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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

**THE MEDIATING EFFECT OF LEADER'S PERSONALITY TRAITS ON THE RELATIONSHIP
BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE: EVIDENCE FROM
ETHIOPIAN MINISTRY OF INDUSTRY**

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MANAGEMENT (MSC)

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STATEMENT OF DECLARATION

I hereby declare that this study, entitled “The mediating effect of leaders' personality traits on the relationship between organizational culture and employee performance: Evidence from the Ethiopian Ministry of Industry” I confirmed that it had not been presented for a degree of award by any university. I did this work independently, and I have acknowledged all the relevant articles that I have used for this study.

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Approval Sheet

THE MEDIATING EFFECT OF LEADER'S PERSONALITY TRAITS ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE: EVIDENCE FROM ETHIOPIAN MINISTRY OF INDUSTRY

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List of Abbreviations

MOI	Ministry of Industry
OC	Organizational Culture
LPT	Leaders personality Traits
EP	Employee Performance
OCI	Organization culture Involvement
OCC	Organization Culture Consistency
OCA	Organization Culture Adaptability
OCM	Organization Culture Mission
SPSS	Statistical Package for Social science
CFA	Confirmatory Factor Analysis
SEM	Structural Equation Modeling
AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted

Abstract

The purpose of the study is to investigate the mediating role of leaders' personality traits on the relationship between organizational culture and employee performance. To conduct this study, 161 survey questionnaires were prepared and distributed to 161 employees and leaders, and 161, that is, 100 percent, were filled out and returned. To gather relevant data, a five-option Likert's scale survey questionnaire' was developed and used. The collected data are analyzed by a descriptive, explanatory, and cross-sectional design with a quantitative research approach using SPSS 25 and Amos 23 software. SEM is used to test the relationship between organization culture and employee performance and leaders personality traits. Test reliability by using Crohan alpha, and to meet the accepted threshold values, the discriminant and convergent validity, composite reliability, and AVE check. The findings of this study indicated that in the four Denison organizational culture models, the involvement attribute, practices in MOI, was low, and the other attribute consistency, adaptability and mission, leader personality traits, and employee performance, had a moderate level of practices. The SEM results revealed that organization culture has a significant positive direct and indirect relationship with employee job performance, as well as a significant positive direct relationship with leader personality traits and leader personality traits with job performance. And also, the model shows that leaders' personality traits partially mediate the relationship between organizational culture and employee performance. Therefore, MOI should focus on raising and developing the good personalities of leaders that have a great impact on employees' motivation and high performance and on creating and fostering a positive and strong organizational culture.

Key Words: Employee Performance, Organizational culture, Leaders' personality Traits

CHAPTER ONE

INTRODUCTION

1. Introduction

The purpose of this study is to investigate how the personality traits of leaders affect the relationship between employee performance and organizational culture at Ethiopia's Ministry of Industry. The study's background, a brief summary of the problems, its general as well as specific objectives, significance, scope, limitations, hypotheses, and research questions are all covered in this chapter. It also concludes with the organization of the research paper.

1.1 Background of the Study

Organizational culture denotes a wide range of social phenomena which help to define an organization's character and norms, including an organization's customary dress, language, behavior, beliefs, values, assumptions, symbols of status and authority, myths, ceremonies and rituals, and modes of deference and subversion"(Ott 1989; Schein 1990; Davies, Nutley, and Mannion 2000 as cited by Scott et al., 2003).

As described by Oznur and Ozturk(2020)every organization has its own culture and a distinct operating style, (Odour,2018), comprising either written or unwritten rules, values, or beliefs. Every other organization uses that organization's uniqueness as a point of distinction. The way an organization operates in relation to its assumptions, values, and beliefs. According to Ernawan (2016 cited by Indiyati et al., 2021) Organizational culture grows as essential principles are created and maintained by employees and are recognized as crucial for new recruits. These values serve as standards for all members within the organization and are considered a distinguishing feature that sets it apart from other organizations. According to Schein (2004) Organizational culture is a feature of the basic beliefs a group adapts to successfully handle group issues via both internal integration and external adaptation. Organizational culture is a set of beliefs and symbols that all members of an organization acknowledge and uphold (Pawirosumarto et al.,2017). Organizational culture establishes a shared understanding and provides a framework for decision making and actions. This is similar to Agwu(2014) who defined "organizational culture influence the way employee think, feel and behave in the workplace by set shared values, beliefs and norms".Nazir and Zamir(2015) found that organizational culture is a combination of expectations of the

organization, experiences, philosophy, and values. Organizational culture brings together individuals who have different points of view, beliefs, and values around a shared goal, and thus helps the organization attain its goals (Oznur & Ozturk 2020). Organizational culture is a smooth method of instrument that can be applied a company approach to ding business and to guide decision made by the organization in the area of the development of leadership, employee development and training and other the organization policies and procedures (Wahyuningsih et al., 2019). In any organization, culture plays a significant role in shaping the behavior, attitudes, and performance of employees. Stewart (2010) said that norms and values of organizational culture highly affect those who are directly or indirectly involved with the organization. “A key role for organizational culture is to differentiate the organization from others and provide a sense of identity for its members” (Priyadharsan & Nithiya, 2020). Organizational culture can be a powerful force if the culture is consistent with the organization's strategy which is a powerful driver for the implementation of that strategy (Mardikaningsih, 2012).

Despite the vital resource that organization acquires, employees are considered as the most valuable assets, without their greatest involvement, the goals and objectives of the organization could not have been accomplished. The efficiency and effectiveness of organization employees have a major effect on its success and sustainability (Bekele, 2021). Performance refers to showing the employee's ability to perform; it also shows how many tasks he has done without mistakes, how effective the tasks are, and the ability to solve the problems and challenges encountered in his daily work. Several things are influence performance of employees. According to Farooq and Khan (2011) training and feedback affect employee performance by bringing sharpness to the quality of processes performed by employees who have weak performance and do not have hindrances to their effectiveness. Awadh and Saad(2013) stated that A strong organizational culture has a strong impact on job performance because it enables effective and efficient management of work force employees and leads to enhanced productivity. Asim provides some factors that affect employee performance including:

Lack of proper equipment and skills, high work load, inadequate clerical hold, non-attendance of key human resources, insufficient routine of managers, undecided objectives or performance standards, deficient statements within the organization, pressure from

coworkers to make limited presentations, and lack of ability to get things done more.(Asim,2013:777)

In addition, training, development and motivation have a great influence on employee performance. Training and development affect the performance of employees by helping them become more efficient, productive, satisfied, motivated, and innovative in the workplace (Elnaga & Imran, 2013). According to Aktaret al.(2012) working conditions, worker and employer relationship, job security, and company's overall policies and procedures for rewarding employees are affect employee performance.“Good communication is a necessary tool in achieving high quality of performance and maintaining strong working relationships within the organization”(Hee et al., 2019).A healthy organization culture encourages open communication and feedback. Employees feel comfortable sharing their thoughts, ideas, and concerns, and receive timely feedback on their performance(Robbins & Judge, 2013).

Since each employee is different in terms of thinking, skills, knowledge, and personality, there may be many different factors that affect their performance. Along with strengthening an inclusive culture where employees express their opinions freely, know their roles, and participate well in their own work, strengthening interpersonal relationships, and making employees feel a sense of belonging, effective leadership plays an important role in employee performance.

Successful leaders have an impact, on employee performance by motivating, assisting, encouraging and supporting their workforce. They lead by example provide guidance and create a work environment that fosters performance. Leaders play a role in shaping workplace culture inspiring their teams and influencing employee engagement and productivity (Suhail, 2021).

Research conducted by Blair C.A., Palmieri R.E., and Paz-Aparicio C. (2018)suggests that personality traits such as the Big 5 characteristics and narcissism can predict engagement behaviors observed during leader development programs. According to Judge and Zapata (2015) the five personality traits are valid predictors of employee performance. Yeh et al. (2016) stated that leaders who have high conscientiousness, high extraversion, high agreeableness, high openness, and low neuroticism are significantly related to high performance. In order to attain success and cultivate a team it is important for executives to be diligent and emotionally resilient (Barrick et al.,2001).Consequently, these traits reflect in the organizational culture and subsequently impact employee performance. The main objective of MOI is to achieve the

country's industrialization-led economy. In addition to the employees who take the biggest part in achieving this objective, a good organization culture and an effective and exemplary leader play an important role. Understanding the factors that contribute to the performance of its employees would allow the ministry to create an optimal working environment that enhances motivation, job satisfaction. Therefore, it is important to know whether organizational culture and leaders' personalities have a positive or negative effect on employee performance.

1.2 Statement of the Problem

Organizational culture and leadership personality traits play a key role in enhancing employee performance. Strong organizational culture significantly impacts job performance, productivity, and workforce management (Awadha & Saad, 2013). Ferine et al. (2021) in their study have concluded that organizational culture has a significant positive influence on employees' work performance, whereas, (Harwiki, 2016) found no significant relationships between organizational culture and job performance. Pawirosumarto et al. (2016) expressed that organizational culture does not significantly and positively influence the employee performance. Daniel and Purwanti (2015) found that the direct effect of organizational culture to job performance is negative and not significant. Oznur and Ozturk (2020) examined the “impact of organizational culture and leadership style on employee performance on banking industry”. The study found that the market type and hierarchy type of organizational culture increase employee performance. The finding implies if the organization's activities are in line with the rules, procedures, and policies, if a common goal is shared with the employees, employees will compete against performance standards, and if performance based rewards are applied, and they will perform better. Soedarto and Sunarsono (2017) found that organizational culture affected job performance negatively. Organizational culture, according to Fattah (2017) is an unseen force that can influence the thoughts, feelings, actions, and performance of people who work in an organization. However, according to his research findings, there is no direct effect of organizational culture on performance.

In Afghanistan's telecommunications sector, the influence of organizational culture on employee performance revealed the existences of relationships as well as the role of organizational culture in overall performance (Mohsen et al., 2020). However, the extent of this impact varies depending on other organizational culture factors such as managing change, cultural strength, and a coordinated team, customer service and goal achievement except for managing change, all

factors of organizational culture positively influence employee performance and are statistically significant, according to the findings.

Leaders either positively or negatively influence their employees in different ways in their daily relationships with them. Not only the way they communicate with their employees, the advice and directions they give to their employees, but also their personalities and the way they understand their employees' feelings. Leaders always take the initiative to encourage their employees to follow in their footsteps and create motivation and good relationships in the workplace for better performance. As described by Suhil (2020) leaders with strong emotional intelligence create an inclusive work environment for their employees to express and share their ideas easily and comfortably. Also, a leader who is always ready and open to new ideas builds a flexible corporate culture in the organization and inspires employees to always strive to do better, even in unfavorable situations. According to Barrick et al. (2001) leaders who have a conscientious personality are goal-oriented, disciplined, and critical for job performance results.

Cultures shape individuals' self-concepts, values, attitudes, and behavioral tendencies, influencing their personality development by internalizing and adapting to the cultural framework they belong to (Triandis & Suh 2002). Barrick, M. R., Mount, M. K., & Judge, T. A. (2001) have explored how individual traits such as openness, conscientiousness, and extraversion interact with organizational culture to shape employee behavior and outcomes. Organizational culture plays a significant role in shaping the behaviors, decision-making processes, and personality traits of leaders within an organization. Understanding how organizational culture influences leaders' personality traits is essential for enhancing leadership effectiveness and promoting alignment with organizational goals and values. Organizational culture encompasses the shared values, beliefs, and norms that define the work environment and guide individual behaviors. For leaders, the organizational culture serves as a context within which their personality traits interact and evolve. Schein (2004) emphasized the symbiotic relationship between leaders and organizational culture, highlighting how leaders both shape and are shaped by the cultural context in which they operate. This reciprocal influence contributes to the development and expression of leaders' personality traits. Denison (1990) conducted a longitudinal study examining the impact of organizational culture on leadership behaviors and personality traits. The research revealed that leaders who exhibited a strong fit with the organizational culture demonstrated higher levels of job satisfaction and performance, indicating

a positive relationship between culture and leadership traits. Hofstede (2001) explored the cultural dimensions that influence leadership behaviors across different national cultures. The study revealed how leaders' personality traits adapt to and reflect the cultural values and norms of their respective organizations, highlighting the importance of cultural congruence for effective leadership. Alvesson and Sveningsson (2015) discussed the practical implications of organizational culture on leadership development, emphasizing the role of culture in reinforcing or challenging leaders' existing personality traits. Organizations can leverage their cultural dynamics to promote desired leadership qualities and foster a culture of innovation and collaboration. Organizational culture serves as a learning environment that shapes leaders' behaviors and personality traits through exposure to norms, values, and social interactions within the culture. Studies by Schein (2010) and Alvesson (2016) illustrate how leaders assimilate cultural values and norms, adapting their personality traits to fit the cultural expectations over time. The relationship between organizational culture and leaders' personality traits is reciprocal, with leaders influencing and being influenced by the culture in a continuous process of adaptation. Studies by Schneider et al. (2013) and Hofstede (2001) emphasize the dynamic nature of culture-personality interactions, highlighting how leaders actively shape and are shaped by the organizational culture they operate within.

The previous studies mainly focused on investigating whether organizational culture or leaders personality traits impact employee performance separately rather than studying them simultaneously. Thus, this study fills the gap by combining the effects of organizational culture and leaders personality traits on employee performance in the public sector. In addition, the majority of the existing research on the impact of organizational culture on employee performance shows different results; some show positive relationships, while others find a negative relationship, and others do not show any relationship.

1.3 Research Question

- ✚ Does organizational culture have an influence on employee performance at Ethiopian Ministry of Industry?
- ✚ Does Organizational Culture have an influence on leaders' personality traits at Ethiopian Ministry of Industry?
- ✚ Does leaders' personality trait have an influence on employee performance at Ethiopian Ministry of Industry?

4. Does leaders' personality traits mediate between organizational culture and employee performance at the Ethiopian Ministry of Industry?

1.4 Research Objectives

1.4.1. General Objective

The general objective of the study is to investigate the mediating role of leader's personality traits on the relationship between organizational culture and employee performance in the Ethiopian Ministry of Industry.

1.4.2 Specific Objectives

- ✚ To explore the effect of organizational culture on the performance of employee.
- ✚ To examine the effect of organizational culture on the personality traits of leaders'
- ✚ To examine the effect of leaders' personality traits on the performance of employee.
- ✚ To investigate whether leader's personality traits play a mediation role between organizational culture and employee performance.

1.5 Hypothesis

H1: There is a positive and significant relationship between organizational culture and employee performance.

H2: There is a positive and significant relationship between organizational culture and leaders' personality traits.

H3: There is a positive and significant relationship between leaders' personality traits and employee performance.

H4: Leaders' personality trait significantly mediates the relationship between organizational culture and employee performance.

1.6 Scope of the Study

The aim of the study is to create an understanding of how organization culture and leaders' personality traits affect employee performance, mainly focused on the Ethiopian Ministry of Industry. The target population of the study is the core and supportive sector of employees and leaders of MOI.

1.7 Limitation of the study

The main limitation of this study is that focused on one organization, the findings and recommendations may not be applicable to other organizations. Measurement challenges assessing organizational culture, employee performance, and a leader's personality traits can be complex and rely on subjective measures. Relying on self-reported data or using different measurement tools may introduce biases or limitations to the study's results. The other limitation was that the study only utilized a cross-sectional quantitative research design, which may limit its ability to capture changes and trends over time. Additionally, the lack of a mixed method approach means that the study may not have fully explored the depth and complexity of the research.

1.8 Significance of the study

This study has some significance. The first is that it helps to understand how organizational culture affects employee performance. It allows knowing which organizational culture is more applicable in the minister's office and which culture needs to be developed. In particular, it will create an opportunity to identify and develop the culture that has a positive impact on the performance of the employees and to correct the negative impact. Similarly, with the personalities of the leaders, the study shows a way to develop in order to create leaders with a good personality.

1.9 Organization of the study

This study is divided into five chapters. The first chapter introduces the study's background, a brief summary of the problems, their general as well as specific objectives, significance, scope, limitations, hypotheses, and research questions. Chapter two consists of theoretical and empirical literature, as well as a conceptual framework and a literature gap. Chapter three discusses the methodology of the research, the data collection method, and the method of data analysis. The fourth and fifth chapters presented the result, discussion, summary, conclusion, and recommendations of the study.

CHAPTER TWO

LITRATURE REVIEW

2. Introduction

This chapter includes organization culture theories, dimensions, and personality trait types in a theoretical literature review and the effect of organization culture and leaders' personality traits on employees in an empirical literature review. It also presents a research gap and conceptual framework.

2.1 Theoretical Literature Review

2.1.1 Concept of Culture

Express itself by visible forms of representation like actions, symbol and words, culture it's a shared knowledge that shape members of the communities behavior (Van Maanen, John 1988), it is a common ideology, belief, norm, and ritual that is shared and experienced by a member in the way they respond when they face challenges and problems. These reactions are visible entities, such as acts, through which members express and communicate the substance of their culture (Janice Beyer and Harrison Trice 1993). Among continues civilization change and developing it is the basis for resolving conflicts, customs, actions and behaviors that are expected to be displayed or implemented by members of the community and supported by formal and informal guidelines and rules (Schein, 2010).

2.1.2 Organizational Culture

Different authors define culture in different ways at different times. Some of the definitions are here. According to Schein (2010), culture is continuously changed by experience, internal and external influence, and interaction with others. It is also shaped by leadership's behavior, actions, decisions, and norms of formal and informal rules, regulations, and procedures that give direction and manage behavior.

Nazir and Zamir (2015) also define organization culture as the combination of people's workplace behavior, norms, experiences, guidelines, principles, and procedures and the organization's identity, like values, that they are expected to reflect. And also giving and providing a set of standards and expectations for quality of product, a strong work ethic, especially the proper use of time, prioritizing safety in the workplace, and fulfilling social responsibility duties such as protecting the environment.

Tedla (2016) stated that organizational culture is the way that managers and employees solve problems in the organization. The pervasiveness of an organizational culture requires that management recognize its underpinning dimensions and its impact on employee-related variables, such as job satisfaction, organizational commitment, and performance. Organizational culture proposed employees the way things should be done (Putriana et al., 2015). According to Martins and Terblanche (2003) "culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioral set of standards". Denison et al. (2012) defined organizational culture as "underlying values, protocols, beliefs, and assumptions which are well-rooted in the structure of the organizations held by organizational members that demonstrate and strengthen those basic principles". Serpa (2016) mentioned that "organizational culture as a shared way of being, thinking and acting in a collective and coordinated people with reciprocal expectations". According to Robbins and Judge (2013) organizational cultures are created in three ways. Firstly, founders hire and retain only workers who share their beliefs and values. Second, they socialize and indoctrinate these employees to their way of thinking and feeling. Finally, the behavior of the founders helps employees to identify with them and internalize their beliefs, values, and assumptions. When the company succeeds, the founders' personalities get ingrained in the culture. Employees learn culture through stories, rituals, repetitive activities, material symbols, and conveying values, goals, people, egalitarianism, and appropriate behavior. These methods anchor the present in the past and legitimize current practices.

2.1.3 Dominant and Subculture

Hofmann and Jones (2005) dominant culture refers to the cultural beliefs, values, and practices that are held by the majority group in a society. These beliefs and practices are often reinforced

by institutions such as the government, education system, and media. Schein(1995) on the other hand, subculture is the different work units, departments in an organization that express themselves according to their work characteristics and differentiate themselves from others by value, norm, or belief and their specific objectives and purpose, tend to develop in large organizations to reflect common problems or experiences members face in the same department or location it is developing either familiarity or similarity (Robbins & Judge, 2013).Familiarity subcultures developed by employees due to their daily activities, usually in a specific office, when they share work equipment and canteen. In contrast, similarity subcultures developed by employees shared the same profession, gender,ethics,job, regional, and national identity.

2.1.4. Strong versus Weak culture

A strong culture is the core values, beliefs, and norms of the organization that are deeply ingrained and intensely held by its employees. It creates a greater commitment among the organization's members and influences their behavior, Robbins and Judge (2013),informs the members of the organization about the behaviors that they expect to exhibit or what they want them to perform. According to Deal and Kennedy (1982),the beliefs and values of organization were considered strong when employee embraces greater part of culture. In the contrary, (Ashipaoloye,2014)when the organization has a weak culture its belief, values and norms are not widely shared and strongly accepted by its members. According to Onyango (2014) weak cultures are typically connected with autocratic supervisors, whereas strong cultures are the result of collaboration, which occurs when people share particular views and value systems with significant others.

2.1.5 Characteristics of Organizational Culture

Robbins and Judge (2013), define an organization culture as having seven characteristics: “innovation, risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability”. These characteristics encourage employees to take risks, exhibit precision, analyze, and focus on outcomes rather than techniques. Management decisions consider the impact of outcomes on people, and work activities are organized around teams.

2.2 Dimensions of Organizational Culture

2.2.1 Schein Edgar Organizational Culture Dimension

Schein (2010), analyzed organizational culture at different levels; as mentioned by him, level is the degree to which cultural phenomena are visible to the observer. He defined this level as highly visible and palpable overt expressions of the deeply buried, unconscious, basic assumptions of the essence of culture. According to Schein (2010), basic assumptions are unconscious beliefs and values that determine group members' behavior, perception, thought, and feeling. Hatch and Cunliffe (2013) stated that basic assumptions are forms the core of a culture. This core manifests as values and behavioral norms that cultural members recognize, respond to, and maintain as they use them to make choices and take action. The next level stated that by Schein is value and beliefs, may only reflect rationalizations or aspiration. According to Hatch and Cunliffe (2013) values are the social principles, goals, and standards that cultural members believe having intrinsic worth. They define what the members of a culture care about most and are revealed by their priorities. Because they also guide cultural members in their assessments of right and wrong, a culture's values are sometimes equated with its morality or ethical code.

According to Schien(2010),the Artifacts level of culture is both easy to observe and very difficult to decipher. Schien stated that:

At the surface is the level of artifacts, which includes all the phenomena that one sees, hears, and feels when one encounters a new group with an unfamiliar culture. Artifacts include the visible products of the group, such as the architecture of its physical environment; its language; its technology and products; its artistic creations; its style, as embodied in clothing, manners of address, emotional displays, and myths and stories told about the organization; its published lists of values; its observable rituals and ceremonies.(Schien,2010:23)

2.2.2. Hofstede Organizational Culture Dimension

Hofstede studied people who worked for IBM in more than 50 countries. In the beginning he has identified four dimensions that could distinguish one culture from another. Later, he added two cultural dimensions.

“Power distance is a concept that describes the degree to which people in a culture accept unequal distribution of power and wealth”. In a high-power distance organization, it has a high hierarchical level; the organization does not delegate individual employees for work and is always dependent on their superiors; the organization follows centralization rather than decentralization; decisions are always made by the top leaders; practice supervision; and set rules and regulations rather than leading by example. In low-power distance organizations, every employee has the authority to make their own responsible decisions. At every level, the employee has the right to express his own ideas and to make decisions. Equal participation and involvement of the employee are always encouraged in the organization; there is equality and opportunity.

“Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after him- or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people’s lifetime continue to protect them in exchange for unquestioning loyalty”. In an individualist organization, employees relate their goals, interests, and needs with the goals of the organization. The organization hires and promotes employees only based on their knowledge, skills, and abilities and the relationship between the employee and the employer will only be based on the professional and employer-employee relationship law and employees encourages to share their honest feelings, have open communication, and freely express their thoughts, concerns, and emotions. In collectivist organization, the employer-employee relationship is not based on rules and laws; it is a family relationship. Whether they get promotion or employment, they should only be members of that group, not their knowledge.

In a masculinity organization, incentives are given to employees based on their contribution to the achievement of the organization's goals. It prioritizes work over personal interests. In this organization, the culture of conflict resolution is not one that focuses on the two sides, but the one who has the power will always be the winner. In a feminist organization, respect all employees’ opinions, value ideas, and use common consensus for decision-making. When conflict arises, the organization uses a compromise conflict resolution system. People prioritize their personal family; they prefer work-life balance.

“Uncertainty avoidance is the degree to which people prefer structured over unstructured situations. High uncertainty avoidance cultures have increased anxiety about uncertainty and ambiguity, while low uncertainty avoidance cultures are more accepting of ambiguity, less rule-oriented, take more risks, and more readily accept change”.

In a strong uncertainty avoidance organization, employees feel comfortable staying for a long period of time in the organization and are loyal to their employer. Employees need clear emotional direction, guidance, structural organization, value time, and use their time effectively. They are always focused on achieving their goals; they use their maximum effort; they are focused on short-term objectives. They are not risk-takers or innovative. In a weak uncertainty avoidance organization, the organization focuses on achieving the goal rather than setting rules and regulations. In this organization, employees freely do what they feel is right, encourage generalists who are problem solvers by common sense, and top managers are focused on strategy rather than daily work, encourage risk-taking, and encourage innovators.

In a long-term orientation organization, they have main values like flexibility, a willingness to change, encouraging continuous learning they are prioritize their employee personal development, accountability, discipline, and focusing on establishing and improving their competitiveness for long term financial success. In this organization, employees and owners purposes and objectives are aligned, and they are focused on equality. On the other hand, in short-term orientation, organizations value personal achievement and freedom, are focused on short-term financial success, and have no common goal between managers and employees.

Indulgence organization employees prioritize their personal happiness, are creative and innovative, and do not follow rules and regulations. In a restrained organization, employees are not risk-takers, they are not ready for new ideas, and they are against rules and regulations.

2.2.3 Robert A Cooke Organizational culture Dimension

Robert A Cooke, divided organization’s culture is into three different categories (Robert and Denise, 1988).

1 Constructive organization encourages open communication collaboration, coordination and positive interaction between employees. In constructive culture it has three features.

Achievement culture: organizations encourage their employees to set their personal goals. A self-actualizing organization values innovation, personal development, quality, and the achievement of goals. Encouragement or a humanistic, helpful culture Organizational owners and managers have good relationships with their employees. Make employees feel valued; they are not only concerned about their work being done but also value and support their employees. Affiliative culture members support each other and exchange ideas. Organizations encourage their employees to develop strong relationships with each other, to be friendly, and to appreciate teamwork and cooperation.

2 Passive Culture Employees want a guarantee to stay in an organization; for this, they support their bosses' ideas, whether they are right or not. Employees in this organization lack initiative; they do not do any work on their own initiative; and they always wait for the orders of their superiors.

Approval culture, employees are accepted and practice ideas of other instead of reflecting their own ideas. Especially if the idea comes from their superiors, they try to please them even if they are not right. Conventional culture organizations are likely bureaucratic, they are not flexible, they resist change, employees expect respect for rules and regulations, and they do not encourage innovation and creativity. Dependent culture organization practice centralization does not encourage participation; their members' ideas are not acceptable. They prioritize the needs of the members over their own. They are dependent on each other. The avoidance culture of organizations does not encourage reward for better performance; there is no recognition; and employees are not punished for their mistakes.

3 Aggressive culture organizations encourage competitiveness between employees. In this type of organization, instead of teamwork and cooperation, they prefer personal achievement.

Opposition culture Employees do not support or agree with the organization's culture and operating guidelines. Different opinions will be reflected and they will have different views. Power culture organization centralized hierarchy or structure is implemented, and decisions are often made by a few or one individual and are not participatory. Perfectionist or competence culture: organizations value hard-working, skilled, and knowledgeable employees. They are expected to be error-free and competent. Competitive culture It encourages a sense of

competition and winning among employees. Organizations that follow such a culture give values for individual success rather than teamwork.

2.2.4 Harrison and Handy cultural dimension

Harrison and Handy classified organizational culture as power culture, role culture, task culture and individual culture (Harrison & Handy, 1992).

Power culture organization A few individuals dominate all organizational power. The decisions that are made in the organization by few individuals. The voice and decisions of the majority of employees are neither heard nor accepted. Employees do not have the right to express their opinions freely. Role Culture Positions and duties in an organization are given to the employees based on the employees' profession and career. This makes employees feel responsible for doing the work they are given. Task Culture organizations organize people with the same knowledge, skills, and interests in one group to solve specific projects and problems. Person culture people prioritize the achievement of their own goals rather than the achievement of the organization's mission.

2.2.5. Shalom Schwartz Organizational Culture Dimension

Shalom Schwartz an Israeli sociologist identifies seven cultural values in three pairs. In embeddedness cultures, organization employees align their personal goals and objectives with organizational values, goals, and missions. In an autonomy culture, employees have freedom, decide what they feel is right, and are independent.

Affective Autonomy organizations focus on creating a positive work environment for their employees to improve their performance and productivity and achieve their goals. They value the happiness and emotional well-being of their employees. Intellectual Autonomy organizations encourage their employees to be innovators and risk-takers.

Mastery culture organization values continuous learning and development. It focuses on and supports the development of the knowledge and skills of the employees. In harmony culture, organizations focus on creating a positive work environment by increasing cooperation and interaction among employees. Organizations value teamwork, unity, and unity.

2.2.7 Wallach Organizational Culture Dimension

Another classification is the organizational model created by Wallach (1983). In this model, Wallach discussed organizational culture in three sub-dimensions as innovative, bureaucratic and supportive culture.

Bureaucratic culture: Bureaucratic culture is defined by a hierarchical structure and formality, with an emphasis on control and authority. The rational and legal underpinnings of this culture make it difficult to attract and retain creative and ambitious individuals (Wallach, 1983).

Supportive culture: Employees benefit from a supportive culture because it promotes peaceful, dependable, and collaborative work environments that emphasize interpersonal relationships, mutual trust, encouragement, and cooperation. It is distinguished by a welcoming environment, harmony dimensions, all of which contribute to a helpful and friendly work environment (Wallach, 1983).

Innovative Culture: They give employees the freedom to come up with new ideas. Encourage and reward their employees to be innovative, risk-takers, and challengers; they are encouraged to learn from failure (Wallach, 1983).

2.2.8. Deal and Kennedy Organizational Culture Dimension

Tough-Guy Macho Culture, organizations prefer individualism over teamwork and cooperation; they do not appreciate collaboration. They are more focused on achievement and taking risks. **The Work Hard/Play Hard Culture** has a high level of social interaction, it has balanced work-life, and employees are expected to be effective in their work. Besides, they will have a happy and relaxed life in their personal lives. **Bet your Company Culture** involves high-risk decisions with uncertain results, often involving development or exploration projects, causing employees to wait years before determining the benefits of their actions. **Process culture** is characterized by organizations that focus on the process rather than the achievement.

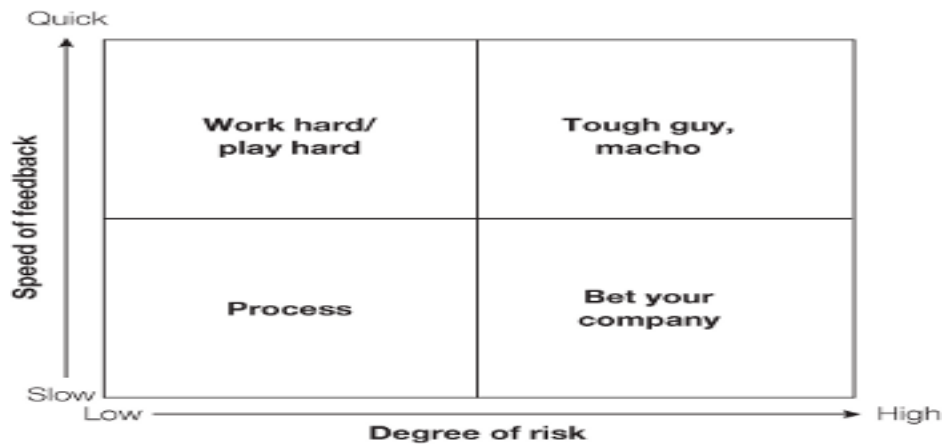


Figure 2.2 Deal and Kennedy Organizational culture Dimension

Source Deal and Kennedy (1982)

2.2.9. Denison Organizational Culture Dimension

The Denison Organizational Culture Model is a framework for measuring four essential cultural and leadership traits: mission, involvement, adaptability, and consistency. The Denison cultural dimension is behavioral in nature; it was designed and developed within the context of a corporation. It explores business-level challenges using business terminology. It is related to bottom-line business results, is quick and simple to execute, and is relevant at all organizational levels.

Daniel Denison created the model based on over 25 years of corporate culture research, and it provides a diagnostic technique for gauging the effectiveness of organizational culture. The model is made up of four components, each of which has three indices, for a total of 12 indices. The model's four components are as follows:

Mission: This component assesses how well the organization understands its business direction and goal. Indicators such as strategic direction and aim, goals and objectives, and vision are included. A mission defines a meaningful long-term direction for an organization, providing purpose, meaning, and external goals. It shapes behavior and envisions a desired future state, contributing to both short and long-term commitment. Internalizing and identifying with the mission increases success for individuals and organizations. The mission trait has three indices:-

1. Strategic Intent and Direction - apparent strategic intents communicate the organization's mission and make it apparent how everyone can contribute and "make their mark" in the industry.
2. Goals and objectives can be linked to the mission, vision, and strategy to provide everyone with a clear direction in their work.
3. Vision - The organization has a common understanding of a desired future condition. It expresses basic principles and captures people's hearts and minds while offering guidance and direction.

Involvement: This component assesses how involved employees are in the organization and how much ownership they feel. Highly involved organizational cultures encourage employee involvement, ownership, and responsibility through informal, voluntary control systems, fostering commitment, autonomy, and improved decision-making through input from members. The involvement trait has three indices: -

1. Empowerment- Individuals who are empowered have the authority, initiative, and ability to handle their own work. This fosters a sense of belonging and accountability to the organization.
2. Team Orientation - A premium is placed on cooperating toward common goals for which all employees feel mutually accountable. To complete tasks, the organization relies on teamwork.
3. Capability Development - In order to remain competitive and satisfy ongoing business needs, the firm invests continuously in the development of employees' skills.

Adaptability: This component assesses the organization's ability to adjust to changing conditions and innovate. It contains indexes like change management, customer focus, and organizational learning. Adaptability is the ability of an organization to translate external and internal signals into internal behavioral changes, increasing its chances of survival, growth, and development. Successful organizations focus on customers and competitors, respond to internal customers, and restructure behaviors and processes to adapt effectively. The adaptability trait has three indices:-

1. Creating Change - The Company is capable of developing adaptive methods to meet changing needs. It can read the corporate environment, react rapidly to existing trends, and forecast future changes.

2. Customer Focus - The firm knows and responds to their customers' needs, as well as anticipates their future requirements. It displays the extent to which the organization is motivated by a desire to please their customers.

3. Organizational Learning - The company receives, translates, and interprets environmental signals to create possibilities for stimulating innovation, learning, and expanding capabilities.

Consistency: The degree to which the organization has shared beliefs, systems, and processes that support the execution of the business mission and goals is measured by this component. Consistency is essential for organizational integration, coordination, and control. It fosters a strong culture with committed employees, key values, and a distinct business method. Implicit control systems based on internalized values are more effective than external-control systems, enabling individuals to react predictably to unpredictable environments. The consistency trait has three indices:-

1. Coordination and Integration - The organization's many activities and units can effectively collaborate to achieve common goals. Organizational barriers do not prevent tasks from being completed.

2. Agreement - The organization can obtain consensus on crucial topics. This encompasses both the underlying level of agreement and the ability to resolve disagreements when they arise.

3. Core Values - Members of the organization share a set of values which create a sense of identity and a clear set of expectations.



Figure 2.3 Denison's cultural Model

Source: Denison's cultural Model (Dennison, 1990, p632)

2.3 Personality

“Personality is the dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations. It can also be thought of as a psychological construct complex abstraction that encompasses the person's unique genetic background and learning history and the ways in which these factors influence his or her responses to various environments or situation” (Ryckman, 2012).

How a person interacts with other people, how he handles conflict, the way he resolves challenges and problems, and his decision-making show his personality (Robbins and Judge 2013), its relates to what we naturally tend to do(Parks &Guay,2009).According to Colquitt, Lepin, and Wesson(2013) personality refers to “the structures and propensities inside people that explain their characteristic patterns of thought, emotion, and behavior”.

2.3.1 Big five personality traits

Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors. Personality traits imply consistency and stability. Traits are “enduring characteristics that describe an individual's behavior. Big Five Model is a personality assessment model that taps

five basic dimensions”(Robbins & Judge 2013).The five-factor model of traits adds a useful set of individual differences.

Extraversion, neuroticism, agreeableness, conscientiousness, and openness are key determinants of behavior. Each trait contains a wide range of related traits and tendencies, so it gives an accurate picture of what kind of personality a person has (Carver, 2020).Power and Pluess(2015) in their analysis identified that both personality traits are a heritable component. The dimensions comprising the five-factor model are Neuroticism, Extraversion, and Openness to Experience, Agreeableness, and Conscientiousness.

2.3.1.1 Neuroticism

Neuroticism is characterized by anxiety, compulsiveness, defensiveness, and thin-skinnedness (McCrae & Costa, 1987), resulting in poor emotional adjustment and negative affects like anxiety, insecurity, and hostility (Judge et al.,2002). Neurotic leaders often exhibit self-pity, touchy, and instability (McCrae & John, 1992), making them difficult to use managerial power effectively. They are indecisive and struggle to establish clear directions, expectations; or rewards for employees, minimizing consistency (Hofmann & Jones, 2005).Neuroticism affects people's handling of stressful situations, as it leads to differential exposure to stressors. Neurotic individuals are more likely to perceive daily situations as stressful, resulting in increased stress exposure (Colquitt et al., 2013).

2.3.1.2 Extraversion

It represents the tendency to be sociable, assertive, active, and to experience positive effects, such as energy and zeal (Judge et al.,2002).“The extraversion dimension captures our comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable”(Robbins and Judge (2013).Extraversion is characterized by assertiveness, dominance, sociability, gregariousness, and talkativeness, often affecting task-related issues. It is closely related to instrumental, task-related issues(McCrae and Costa, 1987). Extraverted leaders adopt a transformational leadership style, characterized by intellectual stimulation, visionary goal setting, risk-taking expectations, creativity, and norms that stimulate boldness and high energy(Hofmann & Jones, 2005).

2.3.1.3 Openness to Experience

People who are open to new experiences value intellectual matters, are interested in unusual thought processes, and are often seen as thoughtful and creative (McCrae and Costa, 1987). Openness includes a multiplicity of interests, receptivity to new ideas, flexibility of thought, inventiveness, and the tendency to develop idealistic ideas and goals. It refers to whether people accept new experiences, is interested in unusual thought processes, and possesses creative tendencies (McCrae and John, 1992), the disposition to be imaginative, nonconforming, unconventional, and autonomous. “Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the category are conventional and find comfort in the familiar”(Robbins & Judge, 2013).

2.3.1.4 Agreeableness

Agreeableness represents the degree to which someone shows personal warmth, a preference for cooperation over competition, and trust and acceptance of others (McCrae & Costa, 1987). Agreeableness is associated with altruism, friendliness and modesty, while low agreeableness includes antagonism, impression management and selfishness. It is the tendency to be trusting, compliant, caring, and gentle (Judge et al., 2002). “The agreeableness dimension refers to an individual’s propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting. People, who score low on agreeableness is cold, disagreeable, and antagonistic” (Robbins & Judge, 2013).

2.3.1.5 Conscientiousness

Conscientiousness reflects an achievement oriented, as seen by thoroughness, perseverance, dependability, accountability, and adherence to set regulations. Conscientious people prioritize success over interpersonal connections (McCrae & Costa, 1987). Conscientiousness is related with hard work, tenacity, and a sense of responsibility is made up of two interconnected aspects: achievement and reliability. Judge et al. (2002) The conscientiousness factor assesses dependability. A person who is highly conscientious is responsible, organized, dependable, and persistent. Those with poor scores in this dimension are easily distracted, disorganized, and untrustworthy (Judge & Robbins 2013). They most likely plan and direct necessary activities to achieve desired results (McCrae & John, 1992).

2.4 Employee performance

Performance refers to the overall productivity and effectiveness of the employee on the given task. It includes performing a given task of high quality, meeting deadlines, having the ability to work well with colleagues, and adhering to company policies and values. Effective job performance is necessary for both employee personal development and the achievement of organizational goals.

“Performance is the ability (both physical & psychological) to execute a specific task in a specific manner that can be measured as high, medium or low in scale” (Uddin et al., 2012). High-performing employees contribute to the achievement of the organizational goal by maintain high standards of quality and efficiency, while also experiencing personal growth and job satisfaction. On the other hand, poor job performance can lead to decreased productivity, missed targets, and negative impacts on team morale. Performance is a process that produces something, in this process the factors like physical, non-physical, moral and mental conditions, environment and place play an important role (Rosyaty, T., &Syukron, A. 2019).Employee performance is the effectiveness and qualification of a person or team to meet or accomplish company goals and targets (Al-Omari & Okasheh, 2017).Employee performance the evaluation of an employee's effectiveness in executing their job responsibilities and achieving desired outcomes. Each employee is unique, and different strategies may be required to enhance their performance. It's important to customize approaches based on individual strengths, weaknesses, and motivations.

2.5. Empirical Review

2.5.1 The relationship between Organizational Culture and Leader's personality Traits

Ugheoke (2019) conducted a research on “organizational culture and employee performance moderation effect of transformational leadership style”. The finding of this study shows that a transformational organizational culture can enhance the positive impact of leaders' personality traits on employee performance. O'Reilly III et al. (2023) investigate CEO personality as a cornerstone of organizational culture. Over a 5-year period from 2015 to 2019, they used 460 CEOs from 309 firms as a sample, and the results demonstrated that personality is strongly associated with organizational culture. The study revealed that CEO personality qualities, extraversion and agreeableness, have a significant positive impact on organizational cultures, while conscientiousness has more negative implications. Extraverted CEOs are associated with

agile, collaborative, results-oriented, and ethical cultures, while agreeable CEOs are more flexible, collaborative, and internally focused. Conscientious CEOs are less agile, less focused on execution, less innovative, and less results-driven. Higher levels of neuroticism are associated with less innovative cultures. Openness: CEOs prioritize consumer satisfaction over diversity, innovation, honesty, and respect.

Giberson et al.(2009)in a study of 32 small to medium-sized enterprises from ten different industries, 32 CEOs, and 467 employees. According to their findings, numerous of the CEOs' personality traits were significantly associated to certain cultural values. CEO agreeableness was associated positively to clan values and negatively to adhocracy and market values. Employees who perceived their firms' culture as defined by higher degrees of hierarchical values reported working for CEOs with lower levels of openness to experience. Extraversion and conscientiousness, two of the CEO personality traits, were not significantly connected to cultures emphasizing any of the four CVI ideals.

The study, which focused on 32 CEOs of high-tech firms, discovered that CEOs who are more open to experience are more likely to be associated with cultures that emphasize adaptability than CEOs who are less open to experience. CEOs that are more conscientious have more detail-oriented cultures than those who are less conscientious. CEOs who are less Agreeable (skeptical, competitive) are more likely to have results-oriented organizational cultures than those who are more agreeable (O'Reilly et al.,2014).

2.5.2. The relationship between Organizational Culture and Employee performance

Menaka, WHS and Chandrika, KAC(2015) studied experimental on the “impact of organizational culture on employee job performance in a large scale apparel company (BASL-Finishing)” by consisted 100 participants. According to the finding organizational culture such as involvement, consistency, adaptability and mission had a moderate impact on employee job performance. Ehtesham, Muhammad and Muhammad (2011) conduct a research on “Relationship between Organizational Culture and Performance Management Practices: A Case of University in Pakistan” their finding revealed that the Denison organizational cultural traits of involvement, consistency, adaptability and mission are positively and strongly associated with performance. Langat (2017) conduct on a research on “effect of organizational ownership and culture on employee performance among selected banks in Kenya” by used explanatory research

design on 403 employees drawn from 12 Commercial Banks in Kenya. The findings reveal that involvement and consistency culture has a positive significant effect on employee performance. Tesfaye (2020), used descriptive and inferential analysis to investigate The Impact of Organizational Culture on Employee Job Performance: The Case Wegagen Bank S.C(132 respondents). The study concluded that some aspects of company culture like outcome orientation and people orientation have a link with employee job performance. In contrast, there is no substantial association between employee work performance and the three aspects of creativity and risk-taking, attention to detail, and team orientation. The article demonstrated that the organizational culture properties studied have a significant favorable impact on employee performance. Bekele (2021), conducted an explanatory study on “the impact of organizational culture on employee job performance in non-governmental organizations, namely in Ethiopia's Agriteam Canada”. Organizational cultures were grouped into four areas in the study: organizational values, organizational climate, leadership styles, and work styles. The study's findings demonstrated that the four organizational cultures had an effect on employee performance.

Molla (2020), examines organizational culture in terms of teamwork, training and development, reward and recognition, and communication in his study on the Effect of Organizational Culture on Employee Performance at Addis Ababa University's Sadist Kilo Campus. By taking 345 sample responses, he tried to find out how organizational culture influences employee job performance. The study found that organizational culture has a significant impact on employee performance. Semu(2020), examined “the impact of organizational culture on employee job performance at the Ethiopian Customs Commission selected branch Office” found that strong organizational culture positively impacts job performance on 308 sample respondents. Cooperative task culture, commitment, and shared mission contribute to employee performance. Power culture, task culture, and mission statement also have a significant positive influence on job performance. However, the hero organizational culture variable has a negative statistical value, indicating a lack of respect, motivation, and celebration of top achievers. The symbols variable has a significant negative influence on job performance, indicating a need for proper physical environment for employees and customers. The service-oriented culture is negatively affected by unfair assignment, employee rotation, demotion, lack of continuous improvement, and inappropriate service layout. Service culture is the collective of inherited ideas, beliefs, values, and knowledge that form the shared basis of social action. Fikadu(2020) discovered that the three

organizational cultures of market, hierarchical, and adhocracy have a positive significant effect on employee performance. However, the clan organizational culture has a negative and significant impact on employee performance.

2.5.3. The relationship between leader's personality traits and Employee performance

According to Phan, Do, and Mai (2022), leaders who exhibit risk-taking, narcissism, the need for achievement, core self-evaluation extraversion, emotional stability, and openness to new approaches influence their employees by creating an innovative organizational culture, inspiring and motivating employees to share a common goal, achieve their goals, and stay focused. Anyim and Tuffour (2020) As they showed in their study, a leader's personality has a positive effect on employee performance, even though demographic factors such as age, gender, years of experience, level of education, and marital status control it. On the other hand, some demographic factors such as age and experience make a meaningful impact on the personality of the leader. Study by Ghani et al.(2016) examined “the relationship between the leader's Big Five personality traits and employee job performance in the public sector”. The study found that the leader's personality traits, particularly extraversion, agreeableness, and conscientiousness, were positively related to employee job performance. Similar to this openness to experience, have also been associated with improved employee performance (Kumari et al.,2022). “The leaders’ differences in personality made the employees to have high sense of belonging and competent at work thus improve their job performance” (Ghania et al.,2016).Mai, Do, and Phan(2022) conducted a research on the impact of leadership traits and organizational learning on business innovation. Their study finds that leaders with high core self-evaluation tend to have a positive self-image and are more likely to be confident, resilient, and effective in their leadership roles. “The extraverted leader is also excellent in communication skill and effectively communicates with the employee. Besides, with extraverted leader, the job performance of the employees are enhancing when they are motivated by status striving, as indicator of job satisfaction” (Barrick, et al., 2002). According to Ghania, Yunusb, and Bahry (2016) differences in personality, leadership style, attitudes, and other factors can affect leadership effectiveness.

2.6 Conceptual framework

Denison and Neale (2011) have developed a model that highlights four key organizational culture traits and a behaviorally-based, business-based tool that is designed to address business-

level issues, is linked to bottom-line results, is fast and easy to implement, and is applicable to all organizational levels. As can be seen in figure 2.4 below, the conceptual framework depicts the relationship between cultural traits and employee performance measures, which includes leaders' personality traits. The independent variables are involvement, consistency, adaptability, and mission traits of organizational culture, which are considered traits of organizational culture, and employee performance quality, quantity, timeliness, and creativity, which are taken as dependent variables. Leaders' personality traits like neuroticism, extraversion, agreeableness, conscientiousness, and openness to experience were considered mediators between organizational culture and performance.

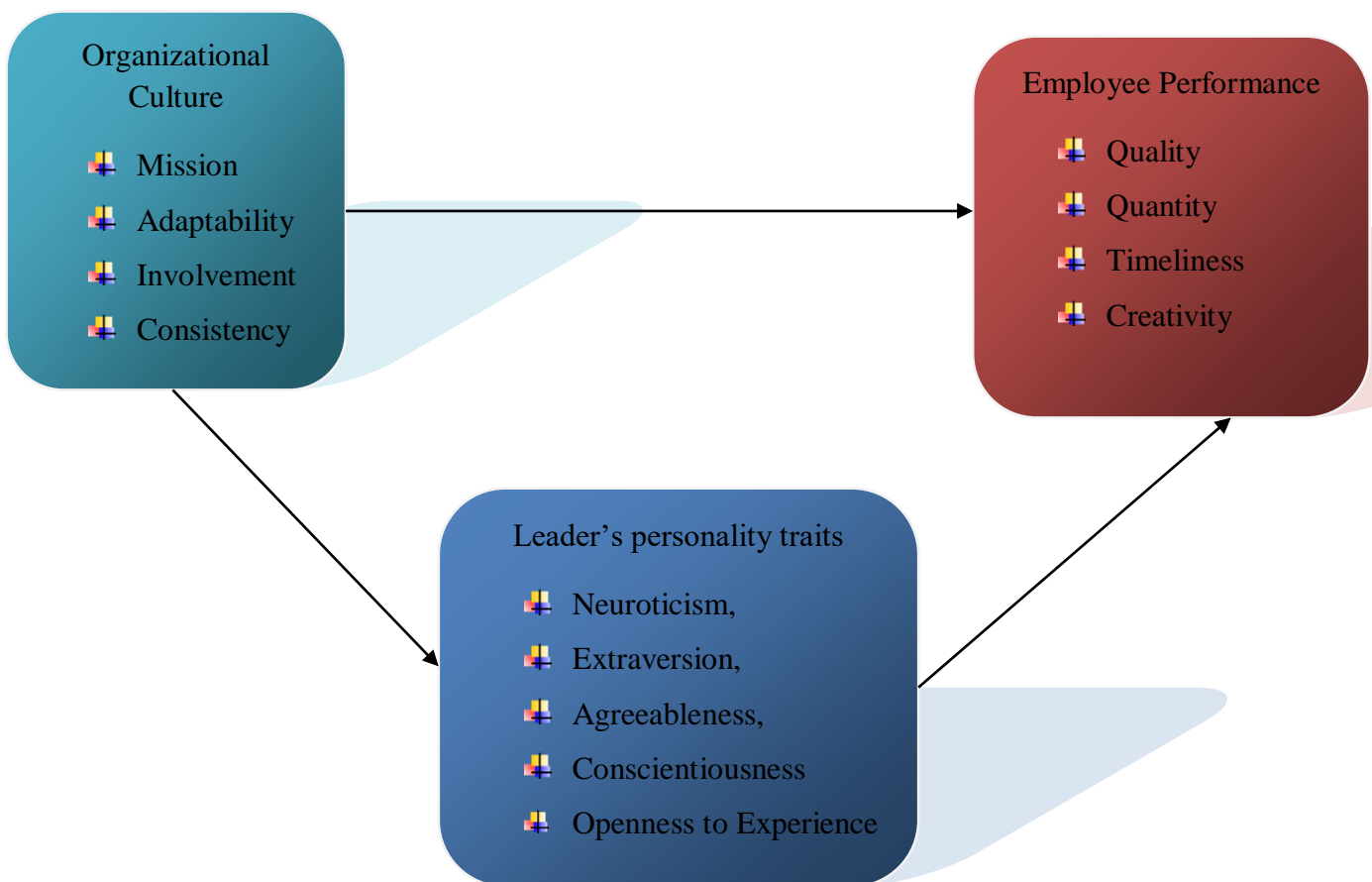


Figure 2.4 Conceptual Framework

Source: Compiled from the literature

CHAPTER THREE

Research Methodology

3. Introduction

The research methodology that was used for this study is clearly explained in this chapter. The approach of the research and design, the techniques that are used for sampling, the size of the sample, the target population, the method of gathering data, and the analysis technique are all covered in this chapter. And also include the reliability of data and validity, as well as ethical considerations.

3.1. Research Approach

Research approaches are detailed plans and procedures for research, detailing the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation, and are types of inquiry within qualitative, quantitative, and mixed methods approaches, providing specific direction for research study procedures (Creswell, 2014). This study used a quantitative research approach. A quantitative research approach tests objective theories by examining variable relationships, which can be measured using instruments and analyzed using statistical procedures. A quantitative survey was administered to measure employee performance, perception of organizational culture, and leader personality traits. Structural equation modeling was used for mediation analysis, data analysis, and testing hypotheses.

3.2. Research Design

Research design gives direction and guides how the entire research process is conducted. It helps the researcher learn how to answer their specific research question, test hypothesis, and determine what type of data is used, the collection method of data, the data analysis technique, and the measurement of the data. It shows the data that can use for each specific approach. The researcher uses research design, planning what kind of technique he's going to use for the study, and showing each step. It is the conceptual structure within which research is conducted, forming the blueprint for data collection, measurement, and analysis. Research design is crucial for the reliability of results and serves as the foundation for the entire research work. Careful

preparation is essential to avoid errors and ensure the accuracy of the results (Kthari,2004).This study used both a descriptive and an explanatory research design. Explanatory research design shows how a relationship exists between two variables. It clarifies or explains the relationship between them by examining it deeply. Explanatory research attempts to clarify why and how there is a relationship between two or more aspects of a situation or phenomenon (Goundar, 2012).In this study, the explanatory research design examined the relationship between organizational culture and employee performance, how they relate, and how leader personality affects employee performance. And also shows how leaders' personality traits mediate the relationship between culture of the organization, and performance of the employees. "Descriptive research tries to paint a picture of a given situation by addressing who, what, when, where, and how questions"(Zikumud,2013). In this study, a descriptive research design was used to examine the type of organizational culture implemented in the ministry.

3.3.Target Population, sample size and sampling technique

The target population of this study was the employees of the Ethiopian Ministry of Industry. The ministry has divided by two core sector these sectors are industry infrastructure & inputs and industrial competitiveness & development, with three and two CEOs, 19 desks. The other sector is supporting departments it has 11 executives. The total number of employees in the Ministry is 270.

Sampling is "the process of selecting a few individuals (a sample) from a larger group (the sampling population) to estimate or predict the prevalence of an unknown piece of information, circumstance, or outcome pertaining to the larger group"(Kumar, 2019).As stated by Miaoulis and Michener (1976) and cited by Israel (1992) the proper sample size is usually determined by three criteria: "the level of precision or sampling error=5%, the level of confidence or risk 95%, and the degree of variability= 0.5 in the attributes being measured. There are numerous methods for calculating sample size. For small populations, these include conducting a census, copying the sample size of similar research, using available tables, and applying formulas to calculate a sample size". This study used formulas to determine the sample size.

Yamane (1967:886) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes

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

Where:

n = is the sample size

N= s the population size and

e = is the level of precision or acceptable sample error

$$n = \frac{270}{1 + 270(.05)^2}$$

n = 161

In this study, simple random sampling was used to select a representative sample of Ethiopian Ministry of Industry employees to ensure that the findings could be generalized to the larger population. The term "random sampling" refers to the fact that each element in the study population has an equal and independent probability of being chosen for inclusion in the sample. Thus, the probability of selecting each element in the study population is the same, and the selection of one element in the sampling is not reliant on the selection of another element (Kumar,2019) random sampling reduces bias and increases the likelihood of a diverse sample.

3.4Data Sources and data collection methods

The study used primary source data to collect the data from the direct respondents to the study. Primary data was collected for the first time by the researcher, and that primary data was factual and original; it was collected with the aim of finding a solution to the problem at hand (Ajay, 2017). In this type of data collection method, it actually used a survey, questionnaire, focused group, interview, observation, and case study to collect the data. In this study, the data was collected using a closed-ended questionnaire from Ethiopian Ministry of Industry employees and leaders.

3.5Data Collection Tools

In this study, data were gathered through the use of a closed-ended questionnaire with five categorical scales: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The Denison Organizational Culture Model (DOC) survey was used to evaluate organizational

culture, investigating four key cultural and leadership traits classified into three indices for a total of 12 (Denison & Neale, 2011). The DOCS served as a diagnostic instrument for determining the effectiveness of organizational culture. David's (2008) 16 ways of measuring employee performance, which includes 16 indicators, were adopted for measuring employee performance in this study. Indicators such as quantity, quality, and timeliness, as well as creativity, were used. Various approaches and instruments were considered for assessing the Big Five personality traits. The 44-item BFI (John and Srivastava, 1999) was utilized in this study. It is a brief questionnaire that uses a Likert scale to measure the five personality qualities.

3.6.Data Analysis and statistical testing

The mediating role of a leader's personality traits in the relationship between organizational culture and employee performance can be examined using descriptive and statistical regression, IBM's SPSS, and structural equation modeling (SEM). In this study, descriptive analysis was conducted on the latent variable. This analysis involved calculating the mean and standard deviation to understand the central tendency and variability of the data. According to Nunnally, Jum C. & Bernstein, Ira H(1994) the interpretation of the mean and standard deviation scores for a likert scale type survey When the mean scale is from 1.00 - 2.00, the level is Low, from 2.01 – 3.00, the level is medium low, from 3.01 – 4.00, the level is medium high and lastly when it is from 4.01 – 5.00, the level said to be High. Structural equation modeling (SEM) was used to examine the data and used SPSS AMOS to estimate the model and assess model fit. SEM is “a collection of statistical techniques that allow a set of relations between one or more independent variables ,and one or more dependent variables either continuous or discrete, to be examined”.(Ullman & Bentler, 2012). SEM is comparable to common quantitative methods, such as correlation, multiple regression, and analysis of variance (ANOVA). SEM is based on several assumptions, including linearity, multivariate normality, no measurement error, no endogeneity, no multicollinearity, homocedasticity, and non-autocorrelation. These assumptions help assess the relationship between variables and identify potential omissions or reverse causality. The analysis ensures accurate representation of the data and helps in understanding the relationship between organizational culture and employee performance.

Sample size is a controversial issue, with no consensus on the appropriate size for statistically significant differences (SEM). It may find conflicting information on the appropriate sample size depending on factors like power, model approximation, and complexity. MacCallum et al

(1996) recommends a minimum sample size of 200 for SEM, but larger samples may be used when fewer acceptable measures exist, multiple measures are moderately related, or reliability is low.

3.7 Reliability

According to Kumar (2019) reliability is the characteristic of a measuring method that yields accuracy and repeatability. According to Zikmund (2013) reliability is an indicator of a measure's internal consistency. The degree to which each indication of a concept converges on a shared interpretation is known as internal consistency, which is a measure of homogeneity. Make sure the measures in this study are reliable by using internal consistency approaches like Cronbach's alpha. Cronbach's alpha, also known as coefficient alpha, was developed by Lee Cronbach in 1951 and is used to measure the reliability of a research. Typically, the Cronbach's alpha reliability coefficient falls between 0 and 1. The internal consistency of the scale's variables (items) is higher when the coefficient is nearer 1.0.

There is no universally acceptable minimum reliability value; however, according to Nunnally and Bernstein (1994), who argue that a reliability value of 0.95 or higher is desirable, and Blair J. and Altman D (1997) who argue that the acceptable scale should be at least 0.70 and higher. In this study, each of the variables is tested independently, and the reliability test for each variable is presented below.

Table 3.1 Reliability test

Variables Name	Cronbach's Alpha
Involvement	0.804
Consistency	0.847
Adaptability	0.819
Mission	0.885
Leaders' personality traits	0.885
Employee Performance	0.794
All Variables	0.949

Source; survey (2023) SPSS output

3.8. Validity

Validity is “the accuracy of a measure or the extent to which a score truthfully represents a concept” (Zikmund, 2013) its appropriateness of each step in the research process (Ajay, 2017) it is more associated with measurement procedures, it is the ability of an instrument to measure what is designed to measure. In this study, discriminant and convergent validity are tested to ensure that the constructs being measured are distinct from each other and that the items within each construct are measuring the same underlying concept.

3.9. Ethical Considerations

When the data for this study was collected, the respondents were informed that the overall purpose of the study was academic, that their participation was based on their full consent, that their answers would be completely confidential, and that the collected data would be kept safe. Additionally, participants were assured that they had the right to withdraw from the study at any time if they chose to do so.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4. Introduction

The relationship between organizational culture and employee performance is discussed in this chapter, with a focus on the mediating effect of a leader's personality traits. This section includes a descriptive study of the variables using SPSS version 25, a table presenting the participant's personal background, and an Amos software version 23 analysis of the relationship between the independent, mediating, and dependent variables.

4.1 Respondent Rate

Low response rates can undermine the actual generalizability of the collected data because of non-response bias” (Rogelberg& Stanton, 2007).“Higher response rates lead to larger data samples and statistical power, as well as smaller confidence intervals around sample statistics” (Baruch &Holom, 2008). To conduct this study, 161 survey questionnaires were prepared and distributed to 161 employees and leaders, and 161, that is., 100 percent, were filled out and returned.

4.2. Description Analysis

4.2.1 Background Information of the Respondents

In this section, the personal background of the study participants is shown, which contains age, gender, years of experience, marital status, educational background, and job position.

Table 4.1 Gender of the respondent

		Frequency	Percent
Valid	Male	83	51.6
	Female	78	48.4
	Total	161	100.0

Source; survey (2023) SPSS output

According to the survey's demographic findings, the respondents to this study are (83) 51.6 percent male and (78) 48.4 percent female. Based on the data, the majority of respondents to this survey are men who work for the Ministry of Industry.

Table 4.2 Age of the respondent

		Frequency	Percent
Valid	20-30	32	19.9
	31-40	75	46.6
	41-50	41	25.5
	51-60	13	8.1
	Total	161	100.0

Source; survey (2023) SPSS output

32 respondents, or 19.9%, of the 161 total are determined to be between the ages of 20 and 30, as shown in Table 4.2 above. With 75 responses, the age group between 31 and 40 years old represented a 46.6% response rate. The majority of responders fall inside this age range. 25.5 % (41) of the respondents are in the age range of 41 to 50, and 8.1 %, that is., 13 respondents, are in the age range of 51 to 60, which shows that most of the respondents are young.

Table 4.3 Education Background of the respondent

		Frequency	Percent
Valid	Level	5	3.1
	Diploma	15	9.3
	Degree	82	50.9
	Master's and above	56	34.8
	Other	3	1.9
	Total	161	100.0

Source; survey (2023) SPSS output

Regarding the education level of the study participants, 82 (50.9 percent) of the respondents have a first degree, 56 (34.8 percent) have a master degree and above, 9.3 percent, 15 respondents

have a diploma, and the rest (5 (3.1 percent) and 3 (1.9 percent) are at the level and graduate from another school.

Table 4.4 Marital status of the respondent

		Frequency	Percent
Valid	Single	43	26.7
	Married	103	64.0
	Divorce	12	7.5
	Widow	3	1.9
	Total	161	100.0

Source; survey (2023) SPSS output

Most of the employees of the minister's office are married: 103 (64.0 percent) are married, 43 (26.7 percent) are single, 12 (7.5 percent) are divorced, and the remaining 3 (1.9 percent) are widow.

Table 4.5. Job position of the respondent

		Frequency	Percent
Valid	Top Management	14	8.7
	Middle Management	12	7.5
	Lower Management	15	9.3
	Non-Management	120	74.5
	Total	161	100.0

Source; survey (2023) SPSS output

74.5% (120) of participants are categorized as non-management; 15 (9.3%) of participants were lower-level managers; 12 (7.5%) of participants were middle-level managers; and the remaining 14 (8.7%) of participants are top-level managers.

Table 4.6 Years of Experience

		Frequency	Percent
Valid	Less than 4 Years	13	8.1

	4-8 Years	42	26.1
	9-13 Years	43	26.7
	14-18 Years	31	19.3
	19-23 Years	19	11.8
	above 23 Years	13	8.1
	Total	161	100.0

Source; survey (2023) SPSS output

According to the above data, 43 respondents (26.7%) have between nine and thirteen years of experience. The experience range of 42 (26.1%) responders is between 4 and 8 years. Thirteen (8.1%) of the respondents had fewer than four years of job experience, whereas 31 (19.3%) respondents had experience between the years of 14 and 18. Thirteen (8.1%) of the remaining group have worked for more than 23 years. The majority of respondents had served for a considerable amount of time, according to the results, suggesting that they were well-suited to provide reliable data about the Ministry.

4.2.2. Descriptive analysis of Organizational culture, Employee performance and leaders' personality traits

Employee performance, organizational culture, and leader traits make up the three main variables in this study. Whereas employee performance is a dependent variable, the culture of the organization is an independent variable. Indicating the mediating link between the two variables employee performance and organizational culture is the second variable, which are the personality traits of the leaders. Organizational culture variables included involvement, consistency, adaptability, and mission.

4.2.3. Descriptive analysis of organizational culture

The descriptive analysis of the independent variable, organizational culture, will be presented in this section. The Ethiopian Ministry of Industry questioned its staff regarding how strongly they agreed with the following question about the four aspects of organizational culture. To examine the different indications, a five-point Likert scale was employed, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The mean and standard deviation are used to examine organizational culture. Each organizational culture dimension's analysis is presented in detail below.

Table 4.7 Descriptive statistics of involvement

Involvement	N	Mean	Std.Deviation
Most of the employees are highly involved in their work	161	2.35	1.272
Decisions are often made at the level with the best information is available	161	3.37	1.214
Information is widely shared so that everyone can get it whenever they need it.	161	2.51	1.079
All of the employees believe that they can have a positive impact	161	3.37	1.016
Employees work like they are part of a team	161	3.39	.903
Cooperation is actively encouraged across all functional roles in the organization.	161	2.72	1.132
Teams are the primary building block for the organization.	161	3.44	.943
The organization encourages teamwork over hierarchy.	161	3.37	.937
Authority is delegated to individuals; they can act independently.	161	2.91	1.175
It is continuously invested to develop the skill of employees.	161	3.63	1.094
The capabilities of the employee are viewed as an important source of competitive advantage.	161	3.70	1.084
Average		3.16	
Valid N (listwise)	161		

Source; survey (2023) SPSS output

As indicate the above table 4.7 shows that the lowest mean score 2.35 registered in the question that asked the employee about their involvement level. This means the MOI employee feel that they are not involved in the ministry's' work fully. They believing that they are not fully attached their own job. And the mean score 2.51 revealed that anyone in the ministry cannot easily access the information what they need. According to the mean score 2.72 and 2.91 in the ministry does not encourage collaboration and cooperation with different department. And also employee does not freely decide that they feel goods for the organization without asking the approval of the higher official.

The mean score 3.37 indicates that when decision made in the MOI does not based on the accurate and reliable information. The highest mean score 3.70 revealed that the ministry viewed its employee capability as an important source competitive advantage in the moderate level. This idea was approved by the mean score of 3.63, indicating that the ministry in some level continuously invested in developing employees' skills.

According to Nunnally and Bernstein's (1994), interpretation the overall mean score is 3.16 indicated that the organizational culture involvement attribute practices at a low level. The ministry, to some extent, values the development of the skills and knowledge of its employee's.

It also gives the employees an opportunity to improve their knowledge and skills in a certain way. However, there are areas that need improvement, in terms of using the capability and knowledge of the employees, and in order to increase equal work participation among employees, it also indicates that there are things that need to be improved in terms of increasing the coordination between employees and work departments and the culture of working together. When organizational culture is effective, leaders encourage employee involvement and participation (O'Reilly et al., 2014).

Table 4.8 Descriptive statistics of consistency

Consistency	N	Mean	Std. Deviation
The approach in doing business is very consistent.	161	3.63	1.150
Goals at all levels of this organization are well aligned	161	4.03	1.057
Employees from different department share a common perspective.	161	2.76	1.046
Project coordination between different parts of the organization is simple.	161	2.43	.986
When disagreements occur, employees work hard to find "win-win" solutions.	161	3.06	.933
There is a "strong" culture	161	3.24	1.198
Employees have a clear agreement on the right and wrong ways to do things.	161	3.34	1.073

There is a way to reach consensus easily, even on difficult issues.	161	3.15	.903
There is a recognizable management style and a distinctive set of management practices.	161	3.32	1.028
Ignoring the core values will cause in trouble	161	3.79	1.086
managers "practice what they preach	161	3.37	1.083
Average		3.28	
Valid N (listwise)	161		

Source; survey (2023) SPSS output

Table 4.8 shows that with the lowest mean value of 2.43 and 2.76, the MOI employee believed that there is a gap in the ministry in terms of alignment and coordination between departments and functional areas. And also, the employee agrees that there is no strong shared perspective between employees; this means there is a weakness in creating and fostering cooperation and collaboration between different work units. It shows that there is a gap in creating a sense of unity among employees and different work departments and striving to achieve common goals and objectives. There is a gap in terms of creating a good team spirit. The mean score of 3.63 indicates that the respondent agrees that the approach to doing business is generally consistent across the ministry. This means the values, norms, and procedures are consistent, and uniformity does not change often. The mean score of 4.03 shows that different departments and working units in the MOI have well-aligned goals and objectives with the overall goals and objectives of the ministry.

The mean scores of 3.06, 3.24, and 3.15 show that the ministry struggles to create a strong organizational culture. This means the ministry cannot develop core values that have the greatest impact on employees. The mean value of 3.37 revealed that managers of the MOI do not practice what they preach. They have a gap in terms of being a good example for their employees.

The overall consistency score of 3.28 indicates some level of consistency in the MOI, and the goals of the ministry greatly align with the goals of departments and work units at every level. However, there are some areas that need improvement, including creating a strong organizational culture, project coordination, and sharing a common perspective across the ministry. Organized, integrated, and consistent organizations have a strong culture and are more likely to be effective (Muhammed et.al, 2011). Organizational culture is effective when consistency exists in the organization (Givens, 2012).

Table 4.9 Descriptive statistics of adaptability

Adaptability	N	Mean	Std.Deviation
The ministry is flexible and adapts well to change.	161	3.83	1.132
Customer comments and recommendations frequently lead to changes	161	3.47	.982
Customer input directly influences the ministry's decisions.	161	3.14	1.062
The employees of the ministry have a deep understanding of customer wants and needs.	161	3.85	.999
The ministry encourage direct contact with customers by members	161	3.20	1.086
Encourages innovation and rewards risk-takers.	161	3.17	1.176
View failure as an opportunity for learning and improvement.	161	3.37	1.269
There are many things that "fall between the cracks."	161	3.94	.892
Learning is an important objective in employees day-to-day work.	161	4.14	1.005
Average		3.56	
Valid N (listwise)	161		

Source; survey (2023) SPSS output

In this organizational culture attribute of adaptability the highest mean score 4.14 indicate that employee place a high value on learning and development in their day to day work. These indicate that the employees of the ministry give great place to personal development. They always try to improve their skills and knowledge. Therefore, the ministry can provide the employees with short- and long-term training to create a well-skilled employee who can easily solve problems and develop better performance. The mean score 3.94 for there are many things that fall between the crack indicate that the respondent agree that there is a gap to addressed responsibility and accountability in the ministry.

The lowest mean value of 3.17 and 3.20 respectively indicate that the ministry does not encourage innovation and risk taker and there is a gap to take customer feedback in decision

making. In addition, the mean values 3.14 reveal that the ministry has gaps to promote a direct contact of between employees and customers.

According to the mean score interpretation of Nunnally and Bernstein (1994), the adaptability score of 3.56 implies that there is a medium level of adaptability within the organization. Although the ministry is prepared to accept and implement changes, it shows that there is a gap in implementing new technologies encouraging innovation and procedures. As organizations continuously change the system and improve the capabilities of the organization, they can offer something of value to their customers (Stalk, 1988).

Table 4. 10 descriptive statistics of Mission

Mission	N	Mean	Std.Deviation
There is a clear mission that gives meaning and direction to the work.	161	4.23	.950
There is a long-term purpose and direction.	161	4.29	.855
There is a clear strategy for the future	161	3.90	.963
The ministry's strategy is leading other firms to change the ways that they compete	161	3.15	1.056
There is widespread agreement about goals	161	3.41	1.316
Leaders set goals that are ambitious, but realistic	161	3.17	1.226
The leadership of this organization has "gone on record" about the objectives we are trying to meet	161	3.75	.915
The ministry continuously track its progress against the stated goals	161	3.81	.910
There are a shared vision of what this organization will be like in the future	161	4.07	.969
leaders have a long-term orientation	161	3.81	.910
The company vision creates excitement and motivation for employees.	161	3.93	.975
Average		3.77	
Valid N (listwise)	161		

Source; survey (2023) SPSS output

The above table mean score of 4.23 indicates there is a high level of agreement among employees that the ministry has a clear mission and objective that give meaning and direction to work. This means all employees in the ministry are fully aware of the mission of the MOI reason of establishment. The mean score of 4.29 revealed that the employee believed that the ministry had a long-term purpose and direction that achieved the purpose. In addition, the employee has a shared vision for the ministry and what they would like in the future; the mean score is 4.07, and they believe the ministry has a clear strategy to achieve the mission. The mean score of 3.90 shows that the employees believe that the ministry has a clear strategy that shows a way out of the existing problems, in which the minister can correct the weak points that can achieve the mission that was established. The respondents agree that the mean value of 3.41 shows that at all levels of the ministry; there is a relatively moderate level of consensus on the ministry's overall objectives and goals.

Based on the mean score interpretation of Nunnally and Bernstein (1994), with a score of 3.15, the employees agree that the ministry's strategy has some gaps for leading other firms to change the way they compete. With a mean score of 3.17, employees believe that a leader sets attractive goals but does not consider other things that support the goal effectively.

Employee agreement with the organization's mission appears to be modest, as shown by the Denison organization culture mission mean score of 3.77. This indicates that although there could be some awareness of the organization's goals and objectives, there might also be room for development in terms of clearly defining and informing every employee of the mission.

1.2.4. Descriptive Analysis of Leaders' personality Traits

Table 4.11 Descriptive statistics of leaders' personality traits

Leaders' personality Traits	N	Mean	Std.Deviation
Leaders within the MOI has an active imagination and likes to reflect, play with idea	161	3.48	1.265
MOI leaders are inventive, curious about many different things, and come up with new ideas.	161	3.55	1.172
MOI leaders are highly organized, perseveres until the task is finished	161	3.31	1.125

Leaders within in the MOI are a reliable worker and makes plans and follows through with them	161	3.27	1.167
Leaders in the MOI are outgoing, sociable	161	3.13	1.163
Our leaders have assertive personality.	161	3.06	1.263
Our leaders like cooperate with others and maintain positive relationships with employees.	161	3.07	1.338
Leaders within our organization helpful and unselfish with others	161	3.14	1.237
Leaders within the ministry relaxed and handle stress well	161	2.97	1.232
Our leaders are emotionally stable, not easily upset.	161	2.97	1.232
Average		3.95	
Valid N (listwise)	161		

Source; survey (2023) SPSS output

Table 4.11 shows that the mean score of 3.48 and 3.55 indicates that the leaders in the MOI have a moderate level of openness; they are somewhat open to a new idea, curious about it, and experiencing a new approach. This shows that they are not closed to a new idea. Openness leaders can make work performance better by handling and resolving conflicts in a better way (Mark & John,2000).

The above table revealed that leaders in the MOI have a moderate level of conscientiousness. This means they are organized, somewhat committed to their job, always perform their responsibilities, and are ethical leaders. This is approved by the mean scores of 3.31 and 3.27. Schmidt and Ryan (1993) confirm that conscientiousness is the most valid predictor of job performance. The mean scores of 3.07 and 3.14 show that the respondents agree that their leaders are not efficiently implementing positive relationships with their employees and are not kind and helpful. In addition, they emphasize that their leaders have a gap in cooperation with others. This revealed that leaders in the MOI have a moderately low level of agreeableness. Because of they care about their work and are concerned about the employee's growth and development needs, they avoid conflict in the workplace and have good relationships (Judge & Bono, 2004). The mean scores of 3.06 and 3.13, respectively, indicate a low level of agreement among employees that leaders in the MOI are sociable, outgoing, and have an assertive personality. The respondents believe that their leaders have some weakness in being confident, honest, and

creating bold social interaction with the employees. They do not express their feelings, opinions, and ideas freely. So this indicates that the leaders of the ministry have a low level of extraversion. As they have better and better communication skills, they will have effective relationships with their employees and always try to motivate them (Barrick et al., 2002). MOI leaders have a big weakness in facing challenges and problems in stressful situations, and they are not calm. In addition, they have a wide gap in terms of controlling their own bad emotions in addition to understanding and controlling the feelings of their employees. This was approved by the mean scores of 2.97 and 2.97. Leaders who have a neurotic personality are less successful than more emotionally stable leaders because they are always worried and nervous, so instead of facilitating work, they tend to prevent it, which may reduce the performance of employees (Barrick& Mount, 1991).

4.2.5. Descriptive analysis of employee performance

Table 4.12 Descriptive statistics of employee performance

Employee performance	N	Mean	Std.Deviation
I consistently get my job done without errors.	161	3.40	1.164
I always handle a high volume of work.	161	3.75	1.031
I am able to complete my work on time.	161	4.09	.947
I try to see things from different perspectives and solve problems that I face in my job.	161	4.06	.764
Valid N (listwise)	161		
Average		3.82	

Source; survey (2023) SPSS output

Employees in the MOI have a moderately high level of performance. However, they have a gap in doing their jobs without error, and they have low productivity. The mean score 4.06 show that employees have the ability to generate solutions to solve problems.

1.3. Inferential Analysis

In this section, the inferential analysis comprises of factor analysis and structural equation modeling are presented.

1.3.1. Factor Analysis

By using maximum amount of information from the original variables summarized the interrelationships among the variables in simple but precise method(Gorsuch, 2014),it simplifies complex data sets (Kline, 2014),by identifying common and unique factors among observed variables(Kim & Mueller, 1978).Reducing dimensionality involves reducing observable and measurable variables to latent variables with shared variance and unobservable characteristics(Bartholomew, Knott, and Moustaki, 2011 as cited by Yong, A. G., and Pearce, S. (2013).

Kaiser's criterion is used to measure sample adequacy.According to Kaiser (1974) there are six cutoff thresholds for the Kaiser-Meyer-Olkin measures: 0.9 for excellence, 0.8 is meritorious, >0.7 is middling, >0.6 is mediocre, >0.5 is miserable and<0.5 unacceptable. Bartlett's test of sphericity is a statistical measure is used to test whether the correlation matrix is an identity matrix. According to Tobias and Carlson (1969) the factor model is rejected when the p-value test is less than 0.005. For the data, the researcher tested the KMO to check the data sufficiency as stated in table 4.13 and the result is acceptable.

Table 4.13 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.862
Bartlett's Test of Sphericity	Approx. Chi-Square	6569.663
	Df	1540
	Sig.	.000

Source; survey (2023) SPSS output

Excellent KMO rating of 0.86 indicates that factor analysis was applied to our data. As Kaiser (1974) shows, the low Bartlett's Test of Sphericity result (0.05) also points to the significance of factor analysis. The above table shows that the p-value is 0.001, so there is a significant relationship between variables. The variables to measure the latent variable are taken from literature and therefore, the researcher directly proceeded to confirmatory factor analysis.

4.3.1.1. Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables in measurement models” (Suhr,2006). It is crucial for psychometric evaluation and constructs validation in social and behavioral sciences. CFA estimates scale reliability and provides evidence of theoretical construct validity. It determines the generalizability of measurement models across groups or time, making measurement invariance evaluation an essential aspect of test development (Brown, T. A, 2015). The study used Amos to compute CFA and assessed factor loadings for each item, removing 19 items due to low factor loadings. CFA is used to test a proposed theory or model and closely related to Structural Equation Modeling (SEM). SEM is a multivariate statistical framework that simulates complex relationships between latent and observed variables. It involves solving linear equations and incorporating various systems and techniques, allowing researchers to test the relationships between latent and observed variables(Barrett, 2007).

4.3.1.2. Measurement model

Measurement model enables the researcher to use several variables (indicators) for a single independent or dependent variable. The model fit measures were used to assess the model's overall goodness of fit, with the three factor model yielding good fit (Ullman 2001;Hu and Bentler,1998,Benteler 1990).

4.3.1.2.1. Construct validity

Construct validity refers to the vertical correspondence between an unobservable, conceptual construct and a purported measure at an operational level, while convergent validity is based on the correlation between responses obtained by maximally different methods of measuring the same construct (Peter, J. P. 1981). Construct validity is crucial when “no criterion or universe of content is accepted as entirely adequate to define the quality to be measured” (Cronbach,1955).

Table 4.14 Internal Composite Reliability and Convergent Validity

Latent Variable	Cronbach’s Alpha	Composite Reliability	AVE
Organization Culture	0.934	0.941	0.575
Leaders ’personality traits	0.885	0.859	0.567
Employee Performance	0.794	0.802	0.503

Source:Amos software Output

4.3.1.2.2. Convergent Validity

Convergent validity tests whether indicators will converge to measure a single concept. Assesses the degree to which two measures of the same concept are correlated (Hair et al., 2009). The minimum threshold for convergent validity is that the AVE should be greater than 0.5. As indicated in the above table, the convergent validity of organization culture, leaders' personality traits and employee performance is more than 0.5.

4.3.1.2.3. Discriminant validity

Discriminant validity is measured by the relationship between variables. It tests to see if a construct is unrelated or distinguishes from other constructs (Joel E. Collier, 2020). Fornell and Larcker (1981) as cited by Henseler, J, et al (2015) suggest that discriminant validity is "established if a latent variable accounts for more variance in its associated indicator variables than it shares with other constructs in the same model. To satisfy this requirement, each construct's average variance extracted (AVE) must be compared with its squared correlations with other constructs in the model". The model meets the discriminant validity assumption, as evidenced by AVEs that exceed the Squared Correlation values (see below).

Table 4.15 Fornell-Larcker discriminant validity criteria

Latent variable	Employee performance	Organization Culture	Leaders' Personality Traits
Employee performance	0.709		
Organization Culture	0.519	0.758	
Leaders' Personality Traits	0.486	0.553	0.752

Source: Amos software output

4.3.1.3. Goodness of Fit

Goodness of fit is a statistical measure based on the hypothesis or assumption observed in the data and how well it matches the expected data (Byrne, 2020). The test provides a p-value, indicating the probability that the observed data could have occurred by chance alone, helping to assess the validity of hypotheses and determine whether the data supports or contradicts them.

4.3.1.3.1. Absolute Fit:

Absolute fit figure out how well the model fits the observed data. Based on the model investigate how the observed data match with the expected value. The chi-square test statistic, root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR) are part of the absolute fit indices. When the chi-square statistic, RMSEA, and SRMR values are lower, the proposed model fits well with the observed data. The accepted CMIN/df value is <5 , “standardized root mean square residual $RMR < 0.05$ and the root mean square error approximation (RMSEA) is between 0.05 and 0.08” (Hair et.al 2010).

4.3.1.3.2. Incremental Fit:

Incremental fit, investigate how much the model fits the observed data. The comparative fit index (CFI) and the Tucker-Lewis index (TLI), and normed fit index (NFI) are part of incremental fit indices. When CFI and TLI have a higher value (close to 1), it suggests that the proposed model provides a better fit to the data compared to the baseline model. The acceptable value of the Tucker and Lewis index (TLI) is >0.90 (Bentler, 1990 and Hair et.al 2010). The NFI (normed fit index) range is from 0.0 to 1.0. (Dawn Iacobucci, 2009). The CFI takes the fit of one model to the data and compares it to the fit of another model to the same data. It ranges from 0.0 to 1.0, and larger numbers are better.

4.3.1.3.3. Parsimony Fit:

Parsimony fit assesses the trade-off between model fit and model complexity. It evaluates whether the proposed model achieves a good fit while using the fewest number of parameters or variables. The principle of parsimony suggests that simpler models with fewer parameters are preferred over complex models if they achieve comparable fit indices. A common parsimony fit index is the parsimonious normed fit index (PNFI). Higher values of PNFI (close to 1) indicate better parsimony fit, suggesting that the proposed model achieves good fit while being relatively simple.

Table 4.16A list of the variables that are be used in CFA

NO	Latent Variables	Indicators Observed Variables
1	Organization culture	Oci10, Oci11, Occ2, Oca1, Oca4, Ocm1, Ocm2, Ocm7, Ocm8, Ocm9, Ocm10, Ocm11

2	Leaders personality Traits	LPT1, LPT2, LPT3, LPT4, LPT8
3	Employee Performance	EP1, EP2, EP3, EP4

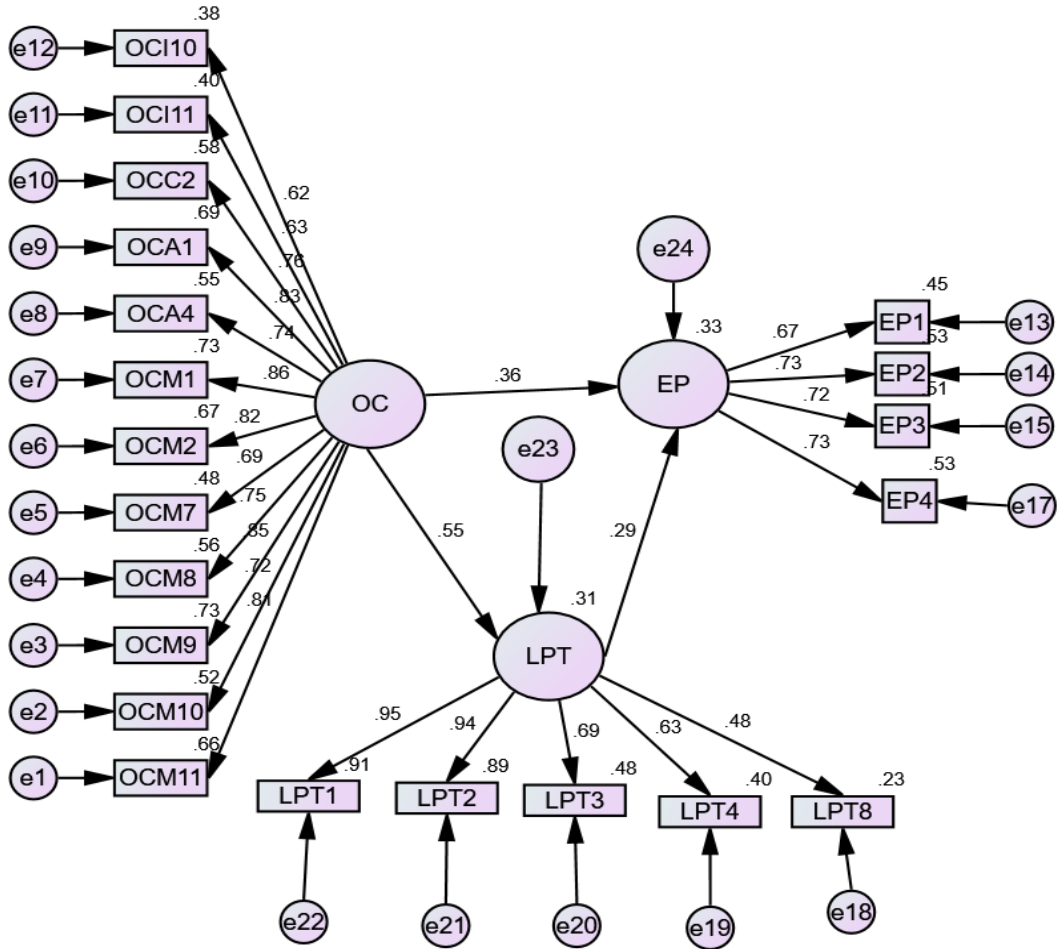


Figure 4.1 Causal Model

Source: researcher's AMOS output

Based on the above fit indices measure, the researcher tested the model fit for the causal model. Unfortunately, the goodness of fit result shows that most of the values do not fall within the acceptable range as indicated on Table 4.17. Therefore, the model needs to be modified to be a good model by increasing the goodness of fit.

Table 4.17 Result of goodness of fit model

Fit Category	Fit indices	Acceptable value	Obtained Value	Remark
Absolute Fit	Chi-square test X	$P \leq 0.05$	000	Fit
	CMIN/df	2-5	3.536	Fit
	RMSEA	$< .08$.126	Less fit
	GFI	> 90	.733	Less fit
	RMR	≤ 0.8	.085	Less fit
Incremental fit	CFI	> 90	.809	Less fit
	TLI	> 90	.784	Less fit
	AGFI	$< .08$.669	Less fit
	NFI	> 90	.755	Less fit
Parsimony fit	PCFI	> 0.5	.717	Fit
	PNFI	> 0.8	.668	Less fit

Source: Researcher's AMOS output

Thus, the model fit issues are resolved by doing model re-specification and the CMIN/DF value is within the acceptable value of < 5 (1.568). The RMSEA and RMR values are also in the acceptable range of < 0.8 . Their values are 0.060 and 0.066 respectively. The parsimony fit indices had values of 0.813, 0.759 for PCFI, PNFI respectively. The acceptable range for these indices is > 0.5 and > 0.8 . The incremental fitness indices had a value of 0.959 for CFI, 0.896 for NFI and 0.952 for TLI, these are also in the acceptable range of ≥ 0.9 . The adjusted model fit is presented on Table 18.

Table 4.18 Re-specified model fit

Fit Category	Fit indices	Acceptable value	Obtained Value	Remark
Absolute Fit	Chi-square test X	$P \leq 0.05$	000	Fit
	CMIN/df	2-5	1.568	Fit
	RMSEA	$< .08$.060	Fit
	GFI	> 0.9	.863	Better fit
	RMR	≤ 0.8	.066	Fit
Incremental fit	CFI	> 0.9	.959	Fit
	TLI	> 0.9	.952	Fit
	AGFI	> 0.9	.822	Better fit
	NFI	> 0.9	.896	Better fit
Parsimony fit	PCFI	> 0.5	.813	Fit
	PNFI	> 0.8	.759	Better fit

Source: Researcher's AMOS output

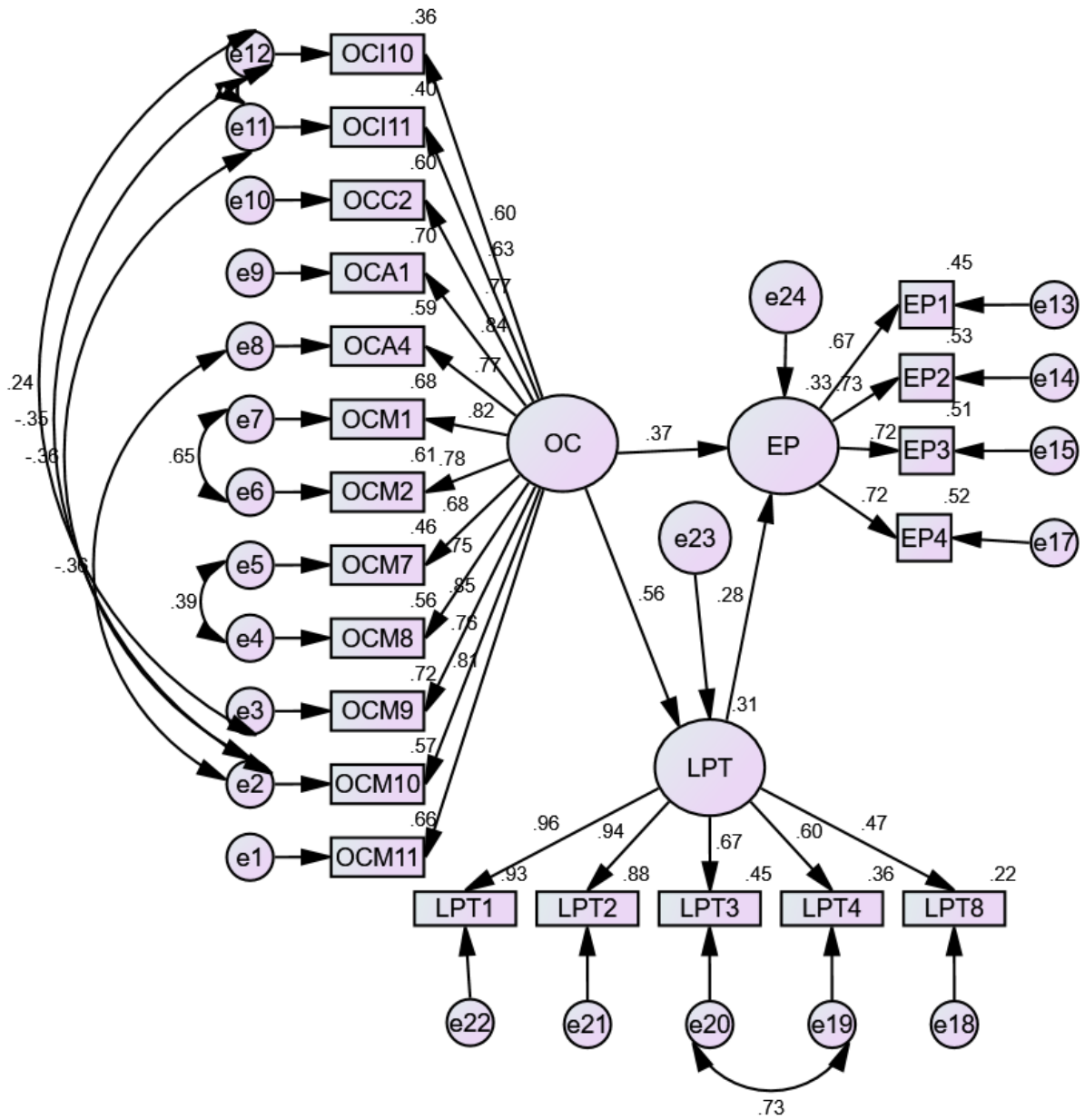


Figure 4.2. Re-specified Structural Model

Source: researcher's AMOS output

Table4.19: Summary of Maximum Likelihood Regression Estimates

			Estimate	S.E.	C.R.	P	Label
LPT	<---	OC	.408	.084	4.885	***	par_20
EP	<---	OC	.366	.102	3.588	***	par_19
EP	<---	LPT	.371	.144	2.575	.010	par_21

Source:Amos Software Output

4.4 Result and discussion

In this section the effect of the independent variable, organizational culture and the mediation effect of leaders' personality traits on employee performance of Ethiopian ministry of Industry will be discussed analyzed and contrasted with the previous findings.

Table 4.20 Hypothesis Testing Result

Hypothesized relationship		Standardized estimate	t-value	p-value	Decision
H1	EP<---OC	0.372	3.588	***	Accepted
H2	LPT<---OC	0.557	4.884	***	Accepted
H3	EP<---LPT	0.277	2.575	0.010	Accepted
H4	OC<---LPT<--- EP	0.154	2.084	0.020	Accepted

Source:Amos Software Output

Now, the researcher started testing the hypothesis based on the regression result presented on Table 4.20 as follows;

H1: There is a positive and significant relationship between organizational culture and employee performance.

Based on the result the coefficient of organizational culture to employee performance 0.372 show that that there is a positive relationship between the two variables at MOI and statistical significant level of 0.001 which is below 0.05.This shows that each unit increase in organizational culture, there is 0.372 unit increase in employee performance. So H1 is failed to reject.

The findings of this study are consistent with findings of Ehtesham, Muhammad & Muhammad (2011) their finding revealed that the Denison organizational cultural traits of involvement, consistency adaptability and mission are positively and strongly associated with performance. Naution et.al (2015) also emphasized that organizational culture influence on employee performance on significant level 0.000. Langat (2017) also prove that involvement and consistency culture has positive significant effect on employee performance. Many researches including Awadh and Saad (2013); Maria(2019); Elifneh and Embilo (2023);(Purnama,2013); (Mariam,2009);Nazir and Zamir(2015) agree that organizational culture and employee performance has a positive significant relationship. In contrast of the above findings Daniel and Purwanti (2015);Soedarto and Sunarsono (2017);Fattah (2017) and Harwiki(2016)conclude that there is no positive significant relation between organizational culture and employee performance.

H2: There is a positive and significant relationship between organizational culture and leader's personality traits.

The researcher failed to reject hypothesis 2 that states that organizational culture is positively related to the extent to which leaders' personality traits. The coefficient of organizational culture to leaders' personality traits 0.557 and 0.001 significant level show that there is a positive statistical significance relationship with in the two variables at MOI. This shows that each unit increase in organizational culture, there is 0.557 unit increase in leaders' personality traits.

Consistent with this result, Porter, M. R. (2016) the big five leader traits is significantly related to learning organization culture. Organizational culture is itself a product of leadership, as carrying out a leader's vision is what shapes an organization's development and so its culture, while Giberson et al. (2009) identified four types of culture and correlated them with different leader traits. Berson et al.(2008) their result prove that CEO values like self-direction, security and benevolence has relationship with different type of organization culture.

H3: There is a positive and significant relationship between leader's personality traits and employee performance.

The above table indicates that b-value of 0.277 leader's personality traits to employee performance, the t-value of 2.575 indicates that there is a relationship between leader's

personality traits and employee performance is statistically significant, the p-value of 0.010 indicates that there is a relationship between leader's personality traits and employee performance. This shows that each unit increase in leaders' personality traits, there is 0.277 unit increase in employee performance. Therefore, this as evidence supporting the hypothesis 3 that there is a positive and significant relationship between leader's personality traits and employee performance and the researcher failed to reject hypothesis 3.

Several studies and articles support this finding, study by Ghani, Yunus, and Bahry (2016) found that the leader's personality traits, particularly extraversion, agreeableness, and conscientiousness, were positively related to employee job performance. Barrick, Stewart, and Piotrowski (2002) have been found that leader's personality consistently affects the employee's job performance. It was found that the leaders' personality play an important role since it influence job performance between the employee and it consistent with the study conducted by Barrick, Parks and Mount (2005). Kumari, et al. (2022) found that significant positive impact on three of leaders' personality traits, openness to experience, agreeableness, and emotional stability, on employee. Törnroos et al. (2013) proved that "a leader's personality, not just the style that results from it, has an influence on the relationship between leaders and followers, and the five-factor model traits are an aspect of personality". The findings suggest that leaders' personality traits play a crucial role in influencing employee job satisfaction and job performance. The evidence presented in the search results supports the notion that leaders' personality traits can have a substantial impact on employee performance and satisfaction.

H4: Leader's personality trait significantly mediates the relationship between organizational culture and employee performance.

According to Baron and Kenny (1986) as cited by MacKinnon, et al. (2007) four steps need to be fulfilled to mediate.

1. In the absence of mediator, independent variable significantly affects dependent variable.
2. Mediator is significantly affected by independent variable.
3. The mediator has significant and unique effect on the dependent variable, and

4. The effect of independent variable on dependent variable has to shrink when mediator is added to the model.

According to Baron and Kenny (1986), as cited by Zhao, Lynch, & Chen (2010)

1. Complementary Mediation: This type of mediation occurs when both the indirect effect and the direct effect are significant and point in the same direction. This means, the mediator and the independent variable together explain the relationship with the dependent variable. (partial mediation).

2. Competitive Mediation: Mediated or indirect effect and direct effect both significant and point in opposite directions. This type of mediation is also known as the suppressor effect, where the mediator suppresses the relationship between the independent and dependent variables.

3. Indirect-Only Mediation: This type of mediation occurs when the indirect effect is significant but the direct effect is not. In this case, the mediator explains the relationship between the independent and dependent variables without the presence of a direct effect. It is referred to as full mediation.

4. Direct-Only Non-Mediation: This type of non-mediation occurs when the direct effect is significant but the indirect effect is not. In this case, the mediator does not explain the relationship between the independent and dependent variables, but there is a direct effect present.

5. No-Effect Non-Mediation: This type of non-mediation occurs when neither the direct nor the indirect effect is significant. In this case, the mediator does not explain the relationship between the independent and dependent variables, and there is no significant direct effect present.

Table 4.21 Indirect effect

Type	Estimate	SE	95 %		C.R	P
			Lower	Upper		
Indirect	0.154	0.066	0.027	0.289	2.333	0.020

Source: Amos Software Output

The above table indicates that indirect effect estimate value of 0.154 in mediation analysis, with a standard error of 0.066, a lower bound of 0.027, an upper bound of 0.289, a p-value of 0.020, and a t-value of 2.333, indicates a significant and positive relationship between the organizational culture and the employee performance, mediated by leaders' personality traits.

Therefore, according to Baron and Kenney (1986) assumption, this implies leaders' personality traits has partial (complementary) mediation role on the relationship between organizational culture and employee performance of Ethiopian ministry of Industry. Therefore, the researcher has accepted the hypothesis 'Leaders' personality trait does significantly mediate the relationship between Organizational Culture and employee Performance of Ethiopian ministry of Industry.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5. Introduction

The main finding and the results of this study summarized in this chapter and in addition to the summary it includes the conclusion and the researcher gives recommendation based on the finding.

5.1 Summary of findings

The main purpose of this study is to investigate the mediating role of leaders' personality traits on the relationship between organizational culture and employee performance. To achieve the objectives of the study developed the following four hypotheses.

H1: There is a positive and significant relationship between organizational culture and employee performance.

H2: There is a positive and significant relationship between organizational culture and leaders' personality traits.

H3: There is a positive and significant relationship between leaders' personality traits and employee performance.

H4: Leaders' personality trait significantly mediates the relationship between organizational culture and employee performance.

In addition, the research answers the specific question based on the objectives. The analyzed data indicates that most of the participants in this study 51.6% (83) were male; on the contrary, 48.4% (78) were female. This means the MOI gives equal opportunities to all. 50.9% of the MOI employees are degree holders, and as we can see from the collected data, the majority of the respondents have been working in the MOI for the least number of years. This indicates that the respondents have a well-known knowledge of the organizational culture that is practiced in the MOI and the personality traits of the leaders. This study includes participants in each employee category. To conduct this study, 161 survey questionnaires were prepared and distributed to 161 employees and leaders, and 161, that is., 100 percent, were filled out and returned. To gather relevant data, a five-option Likert scale survey questionnaire was developed and used. The collected data are analyzed by descriptive and SEM methods using SPSS 25 and Amos 23 software. To assess the internal consistency Test reliability by using Crohan alpha, and to meet

the accepted threshold values, the discriminant and convergent validity, composite reliability, and AVE check. The research finding indicates that organizational culture has a significant impact on employee performance when leader personality traits are present as well as when this mediator is absent.

5.2 Conclusion

The descriptive statistics findings revealed that most respondents agreed that there is no active participation or involvement in the MOI. This indicates that the ministry does not encourage the participation of employees in their own work and the effective contribution of their skills and knowledge for the achievement of the MOI goal. This means the MOI does not believe in the capability and experience of its employees. This leads to employees always depending on their leaders. The mean scores of 3.28, 3.56, and 3.77, respectively, indicate that the respondents to the study have a moderate level of agreement with the consistency, adaptability, and mission organizational culture attribute practice in the MOI. This means there is a relatively well-aligned goal, a strong code of conduct, and a consistent way of doing business. However, there is a weakness in terms of obtaining employees to have a common vision or perspective and integrating and coordinating different work units to work towards a common goal. In adaptability organization culture attributes, the MOI has some weakness in encouraging and promoting risk-taking and innovation. This means MOI didn't give opportunities for its employees to generate new ideas, try new things, and implement them, in addition to not encouraging learning from failure. The ministry has some difficulties addressing customer needs and wants because there is no direct contact with its customers. And also, there is a gap in listening to customer feedback. The respondents agree that the MOI has some gaps in setting a strategy that leads other organizations. In view of the fact that one of the main responsibilities of the MOI is to support and supervise the investors engaged in the manufacturing industry sector in the country, there should be a gap in terms of formulating a strategy that can lead the others. The respondent also agrees that the MOI has a clear mission, a long-term purpose, and a direction, but there is a gap in terms of setting an achievable goal.

The result of this study indicates that leaders in the MOI have a moderate level of openness, which shows that they are moderately open to a new idea and like to see things from different perspectives, but they are not ready to change, face, and practice a new approach. They are not comfortable doing things in unusual ways and trying new things. They are afraid of change.

The result revealed that leaders in the MOI have a moderate level of consciousness. This means the respondents believe that leaders in the MOI are not efficient and effective in their work, are less organized, and also have a gap in terms of doing quality work and achieving their goals.

The respondent rated the extraversion leaders' personality traits at a low level. This means they have poor interaction, they have limitations in social relations, they have a weakness in leading their team effectively, they are less confident, and they do not express their feelings and opinions freely.

The respondent perceived their leader's personality-agreeable traits to be moderate level. Leaders in the MOI are less cooperative with their employees; they have a gap in working with their team members and are also somewhat careless with their employees.

Respondents agree that the ministry leaders are highly neurotic. This means the leaders have gaps in terms of finding and providing calm solutions to the problems they and their employees face. It is difficult for them to spend stressful times in a calm spirit. They are easily agitated, panicked, and unable to control their anger and transfer their stress to their employees.

Structured equation modeling analysis was used to show the relationship between organizational cultural variables (independent variables), leaders' personality traits as mediating variables, and employee job performance (dependent variables).

The study found that organizational culture has a direct and significant positive impact on employee overall job performance ($\beta = 0.372$). Therefore, there is a strong correlation between the culture of an organization and the performance of its employees. A better organizational culture enhances employee performance.

The result of the analysis shows that ($\beta = 0.557$) with a significant value of 0.001 indicates that there is a direct, significant positive relationship between organization culture and leaders' personality traits.

According to the result, leaders' personality traits have a direct and significant positive relationship with employee performance ($\beta = 0.277$). This shows that when there is a better leader's personality, it better employee performance.

The model shows that leaders' personality traits partially (competitive) mediate the relationship between organizational culture and employee performance. There is a significant and positive relationship between organizational culture and employee performance, organizational culture and leaders' personality traits, and leaders' personality traits and employee performance. It means that the personality traits of leaders play a great role in translating the impact of organizational culture on employee performance.

5.3 Recommendation

Based on the findings and conclusions of the study, the following recommendations are proposed:

- ✚ The minister's office is able to increase the participation of the employees. It should facilitate things like active participation and the ways in which employees can contribute to the achievement of the organization's goals. Employees should not be strangers to the ministry. They should be fully informed about everything that happens in the ministry. The ministry should be able to develop the acceptance of opinions and ideas from all its employees because lower-level employees know more about the problems and challenges they face in their work. Also, because they have direct contact with customers, they are more aware of customers' needs, suggestions, and complaints. Therefore, it is necessary to involve employees in decision-making. In addition, the number of levels of hierarchy should be reduced because the more employees are independent, the more creativity increases.
- ✚ The ministry should focus on generality over specialty. Instead of making employees limit their work to their own, it should develop coordination work so that they have an understanding of the work units in the organization. The ministry should work to enhance coordination in different departments.
- ✚ In addition, the ministry should create opportunities for all employees to develop skills and understanding of the ministry's core values, beliefs, and mission. This leads to a more shared and common understanding of the ministry goal.
- ✚ The ministry should be arranging a regular platform to discover customers' ideas, opinions, and feedback. It should improve the ability and willingness of the employees and leaders in the organization to accept and not resist internal and external change that the ministry faces.

- ✦ The ministry should develop a culture that encourages learning from mistakes. To foster innovation and continuous development, the ministry should prepare shared learning platforms where employees can exchange ideas and opinions and facilitate conditions where they can get long-term and short-term training. In addition, there should be a way to encourage employees who have special creativity to bring different innovative ideas.
- ✦ The ministry should develop the best strategy, not only for the ministry's but also for the other company. As one of its main responsibilities and duties is to support and monitor investors engaged in the manufacturing industry in the country, it should be able to set a strategy that will create a positive impact on the organizations and encourage them to follow the ministry's steps.
- ✦ When the ministry sets a long-term goal, the top executives should be sure that the goals will be able to be executed. The ministry should be working on increasing consensus among its employees and stakeholders about its goals and objectives. This can help employees align their personal development goals with the minister's vision and goals so that they can contribute to the effectiveness of the minister's office and its mission. Finally, in order to ensure that the plans are achieving their goals, they must be monitored and evaluated regularly to identify and implement those that require operational improvements.
- ✦ The ministry focuses on creating and fostering a positive and strong organizational culture. These traits have been shown to have a direct and indirect positive impact on employee performance.
- ✦ The ministry should be implementing regular assessments and feedback mechanisms to monitor alignment between leaders' personality traits and the organizational culture and working to foster a culture of openness and transparency to encourage leaders to reflect on their own personality traits and their influence on the culture. In addition, hiring and promoting leaders whose personality traits align with the desired organizational culture.
- ✦ The personality of leaders contributes directly or indirectly to the enhancement of employees' work performance. Therefore, the ministry needs to focus on raising and developing good personalities that have a great impact on employees' motivation and high performance. In particular, leaders should be able to develop emotional intelligence, communication skills, social interaction, and responsible personalities by regularly

preparing different trainings to create better leaders, because these personalities mainly contribute to their direct contact with their employees, engagement, cooperation, and their good contribution to inspire their employees.

- ✚ The ministry should stress the significance of aligning a leader's personality traits to the organization's core values and desired cultural norms. To improve employee performance, the ministry should encourage leaders to exemplify qualities that are consistent with the culture of the organization.

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APPENDIX

Appendix 1: Survey Questionnaire



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTEMENT OF MANAGEMENT

Dear Respondents,

Thank you for your willingness to participate in this survey. I know that I am taking your precious time. I am a student pursuing a Master of Science in Management at Addis Ababa University. I am conducting this research as a partial requirement to fulfill my master's degree. The objective of this study is to investigate how the Ethiopian Ministry of Industry's organizational culture and related ideas relate to one another.

This questionnaire is designed to get the relevant information for the current study to be used for academic purposes. Your participation in this study is entirely voluntary and your survey responses will be kept strictly confidential.

Directions

- ✚ You are not required to write your name.
- ✚ Put a “√” mark in the column which best describes your response to the statement

If you have any questions about the survey or if there is something you want to clarify, please feel free to contact me via my mobile number: 09 13 66 57 46.

Thank you in advance for your irreplaceable and valuable time to participate in this study and for your cooperation.

Part I - Demographic Questionnaire

1 Sex

Male Female

2. Age

20-30 31-40 41-50 51-60

3 Educational Background

Level Diploma Degree Master's Degree & above

Other _____

4 Marital Status

Single Married Divorced Widow

5 Current jobs Position p Management Middle Management

Lower Management Non-Management

6 Year of Experience

Less than 4 Years 4 - 8 Years 9 - 13 Years 14 - 18 Years

19 – 23 years above 23 year

Part II. Organizational Culture Type Assessment Questionnaire. This part of the questionnaire consisted of items taken from the Organizational Culture Assessment instrument (Denison,1995). Please indicate your agreement with the statement below.

Ratings:

1 = strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No	Involvement	1	2	3	4	5
1	Most of the employees are highly involved in their work					
2	Decisions are often made at the level with the best information is available					
3	Information is widely shared so that everyone can get it whenever they					

	need it.					
4	All of the employees believe that they can have a positive impact					
5	Employees work like they are part of a team					
6	Cooperation is actively encouraged across all functional roles in the organization.					
7	Teams are the primary building block for the organization.					
8	The organization encourages teamwork over hierarchy.					
9	Authority is delegated to individuals; they can act independently.					
10	It is continuously invested to develop the skill of employees.					
11	The capabilities of the employee are viewed as an important source of competitive advantage.					

No	Consistency	1	2	3	4	5
1	The approach in doing business is very consistent.					
2	Goals at all levels of this organization are well aligned					
3	Employees from different department share a common perspective.					
4	Project coordination between different part of the organization is simple.					
5	When disagreements occur, employees work hard to find "win-win" solutions.					
6	There is a "strong" culture					
7	Employees have a clear agreement on the right and wrong ways to do things.					
8	There is a way to reach consensus easily, even on difficult issues.					
9	There is a recognizable management style and a distinctive set of management practices.					
10	Ignoring the core values will cause in trouble					
11	managers "practice what they preach					

No	Adaptability	1	2	3	4	5
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1	The ministry is flexible and adapts well to change.					
2	Customer comments and recommendations frequently lead to changes					
3	Customer input directly influences the ministry's decisions.					
4	The employees of the ministry have a deep understanding of customer wants and needs.					
5	The ministry's employees have a deep understanding of what customers want and need.					
6	Encourages innovation and rewards risk-takers.					
7	View failure as an opportunity for learning and improvement.					
8	There are many things that "fall between the cracks."					
9	Learning is an important objective in employees day-to-day work.					

No	Mission	1	2	3	4	5
1	There is a clear mission that gives meaning and direction to the work.					
2	There is a long-term purpose and direction.					
3	There is a clear strategy for the future					
4	The ministry's strategy is leading other firms to change the ways that they compete					
5	There is widespread agreement about goals					
6	Leaders set goals that are ambitious, but realistic					
7	The leadership of this organization has "gone on record" about the objectives we are trying to meet					
8	The ministry continuously track its progress against the stated goals					
9	There are a shared vision of what this organization will be like in the future					
10	leaders have a long-term orientation					
11	The company vision creates excitement and motivation for employees.					

Part III: Please indicate the degree of your agreement or disagreement with the following statements associated with your leader's personality.

No	Leader's personality traits	1	2	3	4	5
1	Leaders within the MOI has an active imagination and likes to reflect, play with idea					
2	MOI leaders are inventive, curious about many different things, and come up with new ideas.					
3	MOI leaders are highly organized, perseveres until the task is finished					
4	Leaders within in the MOI are a reliable worker and makes plans and follows through with them					
5	Leaders in the MOI are outgoing, sociable					
6	Our leaders have assertive personality.					
7	Our leaders like cooperate with others and maintain positive relationships with employees.					
8	Leaders within our organization helpful and unselfish with others					
9	Leaders within the ministry relaxed and handle stress well					
10	Our leaders are emotionally stable, not easily upset.					

Part IV: The following section discusses the factors that measure employees' job performance. Therefore, please indicate the degree of your agreement or disagreement with the following statements associated with your performance.

NO	Employee Performance	1	2	3	4	5
1	I consistently get my job done without errors.					
2	I always handle a high volume of work.					
3	I am able to complete my work on time.					
4	I am present on work on a regular basis.					
5	I try to see things from different perspectives and solve problems that I					

	face in my job.					
6	My supervisor gives me regular feedback on my performance					

Appendix 2 Model Fit Summary

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	53	279.088	178	.000	1.568
Saturated model	231	.000	0		
Independence model	21	2680.678	210	.000	12.765

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.066	.863	.822	.665
Saturated model	.000	1.000		
Independence model	.435	.211	.132	.192

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.896	.877	.960	.952	.959
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.848	.759	.813
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	101.088	59.657	150.457
Saturated model	.000	.000	.000
Independence model	2470.678	2307.349	2641.373

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.744	.632	.373	.940
Saturated model	.000	.000	.000	.000
Independence model	16.754	15.442	14.421	16.509

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.060	.046	.073	.121
Independence model	.271	.262	.280	.000

Appendix 3 Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
LPT <--- OC	.557
EP <--- OC	.372
EP <--- LPT	.277
OCM11 <--- OC	.814
OCM10 <--- OC	.756
OCM9 <--- OC	.850
OCM8 <--- OC	.746
OCM7 <--- OC	.676
OCM2 <--- OC	.784
OCM1 <--- OC	.824
OCA4 <--- OC	.766
OCA1 <--- OC	.835
OCC2 <--- OC	.771
OCI11 <--- OC	.634
OCI10 <--- OC	.599
EP1 <--- EP	.670
EP2 <--- EP	.731
EP3 <--- EP	.715
EP4 <--- EP	.721
LPT8 <--- LPT	.470
LPT4 <--- LPT	.601
LPT3 <--- LPT	.668
LPT2 <--- LPT	.940
LPT1 <--- LPT	.962

Appendix 4 Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
e19 <--> e20	.567	.079	7.175	***	par_23
e2 <--> e12	-.182	.044	-4.167	***	par_24
e11 <--> e12	.525	.072	7.245	***	par_25
e2 <--> e11	-.178	.043	-4.181	***	par_26

	Estimate	S.E.	C.R.	P	Label
e3 <--> e12	.107	.029	3.650	***	par_27
e2 <--> e8	-.137	.033	-4.195	***	par_28
e4 <--> e5	.159	.037	4.299	***	par_29
e6 <--> e7	.181	.030	6.060	***	par_30

Appendix 5 Correlations: (Group number 1 - Default model)

	Estimate
OC <--> LPT	.553
EP <--> LPT	.486
OC <--> EP	.519

Appendix 6: AMOS Graphics Output

