also the reliability coefficients of all subscales were excellent (Kim, 2009).

For the aim of this study, the researcher was applied Kim (2009), 12-items public service motivation measurement scale.

PSM emphasizes the important role of self-determined motivation like responsibility, intrinsic motivation, and affection in explaining work behavior and job performance in public organizations (Wang et al., 2020).

2.10. Measurement of Employee Motivation

Various researchers like Perry (1996); Kim (2009), posit there are several ways to measure motivation. However, because this study focuses on public organizations, the researcher uses the public service motivation scale as a tool to measure employee motivation.

The Public service motivation measurement scale was first developed by Perry (1996) and then revised by Kim (2009), which contains 12 items scale. The study was based on the 12-item public service motivation scale which was developed by Kim.

2.11. The association among Organizational Culture and Employee Motivation

Organizational culture comprises a collection of social norms that implicitly define what are acceptable or inappropriate behaviors within the boundaries of the organization. Organizational culture is not inevitably uniform across all areas of the organization. While a variety of the norms will penetrate the whole organization, different groups within the organization might develop their sub-cultures (Cabrera, n.d.).

Panagiotis et al. (2014), conducted their study on public organizations and underscored the importance of organizational culture to employee motivation.

Another study by Taslim (2011), studied 3 branches of the State Bank of India in New Delhi and concluded that there is a positive association between organizational culture and employee motivation.

Confirming prior studies on the positive association between organizational culture and employee motivation, Taslim (2011), emphasized the benefits of employee motivation as a key driver as organizations aim to increase workers' performance, happiness and commitment.

Sinha et al.(2010), further note that different types of culture have an impact on the level of motivation. As a result, leaders need to create inclusive cultures within the organization to accommodate different culture types where different employees see themselves valued and represented to maximize person organizational fit and increase motivation.

2.12. Empirical Evidence

2.12.1. The association among Hierarchy (Control) Culture and Employee Motivation

Hierarchy (control) culture-it is the typical and the most common framework in the workplace. This cultural type predicates the assumption that a smooth organizational activity is important for the success of the organization. Hence, the long-term goal of a control culture is ensuring stability, predictability, and efficiency. As part of the control culture, organizations use canon and policies to ensure predictability and consistency of operations. According to, Panagiotis et al.(2014), there is an inverse association between hierarchy culture and employee motivation. Mekonnen (2013), a study among Ethio-telecom managers and employees concludes that the existing hierarchy culture and employee motivation do not have significant relationships.

H1: There is a significant relationship between hierarchy culture and employee motivation

2.12.2. The association among Market (Compete) Culture and Employee Motivation

Market (compete) culture- this culture type assumes that the environment outside of the organization is inimical rather than congruous to the company. Customers are selective within the worth. The organization must work on raising its competence stance. This culture also presupposes the need to have apparent objective and aggressive strategies to maximize

productivity and profits. According to, Panagiotis et al.(2014), there is a negative association between motivation and market culture type.

In contrast to prior studies, Mekonnen (2013), the study found no statistically significant relationship between market culture and motivation among managers and experts of Ethio-telecom.

H2: There is a significant relationship between market culture and employee motivation

2.12.3. The association between Clan (Collaborate) Culture and Employee Motivation

Clan (collaborate) culture-This type of culture extends rewards to the work team based on their achievement. Quality circles encouraged workers to voice suggestions regarding how to improve their work and the performance of the company, and an empowering environment for employees. It gives an employee the authority to do every action on the organization.

According to, Panagiotis et al.(2014), there is a positive and strong association between clan culture type and employee motivation. This implies that clan culture acknowledges employee effort, cares, and develops workers in the organization, allows people at all levels of the organization to freely express themselves. Its essential attributes are congeniality, communal reliance, assistance and concern for a teammate, communication that is not typical, group cohesion, organization worker fidelity, and commitment. Based on his study with managers and experts in Ethio-telecom, Mekonnen (2013), arrived at a similar finding: that is, there is a statistically positive and strong relationship between clan culture and employee motivation.

H3: There is a significant relationship between clan culture and employee motivation.

2.12.4. The association among Adhocracy (Create) Culture and Employee Motivation

Adhocracy (create) culture-A type of culture and its main purpose is to instill adaptability, flexibility, and creativity if uncertainty, ambiguity, and excess information are ordinary. They have decentralized power. The flow of power is dependent on the problem confronting at the time. According to Panagiotis et al.(2014), there is a negative association between organizational culture and employee motivation. Mekonnen (2013), a study on the managers and experts of Ethio-telecom and conclude that there is a statistically positive solid relationship between adhocracy culture and employee motivation.

H4: There is a significant relationship between Adhocracy culture and employee motivation.

2.13. Conceptual Framework

The main aim of the researcher is to examine the effect of organizational culture on employee motivation in the Addis Ababa Plan and Development Commission. Because the research study has been conducted in the city government office, the researcher adopted an organizational culture assessment tool to measure organizational culture and public service motivation measurement tools or instruments to assess employee motivation.

The Competing Value Framework (CVF)

For the study, the researcher uses the well-known, Cameron and Quinn(2011), competing values framework (CVF) clan, market, adhocracy, and hierarchy culture as independent variables and employee motivation as dependent variables.

Clans culture-in this type of culture open and friendly place to work. It is like an extended family. There is an attention on the long-lasting advantages of human resources development and great significance is granted to group cohesion. There is a strong concern for people(Tharp, n.d.). In clan culture where members are involved in the decision-making process and teamwork is an important aspect of the work. Rather than rules and procedures, the usual attributes of organizations with a clan culture are cooperation and the organization's commitment to employees. Customers are considered to be partners, the organization seeks to develop a pleasant work environment, and the major task of management is to facilitate participation, engagement, and loyalty(Otovescu et al., 2019).

According to, Panagiotis et al.(2014), there is a positive and strong association between clan culture type and employee motivation. Another local study by Mekonnen (2013), arrived at similar findings, that is, there is a statistically positive and strong relationship between clan culture and employee motivation. From this, they can understand that organizations that are dominant in clan culture type acknowledge, care, and develop employees.

Hierarchy culture is described by stability and aims at internal matters, being worried about the organization should address several tasks. One confronts here a vertical approach to the organizational hierarchy, with attention on efficacy. Procedures govern the work of people.

Efficient leaders are excellent arrangers and employees are anticipated to retain a smooth organization (Otovescu et al.,2019). It is based on formalized and structured relations; stability, predictability, and effectiveness are at the forefront; is characterized by the lack of flexibility, specialization, a high level of formalization, and central decision-making(Tasgit, 2017). Studies were done by Panagiotis et al.(2014), show there is an inverse association between hierarchy culture and employee motivation.

A local study by Mekonnen (2013), a study among Ethio-telecom managers and experts concludes that the existing hierarchy culture and employee motivation do not have significant relationships.

Market culture is supported on the win and expediency; focuses on the realization of competitive actions and measurable goals and objectives; is related to organizational flexibility, improving the competitive position of the sector, a work environment that makes it necessary to give attention to learning and innovation(Tasgit, 2017). According to, Panagiotis et al.(2014), there is a negative association between motivation and market culture type. In contrast to prior studies, Mekonnen (2013), the study found no statistically significant relationship between market culture and motivation among managers and experts of Ethio-telecom.

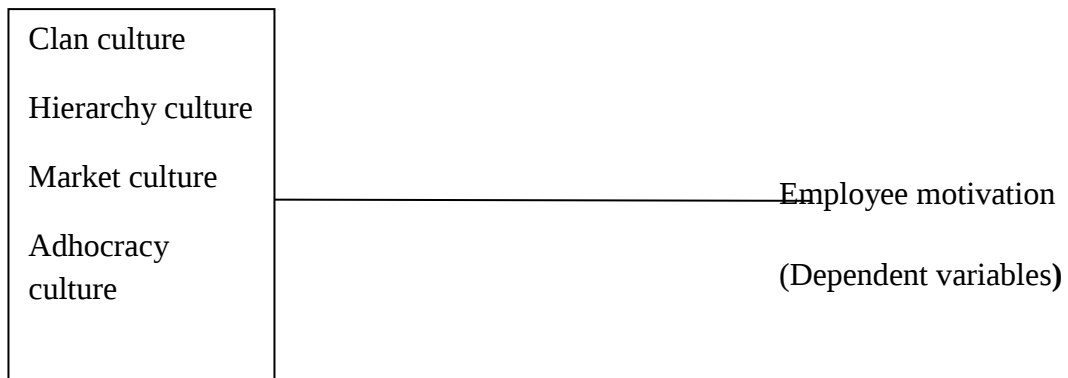
Adhocracy culture is dynamic and entrepreneurial and promotes innovation; addresses the outside issues; based on uniqueness, innovation, and risk-taking; is relating to a work environment where risk-taking, individuality, and flexibility are preferable rather than stability and control(Tasgit, 2017).

A dedication to experimentation and reasoning in a different way are what unite the organization. They strive to be on the leading edge. The long-term emphasis is on growth and acquiring new resources(Tharp, n.d.). Research conducted by Panagiotis et al.(2014), shows that there is a negative association between adhocracy culture and employee motivation.

A local study was done by Mekonnen (2013), study on the managers and experts of Ethio-telecom further concludes that there is a statistically positive solid relationship between adhocracy culture and employee motivation.

Figure 2.4.conceptual framework

Organizational culture type (independent variables)



Source: adapted from literature (Mekonen, 2013, and Panagiotis et al., 2014)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.0. Introduction

In this section, they can describe the research methodology of the study. It includes research design, study setting, target population, sample size, sampling technique, data collection instrument, validity and reliability of the instrument, data analysis method, conceptual models, and ethical considerations

3.1. Research design

This study examines the effect of organizational culture on employee motivation, with a focus on Addis Ababa City Government Plan and Development Commission.

The **research design** is the conceptual within which research is conducted, the blueprint for the collection, measurement, and analysis of data (Akhtar & Islamia, 2016). The researcher employed the Causal or Explanatory research design method and correlation research design methods. The explanatory design ventures to look at cause and effect relationships. It uses as canvass that what already exists and aims to explain the reason behind it. The effect is the outcome. The researcher does make an educated prediction about the cause-and-effect relationships that will be tested(Zikmund, Babin, Carr, and Graffin,2011). The correlation research design will decide whether and to what degree, relationships occur between two or more variables within a population (Brock,n.d.). The study included employees of the City Government of Addis Ababa Plan and Development Commission Head Office.

3.2. Study setting (Site)

The study was done at Addis Ababa city government plan and development commission. AACGPDC is one of the city's government core offices established newly under the proclamation number 64/2011. Before gaining current name and responsibility the commission was named in 2001 Institute of Urban Planning and Information, in 2004 Urban Planning Institute, in 2006 Addis Ababa Structural Planning Office, in 2009 Addis Ababa planning commission, and 2011 the Planning Commission and the Resilience Project Office were

established as the Planning and Development Commission with a vision of seeing our city as an advanced institution guided by modern urban so that it can be developed and prosperous by 2022.

The AACGPDC has administered 10 sub-city branch offices, one resilience office, and 5 different departments.

3.3. Target population

The target population of the study has Addis Ababa City Government plan and development commission head office employees under a total number of 192 from 5 different terry including main commissioner terry, city plan preparation terry, city social and economic development plan preparation and performance terry, city plan performance follow up and control terry, and city investigation, sustenance, and capacity building terry.

3.4. Sample size

The sampling procedure of this study is based on Yamane's (1967), statistical formula to determine sample size when the total population is known. Accordingly, the total population of employees in the commission is 192, requiring the researcher to apply the formula below:

$$n = N / [1 + N (e)^2], \text{ upon that,}$$

n = the sampling size

N = size of the organization employee

e = limit of tolerable error

1 = unit or a constant

N=192, e=0.05 and 1=constant

$192 / [1 + 192 / (0.05)^2] = 130$, so that the sample size of the study is 130, the researcher has done the study based on 130 representatives out of the total population.

3.5. Sampling technique

The researcher has used a stratified sampling technique to select the sample of respondents from each stratum. In the stratified sampling technique, the researcher divides the total population into different separate groups or dividing the total members of the population into identical subgroups before sampling was undertaken. Within each stratum, the researcher uses simple random sampling to include subjects in the study(Mishra & Alok, 2019).

As previously noted, the total population of the study area is 192 of which 130 participants were selected using the sample size determination formula.

After selected the sample size, then a determination was made to represent each terry according to its size to select sample element from each terry.

To select the sample element from each stratum;

(Employee of the terry/ total employee)=proportion from each stratum× sample size=sample element to each stratum

Table: 3.1.Sample elements from each stratum

Terry	The Employee of the Terry	Sample selected
Main Commissioner	$73/192=0.38 \times 130$	49
Vice Commissioner(City plan preparation terry)	$32/192=0.166 \times 130$	22
Vice Commissioner(city social and economic development plan preparation and performance terry)	$28/192=0.14 \times 130$	19
Vice Commissioner(city plan performance follow up and control terry)	$18/192=0.094 \times 130$	12
Vice Commissioner(city investigation, sustenance and capacity building terry)	$41/192=0.21 \times 130$	28
Total	192	130

Source: survey data from AAPDC (2021)

3.6. Data collection instrument

To collect the necessary data from the respondents, the researcher has used a close-ended or structured questionnaire adapted from Cameron and Quinn (2011), organizational culture assessment instrument, and Perry(1996), and then revised by Kim (2009), Public service motivation measurement scale.

Close-ended questions can answers the stated questions appropriately. Its simplicity to gather a large amount of information rapidly and its advantages to easily manage, code and analyze the data are the reasons why the researcher used a close-ended questionnaire for the study(Hyman & Sierra, 2016).

3.7. Validity and Reliability of the instrument

The study uses an organizational culture assessment instrument based on the competing values framework formulated by Cameron and Quinn (2011), which is widely used by other researchers, Choi et al. (2010), Mekonnen (2013), Panagiotis et al(2014), Tackle, and Dawit (2020). The questionnaire was developed to measure the organizational culture (clan, market, adhocracy, and hierarchy culture) and more prevalent culture.

To measure employee motivation the researcher used the public service motivation measurement scale which is developed by Perry (1996) and then revised by Kim (2009). The instrument includes 12 item measurement scales that are used in this study. To check the reliability of the instrument, the researcher did a pilot study and found as follows:

Table.3.2. Reliability test result

Variables	coefficient alpha	Items
Clan Culture	0.859	6
Adhocracy Culture	0.941	6
Hierarchy Culture	0.821	6
Market Culture	0.858	6
Employee motivation	0.893	12

Source: Reliability test analysis result (2021)

According to Connelly (2008), as cited in Dawit (2020), a pilot study sample should be 10% of the sample project for the higher parent study. From 130 participants 13 (10%) representative was taken to check for assuring the reliability of the questionnaire.

For the organizational culture-independent variable (CC, AC, HC, and MC) a reliability coefficient ranges from 0.821 to 0.941, and for the dependent variable (employee motivation) the reliability result 0.883. Sharma (2016), states that an alpha value above 0.70 internal consistencies is acceptable.

3.8. Data Analysis Method

The researcher used descriptive statistics analysis: it is the statistical description of the data,(Sutanapong & Sutanapong, 2015); by using frequencies, percentages, and mean. And inferential statistics using Pearson's correlation to analyze the relationship between two variables and used multiple regression analysis techniques to quantitatively estimate the effect of the predictor variable (organizational culture type) on the dependent variable (employee motivation) through the use of a statistical package for social science (IBM SPSS) software version 23.

3.9. Research Model

The study has done based on the dependent and independent variables. The dependent variable is employee motivation and the independent variables are the four major organizational culture types that are described by clan, adhocracy, hierarchy, and market culture. The researcher has developed the model as follows:

$$EM = \beta_0 + \beta_1 CC + \beta_2 HC + \beta_3 MC + \beta_4 AC + \varepsilon$$

EM=Employee motivation

CC=Clan Culture,

HC=Hierarchy culture,

MC=Market culture,

AC=Adhocracy culture, ε =error term, β =unknown regression coefficient

3.10. Ethical Consideration

Ethical considerations are an integral part of a research process that collects data from human subjects. This consideration adheres to and acknowledges the fact that a research undertaking is a sensitive issue, needing to respect the dignity and values of people involved in the research process (Cohen, Manion, and Morrison, 2007). In line with the ethical considerations of the protocol, the investigator introduced him to all participants involved in the research setting, explaining the use and significance of the research. The researcher assured all participants that the information provided by them remains confidential.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.0. Introduction

This chapter deals with data presentation and analysis of the results. The chapter begins with the presentation of the respondent profile, which is followed by results for descriptive (mean, standard deviation, tables, frequencies, and percentages) and inferential statistics (Pearson correlation and regression). The data analysis was conducted using SPSS.

4.1. Response Rate

Response rate describes the total number of the questionnaire distributed to the respondents and those properly filled out and returned.

Table 4.1.A response rate of the respondent

Description	Respondents
Target population	130
Distributed Questionnaire	130
Returned questionnaire	123
Response rate	94.6

Source: collected survey data (2021)

As table 4.1.shows of 130 questionnaires distributed to the target population, 123(94.6%) were returned and used for the analysis.

4.2. Descriptive statistics of the respondents

In this section, they have to provide information on demographic characteristics of respondents including, age, and gender, length of work experience, marital status, and level of education.

4.2.1. Demographic analysis of the respondents

4.2.1.1. Analysis of Respondent Age

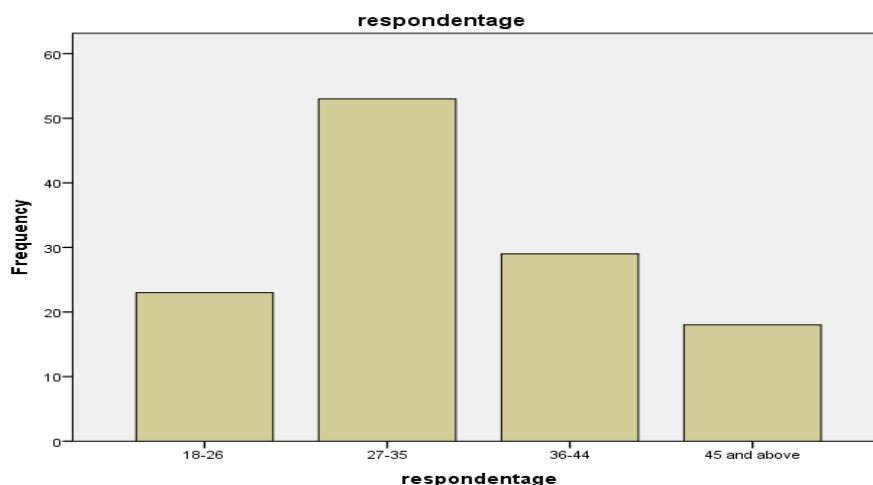
Table 4.2. Respondent Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18-26	23	18.7	18.7	18.7
27-35	53	43.1	43.1	61.8
36-44	29	23.6	23.6	85.4
45 and above	18	14.6	14.6	100.0
Total	123	100.0	100.0	

Source: SPSS output (2021)

As shown in table 4.2, 18.7% (23) of the respondents were in the age group between 18-26, 43.1% (53) of the respondents were between 27-35; 23.6% (29) of the respondents are between 36-44, and; 14.6% (18) of the respondents are 45 and above years of age. This implies that the majority 43.1% of the respondents and employees of the commission are young. And lesser 14.6% of the respondents are in the age group of 45 and above.

Figure 4.1. respondent age



4.2.1.2. Analysis of Respondent Gender

Table 4.3. Gender of the respondent

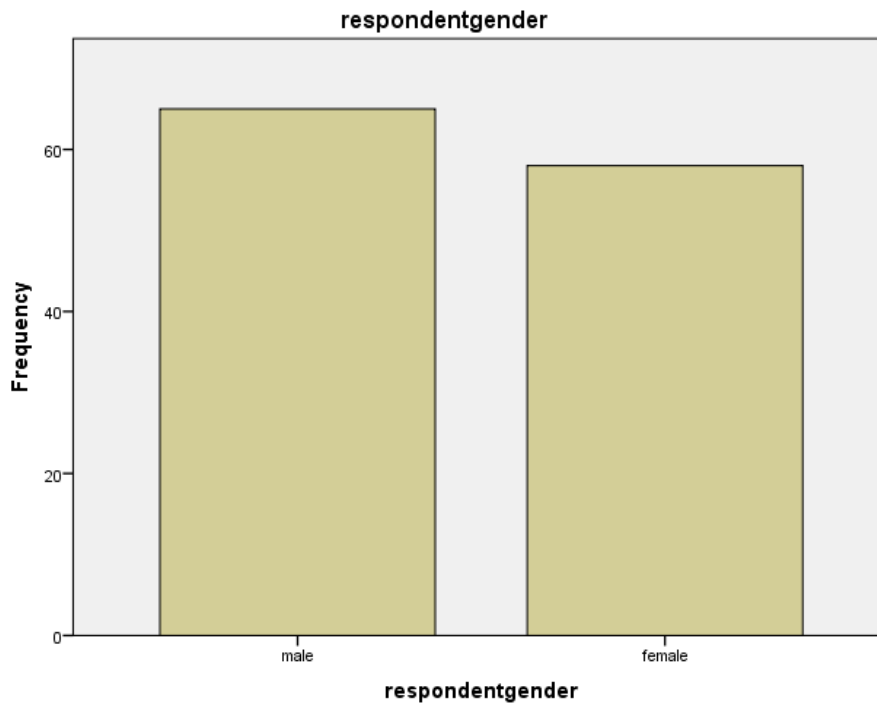
Respondent Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	65	52.8	52.8	52.8
ValidFemale	58	47.2	47.2	100.0
Total	123	100.0	100.0	

Source: SPSS output (2021)

As shown in table 4.3, 52.8% (65) of the respondents are male and the rest 47.2% (58) them are female. This implies that male employees are dominantly high than female counterparts.

Figure4.2. Respondent Gender



4.2.1.3. Analysis of Respondent Work Experience

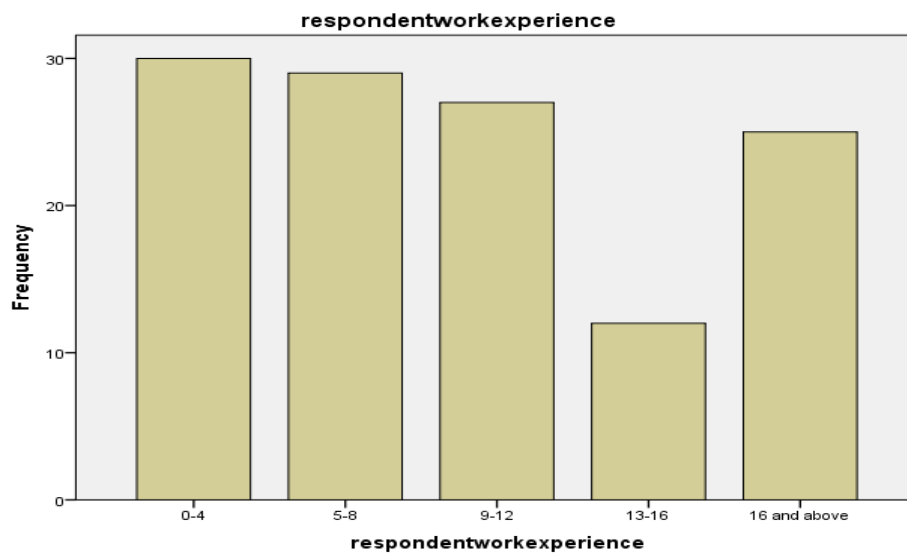
Table 4.4. Respondent Work Experience in years
Respondent Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
0-4	30	24.4	24.4	24.4
5-8	29	23.6	23.6	48.0
9-12	27	22.0	22.0	69.9
13-16	12	9.8	9.8	79.7
16 and above	25	20.3	20.3	100.0
Total	123	100.0	100.0	

Source: SPSS output (2021)

Table 4.4, demonstrates the respondent's years of work experience. Accordingly, 24.4% (30) of the respondents fall to the category of 0-4 years; 23.6% (29) are 5-8 years; 22% (27) are 9-12 years; 9.8% (12) ranges between 13-16 years; and 20.3% (25) are 16, and above. This shows that the majority of the respondents are recent employees with working service years fall between 0-4 and 5-8 years of work experience. And the minimum of respondents is between 13-16 years of experience.

Figure 4.3. respondent work experience



4.2.1.4. Analysis of Respondent Marital Status

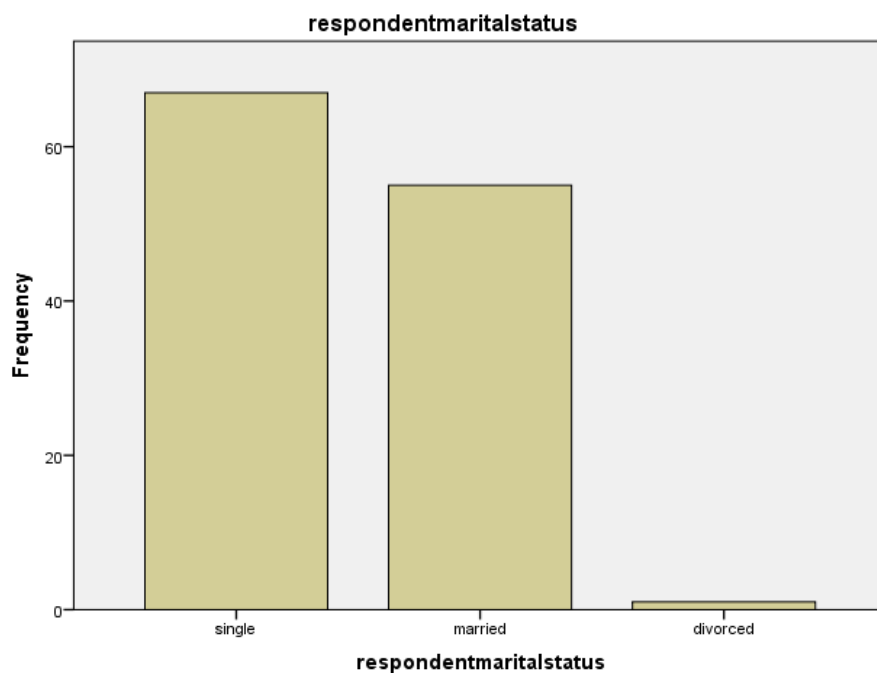
Table 4.5. Respondent Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	67	54.5	54.5	54.5
Married	55	44.7	44.7	99.2
Divorced	1	.8	.8	100.0
Total	123	100.0	100.0	

Source: SPSS output (2021)

As indicated in the above table 4.5, 54.5% (67) of the respondents are single, 44.7% (55) are married and 0.8% (1) of the respondents are divorced.

Figure 4.4. respondent marital status



4.2.1.5. Analysis of the respondent level of education

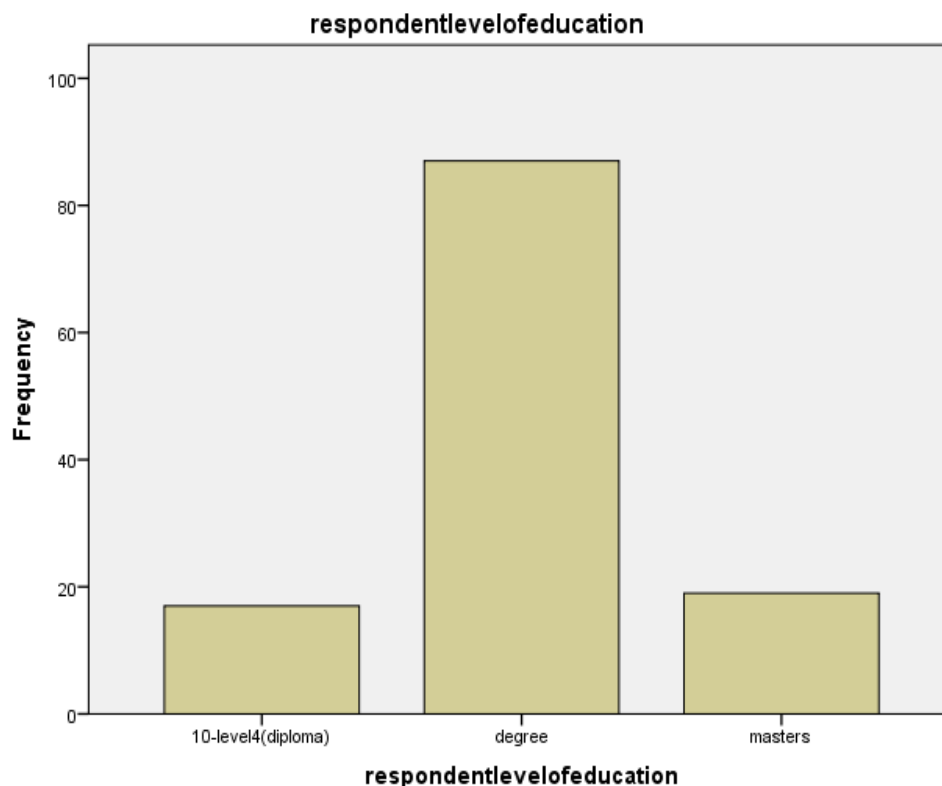
Table 4.6. Respondent level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
10-level4(diploma)	17	13.8	13.8	13.8
Degree	87	70.7	70.7	84.6
Masters	19	15.4	15.4	100.0
Total	123	100.0	100.0	

Source: SPSS output (2021)

As stated in the above table 4.6, 13.8% (17) of the respondents have 10-level 4(diploma), 70.7% (87) of them are bachelor's degree holders, and 15.4% (19) of the respondent's earned a Master's degree. This implies that 86.1% of the respondents have had a bachelor's degree and above level of education, suggesting that the organization is manned with a reasonably well-educated workforce.

Figure 4.5. respondent level of education



4.2.2. Descriptive statistics of major organizational culture

This section presents the respondents' responses on the four major organizational cultures (clan, adhocracy, hierarchy, and market) and employee motivation. Descriptive statistics include mean and standard deviation. The mean demonstrates the average agreement or disagreement of the respondents on each statement. And the highest value of the mean denotes the respondents' agreement on the stated statement corresponding to the culture items and the lower the mean value suggests the respondent's disagreement. And standard deviation denotes the deviation of the observation from the mean(Dawit, 2020).

4.2.2.1. Descriptive analysis of Clan Culture

Table4.7.Descriptive analysis of Clan(Collaborate) Culture

Clan culture	Mean	Std. Dev	N
The organization is a very personal place people seem to share a lot of themselves	3.3415	1.04669	123
The leadership in our commission intending to point to the facilitation	3.0244	1.05165	123
The management method in the commission is group work.	3.0976	1.19022	123
The root that holds together is joint trustworthiness.	2.9837	.98333	123
My organization overemphasizes on human development.	3.0163	1.11608	123
The organization defines success in the fundamental development of human resources	3.1545	1.13825	123

Source: SPSS output (2021)

Table 4.7, shows the mean and standard deviation of respondents' responses for clan culture items. The result tells that the organization is a very personal place, people who seem to share a lot of themselves have the highest mean value of 3.34 with a standard deviation of 1.04 compared to others. And the item that measures the commission as the source of the joint trustworthiness received a lower mean value of 2.98 and a standard deviation of 0.98.

The statement on leadership as a point of facilitation received a mean value of 3.02 and a standard deviation of 1.05. The item that measures the commission's method of management as it relates to group work had a mean score of 3.09 and a standard deviation of 1.19. The statement my organization overemphasizes human development received a mean value of 3.01 and the standard deviation of 1.11 and the statement the organization defines success in the development of human resources received a mean score of 3.15 and a standard deviation of 1.13. Overall, the results suggest the commission promotes policies and practices that reinforce employee involvement and participation, thereby increasing loyalty and commitment among its workers.

4.2.2.2. Descriptive analysis of Adhocracy Culture

Table 4.8.Descriptive Statistics of adhocracy culture

Adhocracy culture	Mean	Std. Deviation	N
My organization is characterized by a creative place of work	2.9675	1.20065	123
Our leaders are vision-oriented.	2.8130	1.12607	123
The management style in the commission is characterized by individual risk-taking	3.0000	1.07123	123
The root that holds all together is a commitment to experimentation.	2.9268	1.12476	123
The long-term concern of my organization is acquiring resources.	3.1951	1.16407	123
My commission set success in producing unique services	3.0813	1.10582	123

Source: SPSS output (2021)

As stated in table 4.8, the descriptive analyses of adhocracy culture have six independent items, starting from the statement on the long-term concern of my organization is acquiring resources had the highest mean value of 3.19 and SD, 1.16. Conversely, the leaders are vision-oriented, have a lower mean score of 2.81 and SD, 1.12. My organization is characterized by a creative

place of work having a mean value of 2.96 and SD, 1.2. The management style is characterized by individual risk-taking have a mean value of 3 and SD, 1.07.

The root that all together is the commitment to experimentation has a mean score of 2.92 and SD, 1.12. And my commissions set success in producing unique services have a mean score of 3.09 and SD, 1.1. From the result, one can infer that the statement the long-term concern of my organization is acquiring resources gets the highest mean value of 3.19. So that, most of the respondents agreed on the long-term concern of the commission to acquire resources and achieve their growth.

4.2.2.3. Descriptive Analysis of Hierarchy Culture

Table 4.9.Descriptive Statistics of hierarchy culture

Hierarchy culture	Mean	Std. Deviation	N
Our commission is a structured place to work.	3.6911	.93327	123
Our leaders are good coordinators.	3.2033	1.13772	123
The management tactic in the commission is seeing as a serious driving race	3.1220	1.02897	123
Formal rules are the roots that hold the commission together	3.4472	1.08796	123
My organization long term concern is stability	3.3252	1.07502	123
The organization defines success on low-cost service delivery	3.4146	1.11566	123

Source: SPSS output (2021)

The above table 4.9 indicates the mean and standard deviation of the hierarchy culture item. From the stated result, one can surmise that the statement “our commission is a structured place to work” had the highest mean value of 3.69 and SD, 0.93. Contrary, the management tactic in the commission is seeing as a serious driving race has the lowest mean value of 3.12 and SD, 1.02. So that, the majority of respondents accepted and agreed on the statement about our commission is a structured place to work.

Our leaders are good coordinators have a mean value of 3.2 and SD, 1.13. Formal rules are the roots that hold the commission together had a mean score of 3.44 and SD, 1.08. My organization's long-term concerns are stability had a mean value of 3.32 and SD, 1.07. An organization that defines success on low-cost service delivery has a mean score of 3.4 and SD, 1.11.

4.2.2.4. Descriptive Analysis of Market Culture

Table 4.10.Descriptive Statistics of market culture

Market culture	Mean	Std. Deviation	N
Our organization is a result-oriented place of work	3.0407	1.21735	123
Our chairman is a hard-driving creator.	2.9106	1.10889	123
The management method is described by the safety of employees	2.7073	1.15042	123
The glue that holds the commission together is an emphasis on goal accomplishment.	3.1545	1.06380	123
The long-term focus of the commission is on competitive actions.	3.3659	1.05790	123
Organizational success is specified in terms of effectiveness	3.2764	1.16155	123

Source: SPSS output (2021)

Table 4.10, shows the result of the descriptive analysis of six different items of market culture. From the item score, they can generalize that the long-term focus of the commission is competitive actions had the highest mean value, 3.36, and SD, 1.05 and the management method is described by the safety of employees had the lowest mean value of 2.7 and SD, 1.15.

This implies that commission workers agreed on the long-term focus of the commission is on competitive actions.

The respondent's responses on an item our organization is result-oriented places of work received a mean value of 3.04 and SD, 1.2. The statement our chairman is a hard-driving creator received a mean value of 2.9 and SD, 1.1. The glue that holds the commission together is an

emphasis on goal accomplishment received a mean score of 3.15 and SD, 1.06. Organizational success is specified in terms of effectiveness has a mean score of 3.27 and SD, 1.16.

4.2.2.5. Descriptive analysis of the dependent variables (Employee Motivation)

Table 4.11.Descriptive Statistics of employee motivation

Employee motivation	Mean	Std. Deviation	N
I am willing in attending commissions work for the significance of my organization.	3.6423	1.12447	123
Sharing my perspective on policies with subordinates is nice to me.	3.6585	1.09267	123
Seeing an employee benefit from the commission gives me great pleasure.	3.6098	1.06843	123
I think my public service is my civic duty	4.1707	.91174	123
A significant service is very critical to me.	4.0813	.90167	123
I prefer the commission's officials do for the whole community.	3.5528	1.08040	123
It is painful for me to see individuals in hardship	3.7724	.99847	123
I am usually recalled by day to day incidents how we are reliant on one another	3.4390	.96790	123
I believe favorable to the miserable people who are disadvantaged	3.6748	.94519	123
I am ready to make a huge offering for the good of the organization	3.9593	1.02748	123
I trust in placing tasks before myself	3.9837	.96652	123
Creating distinction with the organization more to me than private success	3.7236	1.18944	123

Source: SPSS output (2021)

As shown in table 4.11, twelve items show the descriptive analysis of the dependent variable (employee motivation). From this, "I think my public service is my civic duty" had the highest mean value of 4.17 and SD, 0.91. I am willing in attending the commission's work for my organization had a mean score of 3.64 and SD, 1.12. Sharing my perspective on policies with subordinates is nice to me had a mean value of 3.65 and SD, 1.09.

A statement "seeing an employee benefit from the commission gives me a great pleasure" received a mean value of 3.6 and SD, 1.06. A significant service is very critical to me had a mean score of 4.09 and SD, 0.9. I preferring commission's officials do for the whole community and I am usually recalled by day to day incidents how reliant on one another have a lower mean value of 3.55 and 3.43 and SD, 1.08 and 0.96 respectively. It is painful for me to see individuals in hardship have a mean score of 3.77 and SD, 0.99. And also the statements I believe favorable to the miserable people who are disadvantaged was a mean value of 3.67 and SD, 0.94.

Another statement, I am ready to make a huge offering for the good of the organization and I trust in placing tasks before I had a mean score of 3.95 and 3.98 and SD, 1.02 and 0.96 respectively. Creating distinction with the organization more to me than private success was the mean value of 3.72 and SD, 1.18. Generally, they can conclude that most of the respondents agreed with the statement I think my public service is my civic duty.

4.3. Descriptive Analysis Summary for Independent and Dependent variables.

Table 4.12 summary for Organizational culture type with employee motivation

variables	N	Mean	Standard deviation
Clan culture	123	3.103	1.0877
Adhocracy culture	123	2.9972	1.1321
Hierarchy culture	123	3.3672	1.0631
Market culture	123	3.0759	1.1266
Employee motivation	123	3.7723	1.0228

Source: SPSS output (2021)

The result indicates that hierarchy culture has the highest mean value 3.36 and SD, 1.06 compared to the other organizational culture type. As a result, the dominant culture in the commission is hierarchy culture. Whereas clan, market, and adhocracy cultures have less mean values 3.103, 3.07, and 2.99, respectively compared to the dominant culture.

As a result, they can denote that clan, market, and adhocracy culture are less prevalent or dominant in the Addis Ababa City Government plan and development commission. From the summary result, they can generalize hierarchy culture is the most prevalent culture next to clan, market, and adhocracy culture.

4.4. Correlation analysis

As stated by, Senthilnathan (2019), the correlation coefficient may be a scale to live measure the strength of linear association between variables. A positive correlation coefficient indicates that a rise in the first variables would correspond to a rise within the second variables, thus implying an instantaneous relationship between the variables. And a negative correlation shows an inverse relationship that one variable increases the second variable decreases (Taylor,1990). So that they can interpret the parametric statistics as follows:

Table 4.13.correlation analysis interpretation

Labeling system	Positive	Negative
Low/weak correlation	≤ 0.35	≤ -0.35
Moderate correlation	0.36 to 0.67	-0.36 to -0.67
Strong/high correlation	0.67 to 1	-0.68 to -1

Source: Taylor (1990)

Table 4.14.Correlations

	CC	AC	HC	MC	EM
Pearson Correlation	1				
Cc Sig. (2-tailed)					
N	123				
Pearson Correlation	.699**	1			
AC Sig. (2-tailed)	.000				
N	123	123			
Pearson Correlation	.652**	.625**	1		
HC Sig. (2-tailed)	.000	.000			
N	123	123	123		
Pearson Correlation	.680**	.654**	.584**	1	
MC Sig. (2-tailed)	.000	.000	.000		
N	123	123	123	123	
Pearson Correlation	.319**	.421**	.495**	.504**	1
EM Sig. (2-tailed)	.000	.000	.000	.000	
N	123	123	123	123	123

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

Source: SPSS output (2021)

The above table, 4.13, shows the link between the four major organizational cultures and employee motivation in the Addis Ababa City government Plan and Development Commission. As supported by Taylor (1990), the result indicates each organizational culture had a positive relationship with employee motivation. However, the result of the Pearson correlation value of clan culture had $r=0.319$ and $\text{sig}<0.01$, which implied that there's a weak relationship with employee motivation. Adhocracy, hierarchy, and market culture had a moderate relationship with employee motivation with a Pearson correlation value of 0.421, 0.495, and 0.504 and $\text{sig}.000$ which is a smaller amount than 0.01. The result indicates that no matter (clan culture), adhocracy, hierarchy, and market culture had a moderate relationship with employee motivation.

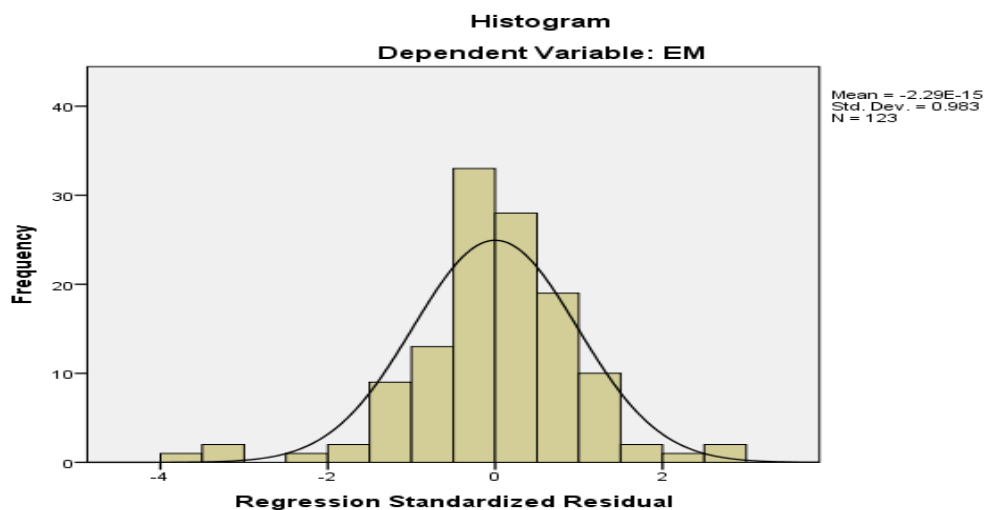
4.5. Classical Linear Regression Model

This section deals with the tricky assumption of multiple linear regression models, such as normality, autocorrelation, and multicollinearity test.

4.5.1. Testing for normality

Regression assumes that variables have normal distributions. Non-normally distributed variables can misrepresent relationships and significance tests. Several pieces of data are useful to the researcher in testing this assumption, and one of them is the histogram (Osborne & Waters, 2017). It is impossible that a histogram of sample data will produce a wonderfully smooth normal curve just like the one displayed over the histogram. As long as the data is approximately normally distributed, with a top within the middle and fairly symmetrical, the assumption of normality has been met. A visible inspection of the histogram showed that employee motivations were approximately normally distributed like a bell curve or the data points close to the diagonal for the independent variable (CC, AC, HC, and MC).

Figure 4.6.Histogram



4.5.2. Test of autocorrelation

Table,4.15.Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.588 ^a	.345	.323	6.05176	1.759

Predictors: (Constant), CC, HC, MC, AC

b. Dependent Variable: EM

Source: SPSS output (2021)

One of the classical regression model assumptions is that the issue of Autocorrelation. Autocorrelation refers to the degree of correlation between the values of the identical variables across different observations within the data. To check the existence of autocorrelation they will use Durbin-Watson (DW) test. And also the DW test must lie between 0-4 (Creel, 2006).

Table,4.16.DW-statistics and limiting cases of autocorrelation

Labels of autocorrelation	The acceptable limit of DW
No autocorrelation	DW $\approx$ 2
Perfect positive autocorrelation	DW $\approx$ 0
Perfect negative autocorrelation	DW $\approx$ 4

Source: Creel (2006)

So that, the Durbin Watson (DW) test results from the model summary 1.76 close to 2, indicate that there is no autocorrelation problem.

4.5.3. Test for Multicollinearity

Another assumption of the classical linear regression model is that the test of multicollinearity. Multicollinearity may be a statistical phenomenon within which two or more predictor variables during a multivariate analysis model are highly correlated. Multicollinearity is that the event of great inter-correlations among the factors during a multiple regression model(Shrestha, 2020).

To know the existence of multicollinearity it's possible to use indicators of Tolerance, Variance Inflation Factor (VIF), and Correlation. Tolerance is that the amount of variability in one independent variable not explained by the other independent variables, and it's in fact $1-R^2$.

Tolerance values less than 0.10 indicate co-linearity. The variance inflation factor (VIF) could be a tool to measure and quantify what proportion the variance is inflated if the independent variables are correlated (Wahab et al., 2017). A rule of thumb to detect multicollinearity is that when the VIF is greater than 10, and then there is a problem of multicollinearity(Shrestha, 2020).

From the above, one can infer that the tolerance value of all the independent variables (Clan culture, Adhocracy culture, hierarchy culture, and market culture) had 0.386,0.424,0.504, and 0.463 respectively, indicating that all the values are greater than 0.10.

Thus, there is no sign of multicollinearity. In addition, the variance inflation factor result of CC=2.59, AC=2.36, HC=1.98, and MC=2.16, one can generalize that there's no detection of multicollinearity problem because the VIF of all experimental variables is less than 10. The other detection mechanism to grasp the existence of multicollinearity is the Correlation coefficient. The correlation coefficient less than 0.8 show no problem of multicollinearity. During this, the correlation coefficient of organizational culture with the independent variable Market culture, Hierarchy culture, and Adhocracy culture respectively were 0.504,0.495 and 0.421 with the $p < 0.01$. This suggests that there are moderate relationships. In contrast, the clan culture with a value of 0.319 and $p < 0.01$ contains a weak relationship with employee motivation. Overall, for the value of the independent variable Pearson correlation coefficient is smaller than 0.8, indicating there's no multicollinearity problem.

Table, 4.17.Collinearity statistics

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 MC	.463	2.161
HC	.504	1.983
AC	.424	2.357
Cc	.386	2.592

Source: SPSS output (2021)

4.6. Regression analysis

Table, 4.18.Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.588 ^a	.345	.323	6.05176

a. Predictors: (Constant), MC, HC, AC, CC

Source: SPSS output (2021)

As table 4.14, shows the regression results of the independent variable (CC, AC, HC, and MC) and the dependent variable (EM). The R-value of 0.588 denotes there's a moderate relationship between organizational culture type and employee motivation. The R-squared (R^2) ranges from 0 to 1 and represents the proportion of variation in the outcome variable that can be explained by the model predictor variables (Rodas, 2020). The score of R^2 (R-square) is 0.345 or 34.5%, which implies that the independent variable (Clan culture, Adhocracy culture, hierarchy culture, and market culture) explains 34.5% of the variation in the dependent variable (Employee Motivation).

Table 4.19.ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2278.681	4	569.670	15.555	.000 ^b
Residual	4321.608	118	36.624		
Total	6600.289	122			

a. Dependent Variable: EM

b. Predictors: (Constant), MC, HC, AC, CC

Source: SPSS output (2021)

Table 4.15, indicates the results of the analysis of variance (ANOVA). The F-test determines whether the proposed relationship between the response variable and therefore the set of predictors is statistically reliable (Rodas, 2020). The results of the analysis show the F-ratio (4,118) =15.55, P=0.000, this tells that P-value <0.05 gives the overall response and predictor variables are statistically significant.

And also the organizational culture type (CC, AC, MC, and HC) can predict employee motivation of Addis Ababa City Government Plan and Development Commission head office employees significantly.

Table 4.20.Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	24.437	2.548		9.591	.000
CC	-.474	.205	-.277	-2.311	.023
AC	.228	.202	.129	1.127	.262
HC	.656	.190	.363	3.462	.001
MC	.642	.177	.396	3.618	.000

a. Dependent Variable: EM

Source: SPSS output (2021)

As shown in Table 4.16, the constant of a regression model can be interpreted as the average expected value of the dependent variable when the independent variable equals zero. The constant beta value result shows an intercept of the estimate or constant is equal to approximately 24.44. And also there will be an increment in employee motivation by 0.228, 0.656, 0.642, when adhocracy, hierarchy, and market culture increases by 1 unit respectively. Whereas there will be a drop-down by -0.474 on employee motivation when the clan culture increases by 1 unit.

The results of the regression equation are:

$EM = 24.44 - 0.474CC + 0.656HC + 0.642MC$, CC implies that Clan culture, HC implies that hierarchy culture, and MC implies has a market culture (excluding adhocracy culture because the result of p-value is greater than 0.05 which is 0.262 implies that there is no significant relationship with employee motivation).

4.7. Discussion of the Finding

The discussion part includes the major results of the study concerning the research questions and major objectives by comparing the result from other studies.

The result of the descriptive analysis shows that hierarchy culture is the dominant culture in Addis Ababa City Government Plan and Development Commission. The result shows that with the mean value of 3.3672 and SD, 1.0631, described by the commission is a structured place to work, our leaders are good coordinators, the management tactic in the commission is seeing as a serious driving race, formal rules and policies are the roots that hold the commission together, my organization long-term concern is stability, and the organization defines success on low-cost service delivery. The result was consistent with the local study by Mekonnen (2013), study the effect of organizational culture in employee motivation in ethio-telecom managers and experts, and concludes that the dominant culture in managers and experts is hierarchy culture. And also consistent with Panagiotis et al.(2014), who studies organizational culture and motivation in the public sector in the case of the City of Zografou and concludes that the dominant culture in the city employee is hierarchy culture.

The second dominant culture was clan culture with the mean value of 3.103 and SD,1.0877, that is characterized by the organization is very personal place people seem to share a lot of themselves, the leadership in our commission intending to point to the facilitation, the management method in the commission is group work, the root that holds together is joint trustworthiness, my organization overemphasizes on human development, and the organization defines success in the fundamental development of the human resource.

The third dominant culture in Addis Ababa City Government Plan and Development Commission is market culture with the mean value of 3.0759 and SD, 1.1266, characterized by the organization is a result-oriented place of work, our chairman is hard-driving creator, the management method is described by the safety of employees, the root the commission stands together is attention on victory, and the organization success is specified in terms of effectiveness.

The fourth dominant culture in Addis Ababa city government plan and development commission is adhocracy culture with the mean value of 2.9972, and SD, 1.1321, that characterize by creative

place of work, the leader is vision-oriented, the management style in the commission is characterized by individual risk-taking, and the root that holds all together is a commitment to experimentation. Additionally, the long-term concern of my organization is acquiring resources and they can set success in producing unique services.

The result of the correlation analysis shows that the four organizational culture types (clan, hierarchy, adhocracy, and market culture) have a positive and significant relationship with employee motivation in Addis Ababa City Government Plan and Development Commission.

The regression coefficient results in table 4.16, The unstandardized β coefficient indicates the effect of a unit increase in the independent variable on the dependent variable (Mooi, 2016). The regression coefficient result indicated the unstandardized coefficient value for β_1 is -0.474 with a P-value of 0.023; this denotes that for every additional unit increase in clan culture, the employee motivation drops by -47.4% with AC, HC, and MC held constant. It implies that clan culture had a statistically negative but significant relationship with employee motivation. So that, accept H1: There is a significant relationship between clan culture and employee motivation. The study result was supported by, Panagiotis et al. (2014), there is a significant relationship between clan culture and employee motivation, and a local study by Mekonnen (2013), states that there is a statistically significant relationship between clan culture and employee motivation.

The regression coefficient result on the unstandardized coefficient value of β_2 , 0.228 with a P-value of 0.262, indicates that for every additional unit increase in adhocracy culture, the employee motivation also increases by 22.8% while CC, HC, and MC are unchanged. This denotes that adhocracy culture had a statistically positive but insignificant influential relationship with employee motivation. Therefore the study rejects H1: there is a statistically significant relationship between adhocracy culture and employee motivation.

A local study against the result Mekonnen (2013), study on the managers and experts of Ethio-telecom and conclude that there is a statistically positive and significant relationship between adhocracy culture and employee motivation. And also Panagiotis et al.(2014), denotes there is a statistically negative association between adhocracy culture and employee motivation.

The regression coefficient value of the unstandardized result for β_3 , 0.656, and p-value 0.001, from the result one, had to infer that for every additional unit increase in hierarchy culture

employee motivation also increases by 65.6%, with CC, AC, and MC held constant. Therefore there is a positive and significant influential relationship between adhocracy culture and employee motivation. So that the study accepts H1: there is a significant relationship between hierarchy culture and employee motivation. The study is against Panagiotis et al.(2014), where there is an inverse association between hierarchy culture and employee motivation, and Mekonnen (2013), a study among Ethio-telecom managers and employees where he found a lack of significant relationship between hierarchy culture and employee motivation.

And also the regression coefficient result for market culture based on the unstandardized value for beta4 is 0.642 and P-value of 0.000. From the result one can generalize that for every additional unit increase in market culture employee motivation increases by 64.2% while CC, AC, and HC held constant, indicating that there is a positive and a significant influential relationship between market culture and employee motivation. So the researcher accepts H1: there is a significant relationship between market culture and employee motivation. The result of the study is against the study of Panagiotis et al.(2014), in which the study found a negative association between motivation and market culture type, and that of Mekonnen (2013), where the study found no statistically significant relationship between market culture and employee motivation among managers and experts of Ethio-telecom.

Therefore from the beta value clan culture had a negative effect but a significant relationship with employee motivation. Hierarchy culture and Market culture had a positive effect and a statistically significant relationship with employee motivation. However, Adhocracy culture has a positive but insignificant relationship with employee motivation.

This implies that adhocracy culture has a positive effect on employee motivation and doesn't contribute to the level of employee motivation because the significance level $P > 0.05$.

According to Dawit (2020), an independent variable having a larger beta coefficient with a statistically significant p-value is the most determining variable in predicting the dependent variable. So that, hierarchy culture with a beta value of 0.656 and p-value of 0.001 was the most determining influential organizational culture type in the Addis Ababa City Government Plan and Development Commission followed by Market culture with a beta value of 0.642 and a p-value of 0.000.

Based on the unstandardized beta coefficient table and p-value result, the researcher can conclude the following:

Table 4.21: the result of hypothesis testing

No	Type of culture	Hypothesis	Consequence	Reason
1	Clan culture and employee motivation	There is a positive and statistically significant influential relationship between clan culture and employee motivation.	Reject H_0	P=0.023 less than 0.05
2	Adhocracy culture and employee motivation	There is a positive and statistically significant influential relationship between Adhocracy culture and employee motivation.	Not reject H_0	P=0.262 greater than 0.05
3	Hierarchy culture and employee motivation	There is a positive and statistically influential relationship between hierarchy culture and employee motivation	Reject H_0	P=0.001 less than 0.05
4	Market culture and employee motivation	There is a positive and statistically significant influential relationship between market culture and employee motivation	Reject H_0	P=0.000 less than 0.05

Source: hypothesis analysis (2021)

CHAPTER-FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1. SUMMARY

The summary of the major finding relates to the general objective of the study, procedures, and major findings. The major objective of the study was to examine the effect of organizational culture on employee motivation with a focus on the Addis Ababa City Government Plan and Development Commission.

The specific objective of the study

The study aims to

1. Pinpoint the association between collaborative (clan) culture and employee motivation.
2. Identify the association between control (hierarchy) culture and employee motivation.
3. Explore the association between compete (market) culture and employee motivation.
4. Examine the association between create (adhocracy) culture and employee motivation.
5. Identify which organizational culture type is currently more prevalent in employees of Addis Ababa City Government Plan and Development Commission.
6. Assess the type of organizational culture (clan, adhocracy, hierarchy, and market culture) that dominantly influences employee motivation in the Addis Ababa Plan and Development Commission.

To achieve the above objectives, the researcher administered a structured questionnaire for 130 participants of which, 123 (94.6%) respondents returned the questionnaire. To measure the organizational culture, the competing values framework organizational culture assessment instrument developed by Cameron and Quinn (2011), is employed, and 12 items public service measurement scale developed by Perry(1996), and modified by Kim(2009), was adapted to measure employee motivation.

The data collected were analyzed using a statistical package for social science (SPSS) Version 23. Descriptive statistical analysis was conducted for respondents' demographic characteristics

using frequencies, percentages, mean, and standard deviations to analyze the demographic characteristics of the respondents.

Inferential statistics were carried out using correlations (Pearson) to know the association between the independent (clan, adhocracy, and hierarchy and market culture) and dependent variable (employee motivation). Regression analysis was utilized to estimate the effect of independent variables on the dependent variable.

The analyses of the data yield the following major findings:

-Starting from the respondent age, 43.1% of them were between the age of 27-35 and 14.6% of the respondents have 45 and above age. Concerning gender majority of the respondents (52.8%) are male and the rest are female. Most of the respondents are 0-4 and 5-8 years of work experience and only 12(9.8%) of them have between 13-16 years of experience at the workplace. From marital status 1 (0.8%) of the respondents are divorced, the majority (54.5%) of the respondents are single and the rest are married. The educational status tells that majority (86.1%) of the respondents are above degree educational level, only 13.8% had 10 and TVET diploma.

-The study also shows that from the independent variable(organizational culture type) Hierarchy culture and Clan culture have the highest mean value $M=3.36$, $SD=1.06$, and $M=3.1$, and $SD=1.08$ respectively compared to the others. This tells that the most prevalent culture in Addis Ababa City Government Plan and Development Commission is hierarchy culture.

-the correlation analysis shows the association between CC, HC, AC, and MC and employee motivation on Addis Ababa City Government plan and development commission. The Pearson correlation coefficient result tells that the association between employee motivation and the organizational culture type is positive and significant. However, the correlation between employee motivation and clan culture is weak with the value of $r=0.319$. where as the rest of the hierarchy culture, adhocracy culture, and market culture showed a moderate relationship with employee motivation with the values of 0.495, 0.421, and 0.504 respectively.

-the result of the normality test from the histogram shows that employee motivation was approximately normally distributed for each independent variable.

-the autocorrelation result shows that from the Durbin-Watson result (1.759) there is no indication of autocorrelation.

-to test multicollinearity, the researcher used tolerance value, variance inflation factor, and the value of correlation coefficient. From the result, one can infer that there is no indication of a multicollinearity problem.

-the regression analysis result of R^2 (R-square) is 0.345(34.5%) implies that the independent variable (CC, AC, HC, and MC) explains only 34.5% of the variation in the dependent variable (employee motivation).

The ANOVA result shows that the F-ratio (4,118) =15.55, $P=0.000$, indicates the P-value <0.05 significance level, this tells that the overall response and predictor variables are statistically significant.

-the unstandardized beta value of the constant beta (24.437) tells that as the value of the dependent variable (employee motivation) when the independent variable (CC, AC, HC, and MC) equals zero.

-The result of the hypothesis test based on p-value tells that there is an insignificant relationship between adhocracy culture and employee motivation, however, there is a significant relationship between clan, hierarchy, and market culture with employee motivation.

5.2. CONCLUSION

The major aim of the study is to examine the effect of organizational culture on employee motivation with a focus on the Addis Ababa City Government Plan and Development Commission. From the analysis, one can conclude that the highest mean value hierarchy culture was the prevalent culture type in Addis Ababa city government plan and development commission next to a clan, adhocracy, and market. Based on the result from clan culture the commission is limited on collective work orientation, employee participation and involvement program, and commitment to their employees. Results from adhocracy culture denote that the commission orientation to promote an environment of creativity, risk tolerance, and innovation is limited. From market culture results, we can conclude that there is a limited emphasis in this

organization on creating a competitive and goal-oriented environment, where profit maximization drives much of what the organization does.

And also the correlation result shows that there is a positive relationship between employee motivation and organizational culture type. It indicates that when the value of the organizational culture type increases the value of the dependent variable (employee motivation) also tends to increase so that the commission must stick to their strong culture to uplift the motivation level of employees' thereby increasing organizational performance.

The regression result of the study shows that the independent variable (the four organizational cultures) explains 34.5% of the variation of a dependent variable (employee motivation); they can conclude that other factors are held that can affect the variation of employee motivation in the commission.

Generally, from the result of the study, we can conclude that competing value framework organizational culture type has a significant relationship with employee motivation but not all organizational culture types had a significant relationship with employee motivation.

5.3. RECOMMENDATION

The following recommendations are suggested based on the research procedures and results of the study.

-To attain the commission's objectives concerning its employee the organization must focus on the organizational culture in detail to lay down the role and responsibility into action. The commission must revisit its standard practices and policies, including its visions, missions, strategic plan, rules, and regulations to make the organization a creative place where employees fulfill their duties with energy and purpose.

-Adding to the above, as a city administration key office, the commission leaders must be vision-oriented, innovative, and risk-taking, the chairman should be hard diving creator and challenger, and also the leaders in the commission intending to point to the facilitation. These results to employees to experiment and discover new things, tackle new problems, to perform exciting and challenging their work as a result they can realize employee motivation in the commission.

-The Commission needs to focus on creating a sense of commitment to the collective good and must find a way to foster belongingness, interdependence, and unity among its employees. That way each employee can realize that “the whole is greater than the sum of its parts”. That way, the organization can excel in its performance.

-The researchers suggest that additional studies are warranted to replicate, expand and address the limitations of this study.

First, there is a need to conduct a similar study in other government organizations in the Addis Ababa City administration to examine the generalizability of this study in other settings where the culture is different. Second, other studies may help explain the findings of this study that diverge from prior research, such as the impact of clan culture and hierarchy cultures on employee motivation. For example, future research may use advanced statistical methods to identify how other variables, not accounted for in this study, mediate the effect of culture on employee motivation. Such advanced studies may offer additional nuanced understanding to explain the various ways in which culture influences motivation.

Further, the findings of this study from R^2 indicate that organizational culture type (clan, adhocracy, hierarchy, and market culture) can explain 34.5% of the variation in employee motivation. This suggests that there are other factors unaccounted in this study that can explain (predicts) employee motivation, suggesting an area for further study. Lastly, qualitative or mixed design studies may be needed to expand upon the findings of this study.

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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
BUSINESS ADMINISTRATION PROGRAM

My Name is Samuel Wubetu; I'm an MBA student at Addis Ababa University.

The objective of the investigation is to find out the effect of organizational culture on Employee Motivation, with a focus on Addis Ababa City Government Plan and Development Commission Head Office. While this study is meant as partial fulfillment for the necessities of a Master's Degree in Business Administration, the finding may offer valuable information the commissions must to know understand the foremost salient sorts of organizational culture which contributes to employee motivation. The commission may then use the findings from the study as valuable resource because it engages in policies and practices that facilitate viable organizational culture that increase employee motivation.

Instruction

To answer the questions, please put a tick (✓) mark in your preference and that I expect you to answer all questions and double answering isn't recommended. Your participation in the study is extremely appreciated and your responses are kept anonymous and used just for academic purpose. I also thank you in advance for sparing your time in filling the questionnaire. You do not need to write your name into the paper.

If you have got any incomprehensibility linked to the study question you'll be able to call and contact me at **0912361133** or by email address: **wubetusamuel1@gmail.com** or by **telegram** with my phone number.

Section one: Personal Background question

1. Age

18-26 ☐ 27-35 ☐ 36-44 ☐ 45 and above ☐

2. Gender

Male ☐ Female ☐

3. Length of work experience

0-4 ☐ 5-8 ☐ 9-12 ☐ 13-16 ☐ 16 and above ☐

4. Marital status

Single ☐ Married ☐ divorced ☐

5. Level of education

10-level4 (diploma) ☐ degree ☐ masters ☐ doctorate ☐

Section two: organizational culture-related question

N o.	Related questions	Strongly disagreed	Disagr eed	Neithe r of them	Agree	Strongly agree
		1	2	3	4	5
Clan culture type which suggests that organization is more collective work orientated; employee participation program and organization are committed to their employees.						
1	The organization is a very personal place people seem to share a lot of themselves.					
2	The leadership in our commission is intending to point to the facilitation.					
3	The management method in the commission is characterized by group work and participation.					
4	The root that holds the commission together is joint trustworthiness.					
5	My organization overstates on human development and trust.					
6	The organization defines success in the fundamental development human resources.					

No	Related questions	Strongly disagree	Disagree	Neither of them	Agree	Strongly agree
		1	2	3	4	5
Adhocracy culture type of authority relationship goes from person to person or from professional group to professional group, obsessed on the matter addressed at the time.						
1	My organization is characterized by a creative place of work.					
2	Our leaders are vision-oriented.					
3	The management style in the commission is characterized by individual risk-taking.					
4	The root that holds the organization together is the commitment to experimentation.					
5	The long-term concern of my organization is acquiring resources.					
6	My commission set Success in producing unique services.					

No	Related question	Strongly disagree	Disagree	Neither of them	Agree	Strongly agree
		1	2	3	4	5
The Hierarchy culture type is characterized by a controlling environment.						
1	Our commission is a structured place to work.					
2	Our leaders are good coordinators.					
3	The management tactic in the commission is seeing as a serious- driving race.					
4	Formal rules are the roots that hold the commission together.					
5	My organization's long-term concerns are stability.					
6	The organization defines success on the foundation of low-cost service delivery.					

No	Related questions	Strongly disagree	Disagree	Neither of them	Agree	Strongly agree
		1	2	3	4	5
Market culture type is meant that an unambiguous objective and a dynamic policy guide to organizational effectiveness.						
1	Our organization could be a result-oriented place of work.					
2	Our organizations' chairman could be a hard-driving creator.					
3	The management method is described by the security of employees.					
4	The glue that holds the commission together is an emphasis on goal accomplishment.					
5	The long-term focus of the commission is on competitive actions.					
6	Organization Success is laid out in terms of effectiveness.					

Section three: Employee Motivation related question

No	Related questions	Strongly disagree	Disagree	Neither of them	Agree	Strongly agree
		1	2	3	4	5
1	I am willing in attending the commission's work for the significance of my organizations.					
2	Sharing my perspective on commission policies with subordinates is nice to me.					
3	Seeing an employee benefits from the commission gives me a great pleasure.					
4	I think my public service is my civic duty.					
5	A Significant service is very critical to me.					
6	I prefer commission's officials do for the whole community.					
7	It is painful for me to see individuals in hardship.					
8	I am usually recalled by day to day incident how we are reliant on one another.					
9	I believe favorable to the miserable people who are disadvantaged.					
10	I am ready to make a huge offering for the good of the organization.					
11	I trust in placing task before myself.					
12	Creating distinction with the organization means more to me than private success.					