



**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**

The Role of Commercial Bank of Ethiopia's Management in
adopting organization Culture that Enhances Organizational
Effectiveness:

(The Case of Arada District)

By: Ayele Cherinet

OCTOBER, 2021

ADDIS ABABA, ETHIOPIA

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By: Ayele Cherinet

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Advisor: Dr Adane Atara

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Addis Ababa University
College of Business and Economics
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Declaration

I, Ayele Cherinet, announce this research paper entitled “The Role of Commercial Bank of Ethiopia’s Management in Adopting Organization Culture that Enhances Organizational Effectiveness: The Case of Arada District” is original research work of mine that has not been produced by others in any other institutions or universities for any other requirements in any form and is the outcome of my own effort and that all sources of materials used for the study have been duly acknowledged.

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This is to certify that Ayele Cherinet has carried out his thesis work on the Topic entitled “The Role of Commercial Bank of Ethiopia’s Management in Adopting Organizational Culture that Enhances Organizational Effectiveness: The Case of Arada District” under my guidance and supervision. Accordingly, I here assure that his work is appropriate and standard enough to be submitted for the award of Master of Arts in Human Resources Management.

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Acronyms

ANOVA - Analysis of Variance

CBE - Commercial Bank of Ethiopia

SPSS - Statistical Package for Social Sciences

NBE - National Bank of Ethiopia

Abstract

The study has sought the role of Commercial Bank of Ethiopia's Management in adopting organization culture that enhances organizational effectiveness. The study used the Denison's organizational culture model. The major objective was to assess the extent the CBE management group involves itself in adopting organizational cultures that enhance the Bank's effectiveness. The study used Descriptive survey research design and quantitative research method to objectively answer the proposed research questions. Simple random sampling technique with probability proportional to size (PPS) allocation was designed to select sample branches and respondents from the 19 sampled branches. One hundred sixteen participants, non-manager employees and management members, were involved in the questionnaires and all have responded. Descriptive analyses were carried out to analyze the data using SPSS 25. The study outcome shows that as per the views of Non- Managers all organizational dimensions (involvement, consistency, adaptability and mission) are practiced moderately by the Bank's management group; while from the standpoint of the Managers' group they are all practiced at a higher level. What is more, the mean comparison test, between the two groups, shows that there is a significant mean difference at 5% level of significance. Accordingly, the Managers believe that there is high Organizational Effectiveness at CBE but Non- Managers do not agree where they believe there is only moderate Organizational Effectiveness. The research meets its objectives and answers to the main and subsequent research questions: 'Does CBE's Management playing its role in adopting organizational cultures that enhance organizational effectiveness? The answer is yes; however, the CBE's management team is perceived by Non-Manager Employees as a management team that plays its role of adopting organizational cultures moderately. On the other hand, the Managers group considers itself as a team that plays its role of adopting organization cultures that enhance organizational effectiveness at a higher level. The study recommends that CBE's Top management bridge this gap.

Keywords: Involvement culture, Consistency culture, Adaptability culture, Mission culture and Organizational effectiveness.

CHAPTRE ONE

1.1. Background of the Study

An organization is an entity that exists to achieve a purpose through the collective efforts of the people who work in or for it (Armstrong 2014). As a social unit, it brings together people of diverse backgrounds to work towards a common defined goal. People come into the organization with different values, beliefs and ways of doing things; which all are parts of *organizational culture*.

Hence, organizational culture may be defined as "underlying values, beliefs and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles (Denison 1991).

An organization's culture defines the proper way to behave within the organization. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understandings (SHRM¹ 2017).

The success of any business depends on its organizational culture. With the right leadership, a positive organizational culture can spread throughout the workplace. Leaders show employees how to demonstrate values that contribute to organizational culture. It is the duty of a leader to communicate the company's mission, goals and core values. Leaders are responsible for defining, teaching, measuring and rewarding the culture they want to promote. Ethical leaders create a culture of honesty, integrity, trust and fairness. Quality leadership builds a harmonious, collaborative and trustworthy work environment. By being ethical, leaders uphold the standards for a positive organizational culture.

Again, managers can teach organizational culture through social interactions. Through their own actions, leaders show employees what behavior is accepted and encouraged.

(Tianya LI 2015) indicates that culture, in an organization, is learned through interaction and is transmitted to employees through the installments of particular values in the mindset and processes employees are involved in on a daily basis. This can be through regular team meetings,

¹ Society for Human Resources Management

as well as programs used to encourage employees to work in teams and contribute to the success of the organization.

On the other hand, as identified by (Vaughan 2019) , the goals of Human Resources Management are to: support the organization in achieving its objectives by developing and implementing human resource (HR) strategies that are integrated with the business strategy ; contribute to the development of a *high-performance culture*; ensure that the organization has the talented, skilled and engaged people it needs; create a positive employment relationship between management and employees and a climate of mutual trust; encourage the application of an ethical approach to people management. This indicates that, HR impacts on company culture and plays a key role in helping to ensure an organization's culture stays relevant. Moreover, it is said that organizational culture is a vital aspect of any successful business or organization. For instance, a positive culture can help attract and retain loyal and committed employees, which, in turn, can strengthen relationships with customers and other partners. In addition, one of the greatest advantages of a strong and positive organizational culture is that it has the power to turn employees into advocates. (Mosley 2019) indicates that people want more than a steady paycheck and good benefits; they want to feel like what they do matters. And when people feel like they matter, they're more likely to become culture advocates—that is, people who not only contribute to the organization's culture, but also promote it and live it internally and externally. Furthermore, organizational culture is a powerful force that works to clarify important matters and also to coordinate employee efforts thus lowering costs and eliminating inefficiencies due to close and immediate supervision (Heinz 2021). Again, a strong organizational culture helps to keep best people and assists with on boarding. What is more, culture transforms a company into a team and brings together the people and keeps them aligned with the goals and objectives of the organization.

So far we have, generally, seen the role culture plays in an organization. However, when we look at the Ethiopian banking industry, literatures on bank cultures are rare and the concept of *organizational culture* is not a developed concept.

According to the 2019/20 Annual Report of the National Bank of Ethiopia, the banking sector in Ethiopian is currently comprised of two government owned and sixteen private banks. Moreover, 17 banks are under formation.

In an effort to identify its existing culture, the Commercial Bank of Ethiopia, had conducted an in-house study by its Marketing Department in 2018. The study identified the four existing cultures (Mission, Involvement, Consistency, and Adaptability) and then selected the preferred cultures by way of responses collected from the respondents. Accordingly, Mission, Adaptability, Consistency, and Involvement were selected and put in their order of importance.

The main objective of the study was to diagnose the existing Organizational Culture and formulate views about the preferred culture in CBE (Assessment of CBE's Organization Culture, 2018).

Now, observing, that there was nothing indicated on the role of the CBE's management in adopting the preferred cultures (organization culture) into the minds of the Bank's employees, and wishing to fill this gap, this study was undertaken by the researcher.

1.2. Background of the Organization

The history of the Commercial Bank of Ethiopia (CBE) dates back to the establishment of the State Bank of Ethiopia in 1942. CBE was legally established as a share company in 1963. In 1974, CBE merged with the privately owned Addis Ababa Bank. Since then, it has been playing significant roles in the development of the country. Currently, CBE has more than 31 million account holders; and the number of Mobile and Internet Banking users also reached more than 4.6 million as of Dec. 31st 2020. Active ATM card holders reached more than 6.4 million. CBE combines a wide capital base with more than 40,000 talented and committed permanent employees and more than 22,000 outsourced jobs as of June 30, 2020. It has strong correspondent relationship with more than 50 renowned foreign banks like Commerz Bank A.G., Royal Bank of Canada, City Bank, HSBC Bank. It has a SWIFT bilateral arrangement with more than 700 other banks across the world for foreign remittance worldwide. CBE is one of the major public banks in Ethiopia having over 1,690 branches throughout the country.

Source: (<http://www.combanketh.et/Home.aspx>)

1.3. Statement of the Problem

Studies indicate that there are numerous definitions of an organization culture. However, in common the idea refers to a group of values, beliefs, and behaviors that are created and

maintained by the organization's leaders and carried forth by the employees which differentiate one organization from another.

(Schein 2004) defines culture as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization. As such, culture is the social glue that helps hold an organization together by providing appropriate standards for what employees should say or do.

What is more, organization culture is perceived differently by enterprises. There are businesses that realize its significance and spend proportionately to either improve or sustain a positive culture while there are others who have ignored it altogether.

Organizational cultures are created by a variety of factors, including founders' values and preferences, industry demands, and early values, goals, and assumptions. In addition, it is said that Managers directly influence organization ***culture through leadership, communication and delegation***. They can strengthen the business culture by ensuring that their actions and words adhere to the values and vision of the organization.

Hence, it is important to consider how management can play positive roles in creating and maintaining positive organizational culture in any organizational setting.

Moreover, for a healthy organization employee retention is a key concern for management. In fact, Managers provide and exercise different ways to retain employees in an organization. One way to employee retention is by introducing positive cultures that employees like and are willing to readily accept and live them by.

Managers need to identify the existing cultures of their organizations and work to strengthen the cultures that are deemed to be important and support organizational growth and stability.

When we look at the current state of the Bank, CBE, in an effort to identify its existing cultures, had conducted an in-house study by its Marketing Department in 2,018. These cultures are

considered to be valuable resources and need to be retained, communicated to, and instilled in the minds of the Bank's employees; now and in the future. In fact, cultures can be learnt and instilled into workers mind by Managers and other groups in the organization.

This study, using the Dension's Model, *desires* to assess the role of CBE's management in adopting organization cultures that enhance organizational effectiveness in the minds of employees. Involvement, consistency adaptability and mission are all considered as factors that influence organizational culture by Dension.

Given that not much research has been done, in the CBE, to check and question the management's role in instilling the Bank's organization cultures, it is evident that there is an identified knowledge gap. Hence, this study is believed to bridge this gap and add something to the pool of knowledge in organizational culture.

1.4. Research Questions

A research question is 'a question that a research project sets out to answer'. Choosing a research question is an essential element of both quantitative and qualitative researches.

Managers can teach organizational culture through social interactions and through their own actions. Leaders show employees what behavior is accepted and encouraged. Now, this being the case, this study intends to examine the level or extent or the degree of role played by the CBE's management in adopting organization cultures that enhance organizational effectiveness.

Hence, it starts by asking the following main question.

Does CBE's Management playing its role in adopting organizational cultures that enhance organization effectiveness?

In addition, the study may answer the following specific questions:

- I. Does CBE's management group encourage employees in the development of *involvement culture*?
- II. Does CBE's management group encourage employees in the development of *consistency culture*?
- III. Does CBE's management group encourage employees in the development of *adaptability culture*?
- IV. Does CBE's management group encourage employees in the development of *mission culture*?

1.5. Research objectives

Research objectives are clear statements of what one aims to achieve through his or her research. Accordingly, the core objective of this study is to assess the extent the CBE management group involves itself in adopting organizational cultures that enhance the Bank's effectiveness.

In doing so the research has the following specific objectives:

- I. To assess the level involvement culture is exhibited in the CBE.
- II. To assess the level consistency culture is exhibited in the CBE
- III. To assess the level adaptability culture is exhibited in the CBE.
- IV. To assess the level mission culture is exhibited in the CBE.

1.6. Significance of the study

When one talks of research it is about finding the truth through experiment or investigation using the scientific methods. Likewise, this study, by following the basic research techniques finds answers to the research questions. Again, the research outcome helps the Top management of the Bank to know how effective its management group is in adopting organization culture. In addition, it may create awareness among employees of the Commercial Bank of Ethiopia about the need and importance of effective and strong organization/ organization culture.

It may also serve as a stepping stone to researchers who are interested in conducting further study in the banking industry on similar areas.

1.7. Limitations and scope of the Study

This study, geographically, encompasses only the organizational culture of staffs employed in the branches found in Arada district in 2021. As per the current organizational structure, the CBE is organized under 30 districts distributed over three Regions. Again due to the limit in resources, this study encompasses only the management group and employees of selected sample branches of the Arada District. Arada district is selected for the reasons mentioned on page 36.

Although this research is adopted with questionnaire investigation and concise questions to the best of one's ability, it is still not known whether the respondents can substantially understand the original contextual meaning of the questionnaire to show the results with a true reflection; this is quite a limitation. To mitigate this problem, however, the English language questionnaires are translated into Amharic; incase respondents need them.

1.8. Organization of the Paper

This study is organized into five chapters. The first chapter encompasses the *Introduction* which includes background of the study and the organization, statement of the problem, objectives of the study, research questions, significance and limitation of the study. The second chapter focuses on *Literature Review*. The third chapter presents the *Methodology* of the research. While the fourth chapter deals with *research findings and results* and the last chapter goes to the *Conclusion and Recommendations*.

1.9. Definitions of Key Terms

Organizational culture -Refers to a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins and Judge 2013).

Involvement - A sense of responsibility of an employee towards his work (Denison 1990).

Consistency - Shared system of beliefs, values, and symbols, widely understood by an organization's members, which has a positive impact on their ability to reach consensus and carryout coordinated actions (Denison 1990).

Mission - It expresses how the organization will look into the future; it focuses activities by entire element channels to achieve organizational goals (Denison 1990).

Adaptability - A system of norms and beliefs that can support the capacity of an organization to receive, interpret and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth, and development (Denison 1990).

Top Management of Commercial Bank of Ethiopia- It is made up of senior-level executives of the Bank, or those positions that hold the most responsibility. These are people responsible for setting the overall direction of the Bank and making sure that Bank's major objectives are achieved.

Manager group - In this context it means those branch Managers, business and operation Managers found in CBE grade III and above branches.

Employee engagement - It is the degree of intensity, maintenance, and direction of effort and energy that an employee gives toward his/her overall working experience.

Connectedness - Is defined as the degree to which an employee feels emotionally and cognitively attached to his/her overall place of work and to his/her colleagues.

Capacity- Is defined as the shared amount of cognitive and emotional resources a workgroup has related to its direct working situation.

Safety - Pertains to an individual's sense of respect to extend ideas and feel accepted in his/her role.

Belonging - Is defined as the shared sentiment of fitting and affinity a work group has for its overall place of work. Purpose is defined as the collective line of sight an employee work group has to the meaning and value in its work.

Recognition and guidance-Are the two main components of a company providing feedback to employees. Feedback is defined as the level of communication employees receive about their overall performances.

Operational -Is defined as how faultless and useful work is completed within the overall organization.

Inclusion- Is defined as equitable access for opportunity for all employees, at all levels of an organization.

CHAPTER TWO

2. Review of Related Literature

2.1. Introduction

The main purpose of this chapter is to review literatures on theoretical and empirical concepts of culture. Basically, literature review is a written overview of major writings and other sources on a selected Topic. Hence, the Topics covered in this chapter mainly include the Concept of organizational culture, Functions and dysfunctions of organizational culture, Models of organizational culture; Ways employees can learn culture in an organization, the Role of leaders and employees in culture building and Culture in banking industry.

2.2. Theoretical Review

2.2.1. The Concept of Organizational Culture

Organizational culture is the way that things are done in an organization, the unwritten rules that influence individuals and groups' behaviors and attitudes. Culture also includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle 2004). In a more simple and clear way, scholars, like (Deal & Kennedy 2000) state that, organizational culture is simply "the way things are done around here". In this sense, an organization's culture defines the proper way to behave within the organization. It is a group of internal values and behaviors in an organization. It includes experiences, ways of thinking, beliefs and future expectations.

American management professor (Edgar Schein 2004) is among the pioneer scholars who provided a formal definition of organizational culture. He defines organizational culture as a pattern of shared basic assumptions that a group learned as it solves its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Every organization, be it public or government, has its own culture. To indicate this, (Karthikeya2019) states that organizational *culture* refers to culture in any type of organization including that of schools, universities, not-for-profit groups, government agencies, or business entities. He also affirms that **organization culture** and **company culture** are sometimes used to refer to a similar concept. The term organization culture became widely known in the business world in the late 1980s and early 1990s. *Organization culture* was already used by Managers, sociologists, and organizational theorists by the beginning of the eighties.

From the various definitions given herein above, one can understand that there is no fixed, universal definition either for culture or for organizational culture. Despite different definitions, however, there is a common understanding of organizational culture that it refers to the shared meanings or assumptions, beliefs and understandings held by members of an organization.

In analyzing culture, (Schein 2004) focuses on three levels- artifacts, espoused beliefs and values, and basic underlying assumptions. According to him, Artifacts represent all occurrences that one sees, hears, and feels when one encounters a new group with an unfamiliar culture. They are organizational attributes that can be seen, felt and heard by the uninitiated observer, including the facilities, offices, décor, furnishings, dress, and how people visibly interact with others and with organizational outsiders. On the other hand, Espoused values are those represented by a company's leadership and management. They represent the professed culture of an organization's members. Company slogans, mission statements and other operational creeds are useful examples. Finally, Basic assumptions are underlying, often unconscious, determinants of an organization's attitudes, thoughts, processes, and actions. They are unseen and not consciously identified in everyday interactions between organizational members. .

When we deepen our readings on organizational culture, particularly of (Cameron and Quinn, 2011), we realize that an organization's culture is reflected by what is valued, the domain of success that makes an organization unique. Furthermore, (Denison and Neale (n.d.) also indicate that organizational culture refers to the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles.

Finally, when we look at the general concept of organizational culture, we can see that it represents a common perception held by the organization members. It also has different variants like dominant, weak, strong and toxic culture. Dominant culture expresses the core values that are shared by a majority of the organization's members. Core Values or dominant values are accepted throughout the organization. This general concept on organizational culture would enable us to see the cultures of the Commercial Bank of Ethiopia from different perspectives.

2.2.2. Importance of Organizational Culture

Organizational culture creates an operational environment in which every employee strives to achieve the goal that was set by the organization. The result of a well-structured culture within the organization environment is a dynamic team upon which every employee is held accountable; while at the same time all members respect themselves and the company as an entity (Tanase 2015). (Cameron and Quinn 2006) also emphasize that successful companies have distinctive, readily identifiable organizational cultures.

(Woszczyna2014) argues that organizational culture can effectively promote or inhibit cooperation, exchange of knowledge, experience and ideas. Organizational culture plays an important role in organizations, regulating the behavior of participants, and in extreme cases – of the organization as a whole.

(Warga2019) in his study 'The Effect of Organizational Culture on Employee Commitment in the Commercial Bank of Ethiopia' cites the works of (Alisa & Nuhanovic2010) and indicates five points that elaborate the importance of organizational culture.

To begin with, culture ensures a higher level of cooperation among employees. Subsequently culture can simplify decision- making and implementation, because common shared beliefs and values provide organization members a consistent set of basic assumptions and preferences. Again, culture can initiate an efficient and sound communication. Furthermore, culture makes "clan" control in an organization easier, as common values, beliefs and group norms direct individual behavior. And finally, culture enables a higher level of identifying individual with organizational goals. These are some of the points that justify the need to identify and learn the importance of culture in an organization.

Likewise, understanding of CBE's organizational culture helps management in identifying, inculcating, and maintaining of those organization cultures that serve as strong pillars for the smooth operations and maintenance of its leadership position in the industry.

2.2.3. Functions and dysfunctions of Organizational Culture

(Bizuneh 2016), in his master's thesis 'the effect of organizational culture on employees performance: the case of Ethiopian airlines Company', writes that culture has many benefits to both organization and employees, and cites (Robbins and Judge 2013) that they assert, culture has a *boundary-defining role*: it creates distinctions between one organization and others. Culture conveys a sense of identity for organization members. In addition, culture facilitates commitment to something larger than individual self-interest. What is more, culture *enhances the stability of the social system* by being social glue that helps hold the organization together by providing standards for what employees should say and do. Furthermore, (Kondalrk 2009) tried to outline what culture does to both employees and organizations. First, it gives members an *organizational identity*: sharing norms, values and perceptions; gives people a sense of togetherness that helps promote a feeling of common purpose. Second, it *facilitates collective commitment*. The common purpose that grows out of shared culture tends to elicit strong commitment from all those who accept the culture as their own. Third, it *promotes systems stability*. By encouraging a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. Fourth, *it shapes behavior* by helping members make sense of their surroundings. An organization culture serves as a source of shared meaning that explains why things occur the way they do. Finally, it helps organizational members *stick to conformity* and expected modes of behaviors. So, culture ensures that everyone thinks and behaves in a prescribed manner. In this regard, it is vital for leaders and employees of organizations to understand the functions of culture in creating unity and common directions of purposes.

Contrary to this fact, however, there are situations where cultures serve as dysfunctional mechanisms. When we talk of the role of management in relation to organization culture it is not only in the instilling of the preferred cultures of the organization, but also in preventing toxic cultures that disrupt or dysfunction the smooth operation of it. Cultural dysfunction is what creates the symptoms we see manifested such as inequitable practices, opportunity gaps, and

increased discipline and exercising what is known as the practices of micromanagement. This includes being too involved, by Managers, in every step of the way that a worker takes in his/her work, reluctant to trust in the capabilities of a workforce to do their task well and always on the lookout for perfection.

Again, cultural dysfunction can be manifested where there is a poor company culture. Where there is poor company culture, there is lacking in direction. This lack of leadership, in getting work done allows neglectful attitudes to spread. Employees in a culture where little is expected are likely to procrastinate and take short cuts when they do execute their work. What is more, too much competition in the organization rather than collaborative and team-based approach is also a dysfunctional organizational culture.

Yet again, a toxic work culture is one where the workplace is plagued by fighting, drama and unhappy employees to the point that productivity and the well-being of the people in the office are affected. In addition, leniency toward bad habits, an unhealthy focus on profit, too much gossip, low engagement in the office, lack of empathy, low morale at work, lack of communication, employees' inability to get the information they need to get the work done all are situations when a toxic culture manifests itself in an organization (Nunez 2018) .

Furthermore, in a poor company culture, employees are afraid of the boss, there is a high employee turnover, and there are cliques and groups in the office, insistence on policies over people. Basically, policies are put in place to support people but there are situation where organizations constantly put policies ahead of people; this then, can breed a negative work environment that will make all workers feel irritable, anxious and defensive. This can lead to poor productivity, a lack of motivation and morale, poor communication and the creation of gossip and small talk in the workplace.

2.2.4 . Models of Organizational Culture

Different models by scholars have been developed on organization culture. We use cultural models to reason and make sense of information and come to opinions. Cultural models are important for communicators to consider because they shape and constrain how people think about an issue and the solutions that they see as effective and appropriate. Following, we will review some of the dominant models on organizational culture.

2.2.4.1. Charles Handy's Model

According to Charles Handy's model, there are four types of culture which organizations follow:

Power Culture: - There are some organizations where the power remains in the hands of only a few people and only they are authorized to take decisions. They are the ones who enjoy special privileges at the workplace. They are the most important people at the workplace and are the major decision makers. These individuals further delegate responsibilities to the other employees. In such a culture the subordinates have no option but to strictly follow their superior's instructions. The employees do not have the liberty to express their views or share their ideas on an open forum and have to follow what their superior says. The Managers in such a type of culture sometimes can be partial to someone or the other leading to major unrest among others.

This sort of culture, I believe, does not motivate employees to creativity. From our life experiences and from various readings, we have learnt that human beings do like liberty of mind and prefer, in most cases, to act by their own.

Task Culture:-Organizations where teams are formed to achieve the targets or solve critical problems follow the task culture. In such organizations individuals with common interests and specializations come together to form a team. There are generally four to five members in each team. In such a culture every team member has to contribute equally and accomplish tasks in the most innovative way. These days organizations, in most cases, prefer teamwork over individualism.

Person Culture:-There are certain organizations where the employees feel that they are more important than their organization. Such organizations follow a culture known as person culture. In a person culture, individuals are more concerned about their own self rather than the organization. The organization in such a culture takes a back seat and eventually suffers.

Employees just come to the office for the sake of money and never get attached to it. They are, seldom, loyal towards the management and never decide in favor of the organization.

Identifying such culture in an organization would help management to take precautions when recruiting employees- not to employ with such attitudes and beliefs. Organizations with such cultures are likely to fail.

Role culture:-is a culture where every employee is delegated roles and responsibilities according to his specialization, educational qualification and interest to extract the best out of him. In such

a culture employees decide what best they can do and willingly accept the challenge. Every individual is accountable for something or the other and has to take ownership of the work assigned to him. Power comes with responsibility in such a work culture - a culture that needs to be promoted and inculcated in the minds of employees.

2.2.4.2. Edgar Schein's Model

According to (Edgar Schein 2004) - Organizations do not adopt a culture in a single day, instead it is formed in due course of time as the employees go through various changes, adapt to the external environment and solve problems. They gain from their past experiences and start practicing it every day thus forming the culture of the workplace. The new employees also strive hard to adjust to the new culture and enjoy a stress free life. Schein believed that there are three levels in an organization culture.

Artifacts:-The first level is the characteristics of the organization which can be easily viewed, heard and felt by individuals collectively known as artifacts. The dress code of the employees, office furniture, facilities, behavior of the employees, mission and vision of the organization all come under artifacts and go a long way in deciding the culture of the workplace.

Values:-The next level according to Schein which constitute the organization culture is the values of the employees. The values of the individuals working in the organization play an important role in deciding the organization culture. The thought process and attitude of employees have deep impact on the culture of any particular organization. What people actually think matters a lot for the organization. The mind-set of the individual associated with any particular organization influences the culture of the workplace.

Assumed Values:-The third level is the assumed values of the employees which can't be measured but do make a difference to the culture of the organization. There are certain beliefs and facts which stay hidden but do affect the culture of the organization. The inner aspects of human nature come under the third level of organization culture.

2.2.4.3. Robert A Cooke's Model

According to this model, every employee has a way of behaving at the workplace which he feels is the correct way and would help him survive in the organization for a longer duration. According to the model, the culture of an organization is the way employees behave at the

workplace; to ensure stable future and growth. They can be categorized as ***Constructive, Passive and Aggressive Cultures***

Constructive Culture:-There are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. People crib amongst themselves when queries remain unattended leading to severe de-motivation. A constructive culture encourages discussions and exchange of ideas amongst employees.

Constructive culture motivates the employees and eventually extracts the best out of them.

The key features of a constructive culture include:

Achievement- a constructive culture helps the employees to achieve the targets within the stipulated time frame. The other is **Self-Actualizing**. In this kind of culture, an employee stays motivated and realizes his full potential. Next is **Encouragement**- a constructive culture encourages employees to deliver their level best and strive hard for furthering the image of the organization. The remaining constructive culture is **Affinitive** where the employees avoid conflicts and unnecessary disputes and promote a positive ambience at the workplace.

Passive Culture where the employees behave in a way contrary to the way they feel is correct and should be the ideal way. In a passive culture, the main motive of the employee is to please the superiors and make his position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job.

The characteristics of a passive culture are:

Approval: In such a culture employees can't take decisions of their own; they need to take their boss's approval before implementing any idea.

Conventional: Employees are bound by rules and regulations of the organization and act according to the prescribed standards only.

Dependent: In such a culture, the performance of the employees is dependent on the superior's decisions and they blindly follow their boss's orders.

Avoidance: Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

Aggressive Culture:-Organizations following an aggressive culture promote competition amongst the employees. They encourage the employees to compete against each other so that each one performs better than his fellow worker. In such a culture, employees seeking their colleague's assistance are often called as incompetent employees. Every individual vies for power, attention and strives hard to win appreciation. The key features of such a culture are: Opposition, Power, Perfectionist and Competitiveness.

2.2.4.4. Hofstede's Model

According to Hofstede, National and Regional factors contribute to the culture of the organization and eventually influence the behavior of employees in the organization. There are majorly five factors which influence the culture of the workplace.

Power Distance: - refers to the differences in the work culture as per the power delegated to the employees. It has to do with the fact that a society's inequality is endorsed by the followers as much as by the leaders. There are some organizations which believe in appointing team leaders or team Managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice.

Masculinity vs. Femininity: - refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and softhearted. The responsibilities also vary as per the sex of the employees. The female employees are never assigned something which requires late sittings or frequent travelling.

Individualism: -Individualism is the moral stance, political philosophy, ideology and social outlook that emphasize the moral worth of the individual.

Source: <https://en.wikipedia.org/wiki/Individualism>

There are some organizations which strongly rely on team work. Here, individuals with a common interest come together and work in unison as a team. These organizations believe that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario, the employees share a healthy relationship and take each other's help when required.

Uncertainty Avoidance Index:-refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations. Organizations try hard to avoid such situations and also prepare the employees to adjust well in all conditions.

Long Term Orientation:-There are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity.

2.2.4.5. Denison's Model

This model was developed by Daniel R. Denison and William S. Neale after twenty years of research of thousands of companies. (Denison and Neale 2011) identified four cultural traits *Adaptability, Involvement, Consistency, and Mission*. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model.

Adaptability the first organizational culture traits depicts the ability of the organization in translating the demands of the business environment into action through creating *change, customer focus* and *organizational learning environment*. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development.

The indices of the adaptability trait are: *creating change, customer focus and organizational learning*. Creating change deals with the ability of organization to create adaptive ways to meet changing needs. So, organization will be able to read the business environment, quickly react to current trends, and anticipate future changes. *Customer focus* is the second indices which focus on the organization understanding and reaction to its customer and anticipation to future needs.

Lastly, organizational learning is reflected when an organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities. Adaptable organizations are driven by their customers,

take risks and learn from their mistakes, and have capability and experience at creating change (Nadler 1998).

Involvement is the second organizational trait which ensures the participation of employees in decision making; it also relies on team effort to get work done and continual investment in the development of employee's skills. In other words, involvement is building human capability, ownership, and responsibility. Thus, organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels.

The indices of the involvement trait are: empowerment, team orientation, and capability development. Empowerment deals with individuals' authority, initiative and ability to manage their own work. Team Orientation stress on working cooperatively toward common goals for which all employees feels mutually accountable. Finally, capability development explains the organization continually invests in the development of employees' skill in order to stay competitive and meet ongoing business needs. When one says involvement, it means that executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization.

Consistency is the third trait which emphasizes on maintenance of the status quo by being well coordinated and well integrated. The organization devises clear agreement about the right way and the wrong way to do things. Organizations also tend to be effective because they have "strong" cultures that are highly consistent, well-coordinated, and well integrated.

In addition, consistency deals with defining the values and systems that are the basis of a strong culture. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support also has clear set of do's and don'ts.

Coordination and integration, agreement and core values are indices of the consistency trait.

Accordingly, coordination and integration clarify ability of different functions and units of the organization to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done. The second indices is agreement in which is underlying level of

agreement and the ability to reconcile differences when they occur. The last one core values stress in which members of the organization share a set of values that create a sense of identity and a clear set of expectations

Mission involves defining a meaningful long-term direction for the organization. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state.

Strategic direction, vision and intent, goals and objectives are the indices of the mission trait.

Thus, strategic direction and intent deals with clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute. The second indices, goals and objectives, stress on a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Finally, vision ensures that organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

Thus far, we have reviewed some of the common organizational models. This would help us know the different perspectives of culture as it is believed to have great influences on employees' behaviors. Understanding employees' behavior is also like a corner stone on which the foundations of a building are erected. What is more, understanding and building a winning organization culture has been shown to improve levels of employee engagement, productivity and performance.

2.3. Empirical Review

An empirical literature review is more commonly called a systematic literature review and it examines past empirical studies to answer a particular research question.

Empirical/ systematic research on the cultures of work organizations and how they might be managed to enhance performance and productivity, however, was not pursued with any frequency until the 1980s. A number of popular management books published at that time called attention to cultural issues in the management of organizations (Ouchi, 1981; Pascale and Athos, 1981; Peters and Waterman, 1982; Deal and Kennedy, 1982). The general theme of these books

was that-*Managers can shape the cultures of the organizations they manage in ways that enhance performance and productivity.* Each organization, it was suggested, could develop a distinctive culture with the enlightened guidance of management.

Another important conceptual issue concerns the origins of culture.

An early analysis of ways of studying culture pointed out that it can be viewed either as a property of organizations—something the organization has—or as something the organization is (Smircich 1983).

(Daniel Druckman, Jerome E., Singer Harold & Van Cott 1997) indicate that scholarly treatments of culture vary considerably. They further discuss earlier studies and indicate that studies on cultures use quantitative as well as qualitative methods. Studies that use quantitative usually treat culture as a variable that can be measured much like other properties of organizations (Denison, 1990; Schneider, 1990; Hofstede et al. 1990). The above scholars further indicate that studies that use qualitative methods, particularly those in the ethnographic tradition, are more likely to treat cultures as something the organization is (Rohlen 1974; Barley, 1983, 1986; Van Maanen, 1973, 1975; Trice and Sonnenstuhl, 1988; Kunda 1991; Browning et al. 1995). Many of these studies seek to describe cultures and their contexts in rich detail and from their members' point of view and to develop grounded theory—that is, theories derived from a rigorous analysis of qualitative data systematically generated from observations, interviews, and relevant documents.

We conduct the empirical review from the following perspectives:

2. 3.1. The Role of Leaders in Culture Building

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse 2004).

Culture can significantly impact an organization's ability to perform effectively and leaders can shape the organizational environment in both positive and negative ways.

Explaining this further, (BASS, B., & AVOLIO, B. 1993), indicate that culture can affect leadership just as much as leadership affects culture. Leaders are responsible for creating systems that develop organizational culture and reinforce workplace norms. Cultural norms in the workplace are adopted from the actions of the leader: where their attention is focused, how they react to crises and the behaviors they model.

Another scholar, (Kane-Urrabazo2006), states that Managers are always under the magnifying glass; with each action carefully scrutinized by subordinates. Hence, they must exercise caution when making decisions, ensuring that fairness and equitability exist among staff, and that ethical standards are upheld on a continual basis. According to Kane, the four cultural components, viewed as managerial traits of trust and trustworthiness, empowerment, consistency and mentorship coexist at all times regardless of the type of culture. Managers must put support systems and other mechanisms into place that allow employees the opportunity to empower themselves and to flourish, thus increasing their own effectiveness as well as that of the organization. Hence, empowerments are one of the ways in which leaders play role in culture building.

Leadership and the culture play a vital role in the organization for implementing modern techniques. Several researchers (Vera &Crossan 2004; O'Reilly &Tushman 2004) have given their opinion about “adaptive” leadership and “bounded delegation” leadership, which may act on encouraging various methods of modernization. An adaptive leadership style is described as leadership which aims on strategic thinking and organizational potential to become accustomed to changing situation and supports the business activities, whereas a bounded delegation leadership is defined as the leadership which helps and guides the employees in achieving the goal and the vision of an organization and also supports them and inspires their creativity.

The organization’s external environment is supervised by the leaders with an adaptive leadership style, they use the ideas to maintain the competitive environment and make sure of repeated learning by adjusting to variations in the external environments (Boal & Hooijberg 2000; Vera & Crossan 2004). These leaders take up, appreciate, and in organization new ideas are responsive to the requirements of various types of businesses and become accustomed to differences in the outside environments (Tushman, Anderson, & O’Reilly 1997; Boal & Hooijberg 2000).

On working in the organization's external environment these leaders are helped to get hold of customer comments, find out of their customers' troubles and requirements, and acquire market ideas, which they can inform to those working in the organization. In assisting in collecting the ideas, this type of leadership helps to promote incremental, but not fundamental product improvement (Ulwick 2002; Damanpour 1991). Unlike incremental improvements, radical improvement normally needs profound knowledge and the switch over to more ideas about particular and top technologies. As such knowledge can be gained by more interest in a particular area, it is improbable that the adaptive leaders not only manage the company but will be able to get to acquire more information which is required for implementing new activities.

These leaders are capable to relate the requirements and the troubles with the hard work laid on the growth of a product within the organization, as these leaders work on providing means of expression for information between customers and the organization. Although the modernization is paying attention on meeting the customer needs and resolving the problems faced by the customers is reaching a great height in natural history. In contrast, fundamental improvement is encouraged by additional fundamental technical and scientific analysis and is paying attention on producing products which not only convince the needs have the customers, but they bring new innovative ideas into the marketplace (Tushman, Anderson, & O'Reilly 1997).

Similarly, (Craig2018), strengthen this idea and states that leadership cultivates the foundation of culture to empower employees to achieve the company mission and realize how vital each of their contributions is to furthering those goals. Leaders have a responsibility to demonstrate the beliefs of the company and reinforce behaviors that reflect those values.

Leaders' values, actions, and the development of their teams need to visibly reinforce the culture of the organization. Through the example they set, leaders shape the culture in their words and actions every day. These actions then gain momentum through structures and policies to shape how employees operate.

The style of leadership plays a role in followers' perceptions of an organization. The style approach can be used as a way in determining how leaders approach and manage their followers and subordinates (Northouse 2013).

Why the organization's leaders are so important to defining, developing, teaching and maintaining its culture? Because leaders show employees how to embody values that contribute to organizational culture. It is the duty of a leader to communicate the company's mission, goals and core values. Leaders are responsible for defining, teaching, measuring and rewarding the culture they want to foster.

Again, a leader works as a change agent who can manage organizational process effectively. The changing trends have compelled organizations to constantly review and reevaluate the recent technological advancements and customers' expectations to understand, adopt and implement changes in their business model.

Deloitte (2016), states that culture, leadership, and strategy are the triumvirate (association of three) that together steer the organization toward excellence—and much like any triumvirate, being in sync is necessary for an effective working relationship. Leadership and culture are the crosshairs that, when coordinated, can give an organization a competitive advantage. Conversely, poor leadership can reinforce the wrong values, behaviors, and attitudes, creating interferences that can shape a toxic culture and create discord between an organization's image and how it actually operates.

Below are three key areas where the intersection between leaders and culture is paramount:

A leader needs to align with the culture and model desired behaviors. An organization's culture isn't always "right," and a leader's approach certainly isn't infallible either. *Furthermore, a leader needs to understand his or her fit within the culture and use that awareness to drive positive change.* Leaders aware of their place within the existing culture can more effectively drive change. An effective leader uses this self-awareness to inform an intentional approach toward daily decision-making, recognizing that each action shapes the culture in which they operate.

Again, a leader needs to connect with employees' hearts and minds, aligning to a common purpose. To shape and sustain organizational culture, leaders need to connect with the emotional side of the workforce, creating a shared sense of purpose and motivation. In this way leaders play their roles in culture building.

Every employee impacts an organization's direction, but leadership has by far the largest and most direct effect on company culture, which revolves around employee engagement, environment, atmosphere and the success of the company and its clients

(William Craig 2018) indicates that leaders have a responsibility to demonstrate the beliefs of the company and reinforce behaviors that reflect those values. Craig advises CEOs by saying “Be the change you want to see”. He states that “Your behaviors at work, your communication style and how you handle wins and setbacks all affect company culture. You can't delegate creating the culture your employees' experience. If you want to reflect particular values, demonstrate those values in your actions”.

Finally, the researcher, from his long-term work experiences in the CBE, confirms that leaders play greater roles in instilling organizational culture. In the bank, for instance, it was and still it is highly forbidden to leave work places while someone has transactional differences. He or she has to solve and find the differences in any case. This is a day- one's rule that every performer learns from his immediate supervisors and colleges. In addition, code of dress is strictly observed by employees- all male employees need to put on neckties while female are not allowed to wear trousers and pantaloons.

2.3.2. The Role of Employees in Culture Building

(K. Szczepanska, D. Kosiorek 2017) state that each organizational system is based on people who are to carry out the tasks that are necessary to achieve the goals of the organization. On one hand, well-chosen employees with the required qualifications, traits of character, abilities, are fundamental for effective operation of the organization. On the other hand, the people influence the goals and tasks by shaping the environment in which they work is done or where technology is chosen, which require that the employees have to develop new skills. The human factor is essential not only for achieving the objectives of the organization but also, for the proper operation of its individual subsystems, including organizational structure.

(K. Szczepanska, D. Kosiorek 2017) discusses the role employees play in culture creating and say that the collective acceptance and submission to the values, standards, attitudes, and behavior patterns will have a positive impact on the set of elements of the organizational culture mutually perceived and shared by the employees, which will make it stronger. On the other hand, the lack of compromise as far as the common interpretation of the elements of the organizational culture is concerned, manifested in different attitudes or views of the employees of the organization will hinder the process of shaping the organizational culture in the organization. Hence, it is

necessary to ensure that the employees of the organization can learn the values, standards, attitudes, and behavior patterns which they may identify with.

Employees, as vital resources of the organization, need to be actively involved in cultural transformation activities when an organization begins cultural transformations. A cultural transformation in an organization begins when an organization recognizes its current culture is misaligned with its vision, mission, core values, and strategic objectives. Cultural transformation is a shift that can take place throughout an entire organization or in individual departments and teams. It requires changing the hearts, minds, and skills of the workforce to support the desired culture. Individuals must first have the conviction (heart) to change their behavior. Then, they must understand what behavior change looks like (mind) and have the necessary tools (skills) to change.

(Isa, Ugheoke & Noor 2016) argue that many organizational behavioral theorists believe that a good fit between employees and the organization is significant to performance. A well-built organizational culture serves as a powerful tool to execute innovative ideas, influences employee's behaviors, and increases performance (Kim Jean Lee & Yu 2004).

When an individual's values and organizational practices are well integrated, it will largely affect the level of individual and organizational output. The more employees identify that an organization provides uninterrupted learning, dialogue with employees, and has a well-connected system with good leadership, the more committed they will be to the organizational goals (Joo & Lim, 2009; Joo & Shim, 2010). Possibly, employee's dissatisfaction with an organizational culture is the most important reason that causes poor performance and turnover in current organizations. Consequently, (Silverthorne 2004) argues that the better the fit, the better the extent of job satisfaction, not considering the type of organizational culture. Following this, literature suggests that organizations should pay attention to their culture and build suitable communication and capability to manage uncertainty and to achieve the needed organizational commitment (Cheung, Wong, & Wu, 2011; Ezirim, Nwibere, & Emecheta 2012).

2. 3.3. Ways Employees can learn culture in an organization

Literatures indicate that culture is gained through organizational learning. As described by scholars, organizational learning is the process of creating, retaining, and transferring knowledge within an organization.

Employees learn culture by interacting with other employees. (Schein 2004), for instance, indicates that the major activities of any new member when she enters a new group are to make sense of the operating norms and assumptions. But this making sense of the operating norms and assumptions or deciphering can be successful only through the feedback that is meted out by old members to new members as they experiment with different kinds of behavior. In this sense, there is always a teaching process going on, even though it may be quite implicit and unsystematic. If the group does not have shared assumptions, as will sometimes be the case, the new member's interaction with old members will be a more creative process of building a culture. But once shared assumptions exist, the culture survives through teaching them to newcomers.

Culture is transmitted to employees through the instilment of particular values in the mindset and processes employees are involved in on a daily basis. This can be through regular team meetings, as well as programs used to encourage employees to work in teams and contribute to the discussion. (Brown 2019) describes the ways that employees learn culture in an organization in the following ways:

2. 3.3.1. Rituals and ceremonies

Rituals and ceremonies refer to repetitive patterns which emphasize an organization's values and core practices or what a company 'stands for'. These may be formal or informal work practices that are often known as 'the way things get done' or more explicit rules that govern how people work. Either way, to create a strong culture, set rules that are unique to the organization.

If work practices are highly structured and individuals are task-driven rather than outcome-driven, cultures can sometimes come across as hierarchical or rigid with little room for experimentation or innovation. How a company trains employees to give and receive feedback or how it educates people on things like discrimination sends a strong message on what the

company stands for. Rituals and practices of learning and development can be achieved utilizing micro-learning to foster a culture of continuous growth.

2.3.3.2. Material and Cultural Symbols

Symbols serve as a representation of an organization's culture, further instilling a sense of identity and drive-in employees. Symbols traditionally communicate with those in the organization through unspoken messages. Symbols can be experienced in the form of company logos and branding, messaging on office walls, office meeting room labels, job titles.

2.3.3.3. Organizational heroes

Organizational champions or often referred to as 'heroes' refer to those in the organization who perform in an exemplary manner, of which other employees should follow suit. Having these figures as role models in a learning organization is important for the continual guidance of employees in a positive direction.

2.3.3.4. Language

Language is often used by organizations as a way to characterize their unique voice and identify those within it. Having a specific language sets the tone for the level of formality within the organization. Using consistent language in learning and training materials can really drive the organization's perception of the formalities within the organization and how people inadvertently treat others. Language such as 'we' and 'us', if consistently used, can really drive a culture of inclusivity and emphasize the focus being on a team rather than an individual. Training employees on how to be team players can further emphasize the importance to employees.

2.3.3.5. Stories

Organizational stories are often based on memorable past events that are repeatedly talked about and shared with other employees – particularly new starters. These stories can include narratives or events relating to founders, conquerors, successes and failures of the organization. Values are often reinforced through the re-telling of stories, as is what employees should and should not do.

In the Ethiopian banking industry, in most cases, employees learn organizational culture through various ways. When new recruits are accepted, banks conduct what we call induction programs that are led by senior management groups. Under this program, the recruits are taught about the general aspects of that bank, the banks' norms and clothing habits and any office disciplines. One can take this as the beginning of cultural transformation by the management group. As an ex-employee of the bank, I remember that senior leaders, while we were management trainee, insisted us, to say "My Bank" or Our Bank, whenever we address or mention the Commercial Bank of Ethiopia. This had a greater impact on my stay in the Bank and greatly helped me to love the Bank to date- proving the role management has in inculcating organizational culture.

2.4. Organizational Culture in a Banking Industry

We all agree that banking practices and performances are the backbone of an economy. Banks perform significant functions and support economy by collecting savings and placing exchangeable financial instruments into the best profitable use. In fact, banks support in creating and gearing up economic activities in a country.

The Ethiopian banking sector, under a regulator, has also done tremendous job. In addition to supporting economy, the sector has influenced masses socially. Overall perception of a bank in Ethiopia is that it's a neat and clean, environmentally controlled and best service place. Bank's employees are presumed to be highly paid, socially groomed with a higher status in the economy.

On the other hand, literatures in the Ethiopian banking cultures focus mainly in the areas of performance, risk taking, customer handling and competitiveness. In a global scenario, (Warga 2019) indicates that the issue of organization culture in banking has surfaced in recent discussions as a Topic of significance in restoring public trust and enhancing financial stability in the banking system. He further cites the works of (Agarwal & Manu 2015; Joke 2014) and explains that following the financial crisis of 2008, the popular press, practitioners, and financial regulators have argued that organization culture strongly influences bank's risk-taking behavior and plays a key role in influencing banking performance.

He , further discusses that theoretical and empirical literatures conducted in different countries show that banks' organization cultures either encourage or discourage certain behaviors of

Managers or employees and quotes the works of (Quinn & Rohrbaugh 1983, and (Cameron & Quinn 2006).

Again, (Warga 2019) discusses the survey made by (Mervelskemper et al. 2018) on the organization culture of 167 European banks, and its impact on risk taking behavior and their potential to resist on the financial crisis of 2008/09. The study revealed that most banks are '*collaborate and compete*' oriented rather than *create and control* oriented cultures. The study also found that banks with collaborate and control oriented culture are risk averse and can resist risk to some degree when financial crisis like 2008/09 happen. In contrast, banks with compete oriented culture were risk takers and their resistance is low when the financial crisis happen (Mervelskemper et al 2018).

The study by (Sofi & Devanadhen 2015) on Indian banks organization culture and its performance linkage revealed that banks with innovative and competitive cultures shown a higher significant effect on their performance than other cultural types.

In the recent business environment especially financial institutions have become very dynamic and highly competitive. This happened due to the globalization and massive developments in the technological world. As a result, financial institutions are faced with a lot of challenges. To cope with the challenges and achieve superior performance, they need to be entrepreneurially inclined, market oriented, and strategically positioned. Similarly, they need to develop and nurture appropriate and strong organizational culture; and review their culture within the dynamic environment to achieve their goals.

Existing body of literatures on culture indicate that culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem solving (Kotter 2012). If an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders, the organization's effectiveness can decline as has occurred with some organizations (Ernst 2001). In addition, literatures show that organizational culture and performance clearly are related (Kopelman, Brief, & Guzzo 1990), although the evidence regarding the exact nature of this relationship is mixed. However, studies show that the relationship between many cultural attributes and high performance has not been consistent over time (Denison 1990); Sorenson 2002)

Scholars advise that to make culture an integral part of how the organization behaves, then the following points are important to note: *culture of the organization must support the execution of the organization's growth strategy*. The *strategy* of the organization *must specify* how resources—human and financial—will be allocated to various activities. Important considerations in assessing *leadership capabilities* of employees should be their respect for and practice of the culture. When these three conditions are met, culture is actually “practiced” in the sense that day-to-day operating decisions are made in a manner consistent with the organization’s strategy and its way of thinking. However, it should be apparent that for these conditions to be met there must be a shared understanding of what culture is. To start, leaders must identify the cultures of their organizations and then communicate them clearly up and down the line in concise, easily comprehended language.

Furthermore, from the literatures reviewed the researcher has learnt the important aspects of organizational culture and has observed the areas on which researchers have focused on- like that of the impact of culture on employees’ performances, commitments, organizational efficiencies, productivities, etc. Yet again, companies that know how to develop and transfer their cultures in an effective way most probably have the benefit of advancement in productivity and the quality of work life among the employees.

For this to happen, however, management groups of organizations have the responsibilities to identify and inculcate the cultures of the organizations in the minds of their employees.

However, the mechanisms and responsibilities of identifying and inculcating preferred cultures are not well identified and studied, especially, in the Ethiopian banking industry. Hence, the very objective of this research is to work on this neglected issue and fill the observed knowledge gap.

2.5. Conceptual ddefinition of Organizational effectiveness

Wikipedia explains Organizational effectiveness as the concept of how effective an organization is in achieving the outcomes the organization intends to produce. It is the efficiency with which an association is able to meet its objectives. This means an organization that produces a desired effect or an organization that is productive without waste. Organizational effectiveness is about each individual doing everything they know how to do and doing it well; in other words organizational efficiency is the capacity of an organization to produce the desired results with a

minimum expenditure of energy, time, money, and human and material resources. The desired effect will depend on the goals of the organization, which could be, for example, making a profit by producing and selling a product. An organization, if it operates efficiently, will produce a product without waste. If the organization has both organizational effectiveness and efficiency, it will achieve its goal of making a profit by producing and selling a product without waste. In economics and the business world, this may be referred to as maximizing profits.

As per scholars, highly effective organizations exhibit strengths across five areas: leadership, decision making and structure, people, work processes and systems, and *culture*. For an organization to achieve and sustain success, it needs to adapt to its dynamic environment. Evaluating and improving organizational effectiveness and efficiency is one strategy used to help insure the continued growth and development of an organization.

Measuring organizational effectiveness can be an inexact science, since each individual entity will have a different list of criteria and priorities to weight and consider through self-assessment. Understanding a company's level of organizational effectiveness is important for several reasons: it serves as a check-in to see how well internal procedures are meeting an initial vision, it provides investors, donors, or employees with an idea of the company's strengths, and it highlights areas of ineffectiveness that can be the focus of improvements.

Organizational effectiveness measures the big-picture performance of a business, across a broad range of criteria. Financial performance, long-term planning, internal structure, and adherence to core values may all be critical components in understanding organizational effectiveness.

To get a clear idea of an organization's effectiveness, it is important to create a clear list of criteria to assess. No two organizations will have the same list of criteria.—Since organizational effectiveness is difficult to express in a concrete formula, a company may choose to state the results of an assessment through specific goals achieved or desired.

In the 1980s, organizational effectiveness became more prominent and switched to being a concept from the status of a construct (Henry2011). This concept is related to issues such as the ability of an organization to access and absorb resources and consequently achieve its aims (Federman 2006). (Cameron 1978) pointed out that organizational effectiveness is the proficiency of the organization at having access to the essential resources. However, (McCann 2004) noted it as the criterion of the organization's successful fulfillment of their purposes

through core strategies. In the literature, there is not a single model of organizational effectiveness to fit all organizations. According to (Balduck & Buelens 2008), the issue of effectiveness in organizations revolves round four main approaches: the system resource approach, the goal approach, the strategic constituency approach and the internal process approach.

CHAPTER THREE

3. Research Methodology

3.1. Research Approach

Research approaches are plans and the procedures for research; and the two basic approaches to research are quantitative and qualitative approaches. Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion.

Qualitative approach on the other hand, is concerned with subjective assessment of attitudes, opinions and behavior. For this study, quantitative approach will be followed.

3.2. Research Design

The research design refers to the overall strategy that we choose to integrate the different components of the study in a coherent and logical way. It is the blue print for fulfilling research objectives and answering questions (Cooper & Schindler 2006). It can be categorized into three: exploratory research, descriptive research and causal or explanatory research (Saunders, Lewis & Thorhill 2009).

As the aim of this study is to assess the role of CBE's management in adopting organizational cultures that enhance the Bank's effectiveness, the study follows descriptive survey research design. Because, descriptive survey research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions (Glasgow 2005). A descriptive survey research design can use a wide variety of research methods to investigate one or more variables. *3.3. Population and Sample of the study*

3.3.1. Population of the study

Study population is a subset of the target population from which the sample is actually selected. Currently, there are 58 branches under Arada District of the CBE. Of which four are Special, eight are Grade IV, 12 are Grade III, 22 are grade II and 12 grade I branches. The total number of population in the District is 1,543. Arada district is chosen for the following reasons: some of

the long-established branches are found under this district (Addis Ababa (57yrs), IBD (57yrs), Arada Giorgis (56yrs), Arat Kilo (56yrs), and Thewodros (54yrs), ease of accessibility and proximity to the researcher, compared to other locations.

The study considers 19 branches (32.8%) out of the total branches in the District, and uses simple random sampling technique to select them. The selected branches have a total number of 653 employees.

3.3.2. Sample Size Determination

The sample size was determined using the following formula and assumptions. As per the formula, the sample size would be maximum if we use $P=0.5$ and $1-P=0.5$. Based on this assumption, the proportion of employees who have the knowledge of bank culture (P) is equal to those employees who have no knowledge of the bank culture ($1-P$) =0.5. In an optimum allocation for fixed sample size, the standard error of a proportion that will take care of the possible variability for any given value of n is obtained when P , the proportion, is between 0.3 and 0.7 (Cochran (2002)). The value arrived at is 0.5 which is within the range given by Cochran. A 95 per cent level of confidence with a critical value of $Z= 1.96$ in a normal probability table and 0.05 precision including the design effect assumed to be 1.2; value taken to tolerate the error in the design of the study were used. The sample size is calculated as follows:

$$n = \frac{P(1-P) * Z^2 * D}{d^2}$$

$$\text{The sample size } n = \frac{0.5*(1 - 0.5)*(1.96)^2 * 1.2}{(0.1)^2} = 115.25$$

When rounded upwards, the sample size will be 116 employees to be covered in 19 branches of Arada district.

3.3.3. Allocation of Sample Size and Selection Procedures

The sample size for quantitative analysis of data obtained from primary sources was determined to be 116 and a random sampling technique with probability proportional to size (PPS) allocation is designed. In each branch all employees are eligible units of the study; but only sampled

employees are considered to represent the respective selected branch. Selections of the study branches from Arada district were random. Simple lottery sampling procedure was followed in the field to select sample respondent employees from each selected branch. The following *table* (Table 3.1) presents sample size using PPS by branch.

Table 3.1: Sample Size Allocation by Bank Branch of Arada District, Addis Ababa, 2021

Ser. No.	Branch name	Branch	No of	Sample	
		Grade	employees	No of employees	No rounded
1	Addisu Gebeya	4	32	5.7	6
2	Arada Ghiorgis	Special	65	11.5	12
3	Arat Kilo	Special	65	11.5	12
4	Berhane Selam	3	29	5.2	5
5	Chilot	2	13	2.3	2
6	Dejach Wube	3	23	4.1	4
7	DilBer	1	15	2.7	3
8	Genete Tsige	3	27	4.8	4
9	Hamle 19	2	22	3.9	4
10	International Banking (IBD)	Special	60	10.7	11
11	Kidiste Mariam	4	46	8.2	8
12	Lazarist	1	13	2.3	2
13	Mehatema Ghandi	4	49	8.7	7
14	Ras Mekonen	1	19	3.4	3
15	Semen Gebeya	3	33	5.9	6
16	Semen Mazegaja	2	22	3.9	4
17	Shero Meda	3	36	6.4	7
18	Sidist Kilo Campus	4	45	8.0	8
19	Theodros	4	39	6.9	7
Total		N = 653		116	n = 116

Source: CBE, computed by the researcher as indicated in the methodology, 2021.

Formula used in sample size allocation by bank branch using PPS:

$$M = n/N$$

$n_i = N_i \times M$, Where, M = Multiplier/weight

N = Total number of employees in 19 branches

n = Total sample size

N_i = Total number of employees in the i^{th} branch; $i = 1, 2, \dots, 19$

n_i = Sample size of the i^{th} branch; $i = 1, 2, \dots, 19$

3.4. Data Sources and Types

A primary source of data was collected from sample branch employees, Branch Managers, and Business and Operations Managers of each sample branch. In addition, secondary data was used to build the theoretical framework and to learn from previous studies conducted in similar areas. The secondary data/information was gathered from the Internet, books, journals and CBE and NBE reports.

3.5. Data Collection Procedures

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. The researcher approached the School of Commerce for the support and cooperation letter to the Bank and submitted the letter to the appropriate organ of the Bank. Upon receipt of permission, the questionnaires were distributed by the researcher to selected sample branch employees and management groups. The researcher prepared two types of questionnaires; one for employees and the other for the management group. With some branch management group, interviews were administered, and the interviews were unstructured to allow flexibility.

3.6. Ethical Consideration

There are six broad ethical areas that need to be considered in research: Voluntary participation, informed consent, confidentiality and anonymity, the potential for harm, communicating the results, and more specific ethical issues. In this research, all necessary precautionary measures were taken by the researcher to strictly observe the ethical considerations. Respondents were briefed on the purpose of the questionnaire and insured that anonymity is respected.

3.7. Methods of data analysis

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. Researchers generally analyze for patterns in observations through the entire data collection phase (Savenye & Robinson 2004). There are two main methods of Data Analysis: Qualitative analysis- this approach mainly

answers questions such as 'why,' 'what' or 'how. Quantitative analysis - generally, this analysis is measured in terms of numbers.

Quantitative data of this research was analyzed using Frequency, Percent and Mean while the qualitative data were narrated in words using paragraphs. Moreover, Statistical Software for Social Science (SPSS) version 25 was used as a tool for the analysis.

To assess the role of managements' group, this survey employed a five point Likert-scale (1=strongly disagree, 2= disagree, 3= neutral 4 =. agree and 5= strongly agree) and thus the mean score lies between 1 and 5. A score close to 5 implies that managements' group plays important /strong role in adopting organization culture and the opposite is true when the score approaches to 1.

3.8. Validity and Reliability

One way to try to ensure that measurement error is kept to a minimum is to determine properties of the measure that give us confidence. The first property is *validity*, which is whether an instrument actually measures what it sets out to measure. (Hair et al 2007) defined validity as “the degree to which a measure accurately represents what is supposed to”. Validity is also concerned with how well the concepts are defined by the measure(s). It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration.

On the other hand, reliability refers to whether or not one gets the same answer by using an instrument to measure something more than once. In simple terms, research reliability is the degree to which research method produces stable and consistent results.

The reliability and validity of research results depend on creating a strong research design, choosing appropriate methods and samples, and conducting the research carefully and consistently. Source: (<https://www.google.com.et/search>). As this study used a quantitative research method, the problems of validity and reliability were addressed by carefully designing the questionnaires and the sampling techniques.

In addition, Cronbach's Alfa test was used for the reliability test. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Moreover, the questionnaires were tested using none sampled

employees of other branches in advance. What is more, with regards to validity, experts' opinions were sought on the design and contents of the questionnaires.

Table 3.2: Reliability statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.953	.953	20

Alpha Coefficient Range	Strength of Association
<0.6	Poor
0.6 to <0.7	Moderate
0.7 to <0.8	Good
0.8 to <0.9	Very Good
0.9	Excellent

Sources: Hair et.al (2003); Essential of Business Research Method.

Cronbach's alpha coefficient is more reliable when calculated on a scale from twenty items or less.

From Table 3.2 we can see that our data calculated from 20 items indicates that it is highly reliable.

CHAPTER FOUR

4.Data Presentation, Analysis and Interpretation

4.1. Introduction

This chapter describes the analysis and interpretation of the collected data on the role of CBE's Management in adopting organization cultures that enhance organizational effectiveness.

The chapter consists of different Topics such as: introduction, response rate, demographic characteristics of respondents. In addition discussions and results of analysis on involvement, consistency, adaptability, and mission cultures are presented.

Descriptive statistics was used to summarize the data in terms of count, percent, mean and standard deviation. To measure organizational culture with regard to the four dimensions and Organizational Effectiveness of Commercial Bank of Ethiopia, different questions with five points Likert scale response was used. The Likert scale was scored as follows: 1= "Strongly disagree", 2= "Disagree", 3= "Neutral", 4= "Agree" and 5= "Strongly Agree".

4.2. Response Rate of the Respondents

A total of 116 questionnaires were distributed and all of them were responded.

Table 4.1 Response Rate

Target population	Total Questionnaire distributed	Questionnaire Returned	Questionnaires not returned	Response Rate
116	116	116	0	100 %

4.3. Socio-Demographic characteristics

The background characteristics of the respondents are presented in Table 4.2. Among the total 94Non- Manager Respondents, included in the study 62 (66%) were male while the remaining 32 (34%) were female and among the 22 Managers included in the study all (100%) were male. Majority of the Non-Manager respondents, 65 (69%), were in the age group 26 – 35; followed by 22 (23.4%) in the age group 36 – 45 and among Managers the majority 12 (54.5%) were in the age group 36 – 45 followed by 8 (36.4%) in the age group of 26 - 35.

Table 4.2: Socio-Demographic characteristics of the respondents

Variables	Category	Position				Total	
		Non -Manager		Manager		N	%
		N	%	N	%		
Sex of respondent	Male	62	66.0%	22	100.0%	84	72.4%
	Female	32	34.0%	0	0.0%	32	27.6%
Age of respondent	18-25	3	3.2%	0	0.0%	3	2.6%
	26-35	65	69.1%	8	36.4%	73	62.9%
	36-45	22	23.4%	12	54.5%	34	29.3%
	> 45	4	4.3%	2	9.1%	6	5.2%
Educational status	Certificate	1	1.1%	0	0.0%	1	0.9%
	Diploma	3	3.2%	0	0.0%	3	2.6%
	First degree	47	50.0%	9	40.9%	56	48.3%
	Masters and above	43	45.7%	13	59.1%	56	48.3%
Marital status	Single	44	46.8%	8	36.4%	52	44.8%
	Married	47	50.0%	14	63.6%	61	52.6%
	Divorced	2	2.1%	0	0.0%	2	1.7%
	Widowed	1	1.1%	0	0.0%	1	0.9%
Year of service in the CBE	< 5 years	32	34.0%	0	0.0%	32	27.6%
	6-10	36	38.3%	7	31.8%	43	37.1%
	11- 15	16	17.0%	8	36.4%	24	20.7%
	16- 20	4	4.3%	5	22.7%	9	7.8%
	21- 25	4	4.3%	2	9.1%	6	5.2%
	26 and above	2	2.1%	0	0.0%	2	1.7%

Source: Own Survey, computed in SPSS, 2021

Regarding education status of respondents, 50% of Non- Manager respondents have first degree; while 45.7% have masters and above. Among Managers, 59% have masters and above; while the remaining 41% have first degree. Fifty percent of (50%) Non- Manager respondents are married and 47% are single. Among Manager Respondents, 63.6% are married while the remaining 36.4% are single. The number of years of service the respondents have in the Bank was also shown in the table. Seventy two percent (72%) of Non- Manager respondents have less than 10 years of service while the majority of Managers (68%) have more than 10 years of service.

4.4. The Involvement Organizational Culture

The involvement dimension of the organizational culture of Commercial Bank of Ethiopia was measured by its three sub-dimensions each having three questions i.e. empowerment, team

orientation and capability development. The descriptive analyses, using numbers and percent of respondents by response are given in Appendix Tables A.1 and Table A.2 for Non- Managers and Managers respectively.

When we see the details for some of the variables in the involvement culture (Appendix Tables A.1 and Table A.2), we see that among the 94 Non- Manager employees included in the study 25.5% disagree (Disagree and Strongly Disagree) while 48% agree (Agree and Strongly Agree) on the variable that states '*Managers encourage employees to take initiatives or make decisions on their own or independently*'. Similarly, almost one in four 24.4%, 23.4% and 24% of Non- Manager employees do not agree on the statements that '*Managers believe in and are willing to invest on employees' capability and skills development practices, encourages active employees to participate in major decision makings in the branch and usually participate employees in the preparation of Planned targets and Performance Indicators for his/her unit/branch needs respectively*'. Overall, 16% of the Non- Manager employees do not agree that Managers in the Bank play their roles in a high level of adoption of involvement culture while 65% agree.

On the other hand, among the 22 Managers included in the study, only one disagrees that '*He/she encourages branch employees to participate in the preparation of planned targets and performance indicators for the branch needs*'. Otherwise, almost for all the variables more than 90% of the Managers group agrees that it involves Non- manager employees in decision making in the branch and the preparation of planned targets and performance indicators for the branch needs. Overall, 95.5% of the Managers in the sample branches believe that they play their roles of adoption of involvement culture in a high level.

Again, the descriptive analysis using mean and standard deviation is given on Table 4.3. The table also contains mean response comparisons between Non- Managers and Managers' ratings of the adoption of involvement organizational culture at the Bank.

The result indicates that, the adoption of involvement organizational culture computed from nine variables had mean 3.42 with standard deviation 0.81 as measured by Non- Managers group and had mean 4.26 with standard deviation 0.5 as measured by Managers group.

Table 4.3: The Involvement Organizational Culture

Variables	Position			
	Non -Manager		Manager	
	Mean	S.d	Mean	S.d
My manger /Managers / (branch manager, operation and business) empowers me to make decisions related to my tasks	3.43 _a	1.15	4.14 _b	.64
My manager encourages active employees to participate in major decision makings in the branch	3.34 _a	1.17	4.32 _b	.57
Mangers, usually participate employees in the preparation of Planned targets and Performance Indicators for his/her unit/branch needs.	3.31 _a	1.20	4.23 _b	.75
My manager gives more emphasis on cooperation and teamwork.	3.71 _a	1.02	4.32 _b	.65
Employees are encouraged to cooperate than compete to each other.	3.49 _a	1.05	4.32 _b	.65
Managers (branch , operation and business) always strive to provide feedback and advice performers on work related issues	3.55 _a	.97	4.18 _b	.59
Managers believe in and are willing to invest on employees' capability and skills development practices.	3.23 _a	1.03	4.32 _b	.65
Managers encourage employees to take initiatives or make decisions on their own (independently).	3.28 _a	1.10	4.23 _b	.61
Managers consider employees as important source of competitive advantage for the branch/ bank.	3.40 _a	1.08	4.32 _b	.65
Involvement	3.42 _a	.81	4.26 _b	.50
Note: Values in the same row and sub-table not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means.				

Source: Own Survey, computed in SPSS, 2021

Out of the nine variables, Non- Manager measured the adoption of involvement organizational culture at the Bank to be low for four variables and to be moderate for five variables. The smallest mean (3.23) was measured to the variable “*Managers believe in and are willing to invest on employees' capability and skills development practices*” and maximum mean (3.71) was measured from the variable “*My manager gives more emphasis on cooperation and teamwork*”. On the other hand, Managers measured all variables as high adoption with smallest mean 4.14 for the variable “*As manger (branch manager, operation and business) I empower employees under my supervision to make decisions related to my tasks*”.

All things considered, the mean comparison test shows that there is a significant mean difference between adoption of involvement organizational culture measured by Non- Managers and Managers at 5% level of significance. The Managers at CBE believe that there is high adoption of involvement organizational culture but Non- Managers do not agree and believe that there is a moderate adoption of involvement organizational culture in the Bank.

Based on the outcomes of these analyses, this research gives answer to the first specific question (Does CBE’s management group encourage employees in the development of *involvement culture*) and addresses its first specific objective. That is, the management group of CBE is encouraging employees to adopt involvement cultured in a moderate manner as per the mean value definition table. What is more, the above outcomes enable one to asses and conclude that involvement culture is moderately exhibited in the Bank. Moreover, it is possible for one to believe that the Managers’ role in adopting involvement organizational culture at the Bank is moderate and suggest the need for improvement.

Zaidatol and Bagheri mean category definition

No	Mean value	Description
1	<3.39	Low
2	3.40 up to 3.79	Moderate
3	>3.8	High

Source: Zaidatol and Bagheri (2009)

4.5. The Consistency Organizational Culture

The Consistency dimension of the organizational culture of CBE was measured by its three sub-dimensions each having three questions i.e. core values, agreement and coordination and integration.

The descriptive analyses, using numbers and percent of respondents by responses are given in Appendix Tables A.3 and Table A.4 for Non- Managers and Managers respectively.

When we see the details for some of the variables in the Consistency culture (Appendix Tables A.3 and Table A.4), we see that, among the 94 Non- manager employees included in the study, 24% disagree (Disagree and Strongly Disagree) while 42% agree (Agree and Strongly Agree) on the variable that states “*Managers act as role model for branch employees*” or *Managers “practice what they preach”*. About 60% of Non- Manager employees agree on the variables that state ‘*Managers work hard or are highly devoted to have highly shared beliefs, values and behaviors among branch unit employees, agree or adhere to most procedures, rules and norms of the bank / branch, enhance coordination and integration of major goals and tasks of the branch, encourage or facilitate two way (Top-down and bottom-up) information flows in the branch and adhere to policies and procedures in customer service delivery*’. Overall, 14% of the Non- Manager employees do not agree that Managers in the Bank play their roles in high level of adoption of consistency culture; while 63% agree.

On the other hand, among the 22 Managers included in the study, two (9%) disagree (Disagree and Strongly Disagree) that ‘*violating core values are followed by serious consequences (punishments)*’ in their branch, one manager strongly disagrees that he/she requires employees to have a higher level of consensus on critical and strategic issues of the branch and one manager disagrees that there is strict adherence to policies and procedures in customer service delivery at his/her branch. Overall, 95 % of the Managers in the Bank believe that they are playing their roles in a high level of adoption of consistency culture.

Again, the descriptive analysis using mean and standard deviation is given on Table 4.4. The table also contains mean response comparisons between Non- Managers and Managers’ ratings of the adoption of Consistency organizational culture at the Bank.

The result indicates that the adoption of Consistency organizational culture computed from nine variables had mean 3.5 with standard deviation 0.75 measured by Non- Managers and had mean 4.05 with standard deviation 0.46 measured by Managers.

Out of the nine variables, for eight of them the Non- Managers measured the adoption of the Consistency organizational culture to be moderate and the remaining one variable was measured to be low. The smallest mean (3.19) was measured to the variable “*My Manager acts as role*

model for branch employees (Managers “practice what they preach”) and maximum mean (3.65) was measured from the variable “Managers enhance coordination and integration of major goals and tasks of the branch”.

Table 4.4: Consistency Organizational Culture

Variables	Position			
	Non - Manager		Manager	
	Mean	S.d	Mean	S.d
Violating core values are followed by serious consequences of Managers (punishments by Managers)	3.63 _a	.85	3.73 _a	.98
My Manager acts as role model for bra branch employees (Managers “practice what they preach”)	3.19 _a	1.07	4.00 _b	.76
Managers require employees to have a higher level of consensus on critical and strategic issues of the branch	3.47 _a	1.00	4.00 _b	.93
Managers work hard or are highly devoted to have highly shared beliefs, values and behaviors among branch unit employees.	3.53 _a	1.01	4.09 _b	.53
Managers agree or adhere to most procedures, rules and norms of the bank / branch.	3.56 _a	1.06	4.18 _b	.59
Managers enhance coordination and integration of major goals and tasks of the branch.	3.65 _a	.90	4.27 _b	.63
Managers follow consistent and integrated business approach in the branch.	3.44 _a	1.09	4.09 _b	.53
Managers encourage or facilitate two way (Top-down and bottom-up) information flows in the branch.	3.51 _a	1.05	4.14 _b	.71
Mangers adhere to policies and procedures in customer service delivery.	3.56 _a	1.03	3.95 _a	.79
Consistency	3.50_a	.75	4.05_b	.46
Note: Values in the same row and sub-table not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means.				

Source: Own Survey, computed in SPSS, 2021

On the other hand, Managers measured most variables as high adoption except the variable “In my branch, violating core values are followed by serious consequences (punishments)” which was moderate with mean 3.73. There was no significant mean difference between the measurement of adoption of Consistency organizational culture by Non- Managers and Managers for the variables “Violating core values are followed by serious consequences of Managers (punishments by Managers)” and “Mangers adhere to policies and procedures in customer service delivery”. For the remaining seven of the nine variables there were a significant

mean deference between the measurement of adoption of Consistency organizational culture by Non- Managers and Managers.

All things considered, the mean comparison test shows that there was a significant mean difference between adoption of Consistency organizational culture measured by Non- Managers and Managers at 5% level of significance. The Managers at CBE believe that there is high adoption of Consistency organizational culture but Non- Managers do not agree where they believe there is moderate adoption of Consistency organizational culture.

Based on the outcomes of these analyses, this research gives answer to the second specific question and fulfills its second specific objective. That is, the management group of CBE is encouraging employees to adopt consistency culture in a moderate manner as per the mean value definition table. What is more, the above outcomes enable one to asses and conclude that consistency culture is moderately manifested in the Bank. Moreover, it is possible for one to believe that the Managers' role in adopting consistency organizational culture at the Bank is moderate and suggest the need for improvement. What is more, it is possible for one to believe that the Managers' role in adopting consistency organizational culture at the Bank is moderate and needs improvement.

4.6. The Adaptability Organizational Culture

The Adaptability dimension of the organizational culture of CBE was measured by its three sub-dimensions each having three questions: creating change, customer focus and organizational learning. The descriptive analyses, using numbers and percent of respondents by responses are given in Appendix Table AI.5 and Table AI.6 for Non- Managers and Managers respectively.

When we see the details for some of the variables in the Adaptability culture (Appendix Tables A.5 and Table A.6), we see that, among the 94 Non- Manager employees included in the study, 27% disagree (Disagree and Strongly Disagree) while 46% agree (Agree and Strongly Agree) on the variable that states that *'Managers encourage reasonable risk taking and innovation; that is, they don't afraid to take action and the manager understands that failing is OK*. Furthermore, about 60% of Non- manager employees agree that *'Managers seek and effectively utilize customers' opinions and feedbacks on our products/service for making improvements, exert*

efforts and invest more to improve products/services quality of the branch and encourage information and knowledge sharing across the branch/Bank'. Overall, 14% of the Non- Manager employees do not agree that Managers in the bank play their roles in a high level of adoption of adaptability culture while 60% agree.

On the other hand, among the 22 Managers included in the study one manager disagrees that he/she seeks to learn best practices from other branches /units / and one manager disagrees that he/she encourages information and knowledge sharing across the branch/Bank. In fact, more than 80% of the Managers at least agree (Agree and Strongly Agree) on all the variables used to measure adaptability. Overall, 95.5% of the Managers in the Bank believe that they are playing their roles in a high level of adoption of adaptability culture.

Again, the descriptive analysis using mean and standard deviation is given on Table 4.6. The Table also contains mean response comparison between Non- Managers ratings and Managers' ratings of the adoption of Adaptability organizational culture at the Bank.

The result indicates that the adoption of Adaptability organizational culture computed from nine variables had mean 3.42 with standard deviation 0.85 measured by Non- Managers and had mean 4.17 with standard deviation 0.46 measured by Managers. The mean shows that adoption of Adaptability organizational culture at CBE was measured to be moderate by Non- Managers while it was measured to be high by Managers according to the frame work suggested by (Zaidatol and Bagheri 2009).

The average response for each of the nine variables is shown in Table 4.6. Out of the nine variables for seven of the variables the Non- Managers measured the adoption of the Adaptability organizational culture as moderate and the remaining two variables was measured to be low. The smallest mean (3.15) was measured to the variable '*Managers encourage reasonable risk taking and innovation; that is, I don't afraid to take action and the manager understands that failing is OK*' and maximum mean (3.60) was measured from the variable '*Managers encourage information and knowledge sharing across the branch/Bank*'. On the other hand, Managers measured all variables as high adoption. The smallest mean (4.00) was observed for the variable '*Managers adopt new and improved ways to achieve the strategic objectives and*

planned targets of the bank/ branch’ and maximum mean (4.45) was observed for the variable ‘*Managers exert efforts and invest more to improve products/services quality of the branch*’. There was a significant mean difference between the measurement of adoption of Adaptability organizational culture by Non- Managers and Managers for all the nine variables.

Table 4.5: Adaptability Organizational Culture

Variables	Position			
	Non -		Manager	
	Mean	S.d	Mean	S.d
Managers adopt new and improved ways to achieve the strategic objectives and planned targets of the bank/ branch.	3.41 _a	1.02	4.00 _b	.62
Managers have cultures that encourage and accept change, and new ideas are widely received in the branch.	3.37 _a	1.08	4.05 _b	.65
Managers promote change and cooperation among different units of the branch.	3.45 _a	1.06	4.14 _b	.47
Managers seek and effectively utilize customers’ opinions and feedbacks on our products/service for making improvements.	3.44 _a	1.05	4.23 _b	.53
Managers exert efforts and invest more to improve products/services quality of the branch.	3.47 _a	1.11	4.45 _b	.51
Managers, proactively understand customers’ needs and expectations and work on it.	3.43 _a	1.03	4.23 _b	.61
Managers encourage reasonable risk taking and innovation; that is, I don't afraid to take action and the manager understands that failing is OK.	3.15 _a	1.11	4.05 _b	.58
Managers seek to learn best practices from other branches /units /.	3.49 _a	1.04	4.18 _b	.80
Managers encourage information and knowledge sharing across the branch/Bank.	3.60 _a	.98	4.18 _b	.73
Adaptability	3.42 _a	.85	4.17 _b	.46

Note: Values in the same row and sub-table not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means.

Source: Own Survey, computed in SPSS, 2021

All things considered, the mean comparison test shows that there was a significant mean difference between adoption of Adaptability organizational culture measured by Non- Managers and Managers at 5% level of significance. The Managers at CBE believe that there is high adoption of Adaptability organizational culture but Non- Managers do not agree where they believe there is moderate adoption of Adaptability organizational culture.

Based on the outcomes of these analyses, this research gives answer to the third specific question and fulfills its third specific objective. That is, the management group of CBE is encouraging employees to adopt adaptability culture in a moderate manner as per the mean value definition table. What is more, the above outcomes enable one to assess and conclude that adaptability culture is moderately manifested in the Bank. Moreover, it is possible for one to believe that the Managers' role in adopting adaptability organizational culture at the Bank is moderate and suggest the need for improvement. What is more, it is possible for one to believe that the Managers' role in adopting Adaptability organizational culture at the Bank is moderate and needs improvement.

4.7. The Mission Organizational Culture

The Mission dimension of the organizational culture of CBE was measured by its three sub-dimensions- strategic direction intent, goal and objective and vision having a total of seven variables. The descriptive analyses using number and percent of respondents by response are given in Appendix Tables A.7 and Table A.8; for Non- Managers and Managers respectively. Furthermore, the descriptive analysis using mean and standard deviation is given on Table 4.6. Table 4.6 also contains mean response comparison (the average response for each of the seven variables) between the Non- Managers and Managers' ratings of the adoption of Mission organizational culture at the Bank.

As indicated on Appendix Table A.7, among the 94 No- Manager employees included in the study about 20% disagree (Disagree and Strongly Disagree) on the variable that states *'Managers believe that setting goals support a growth mindset and manager ensures that all the decisions made in the branch are properly aligned with what the Bank hopes to achieve'*. Besides, 66% of them (Non- Managers) agree that *'Managers continuously track (monitor) the progress against stated objectives and targets of the branch'*. About 60% of them still agree that *'Managers critically consider the linkage (alignment) between individual planned targets and that of the branch goals and targets during work or task assignment, ensure that all the decisions made in the branch are properly aligned with what the Bank hopes to achieve and convey a clear vision and missions to inspire action in the branch'*. Overall, 13% of the Non- Manager

employees do not agree that Managers in the Bank play their roles in a high level of adoption of mission culture; while 65% agree.

On the other hand, among the 22 Managers included in the study one manager disagrees that *he/she 'seeks to learn best practices from other branches /units /* and one manager disagrees that *he/she encourages information and knowledge sharing across the branch/Bank.* However, more than 80% of the Managers at least agree (Agree and Strongly Agree) on all the variables used to measure Mission culture. Overall 95.5% of the Managers in the Bank believe that they are playing their roles in a high level of adoption of the mission culture.

Table 4.6: Mission Organizational Culture

Variables	Position			
	Non - Manager		Manager	
	Mean	Std. Dev	Mean	StdDev
My Manager obtains strategies from the Top management and fully implements them at the branch.	3.51 _a	.94	4.05 _b	.84
My Manager explains the long-term purpose and direction of the Bank (mission) to the branch employees	3.48 _a	.99	4.00 _b	.69
My Manager believes that setting goals support a growth mindset; and hence setting goals are exercised by each employee in the branch.	3.34 _a	1.08	4.18 _b	.50
Managers critically consider the linkage (alignment) between individual planned targets and that of the branch goals and targets during work or task assignment.	3.62 _a	1.01	4.05 _b	.49
Managers continuously track (monitor) the progress against stated objectives and targets of the branch.	3.70 _a	.97	4.18 _b	.66
Managers ensure that all the decisions made in the branch are properly aligned with what the Bank hopes to achieve.	3.51 _a	1.00	3.86 _a	.71
Managers convey a clear vision and missions to inspire action in the branch	3.64 _a	1.05	4.09 _b	.53
Mission	3.54 _a	.81	4.06 _b	.41

Note: Values in the same row and sub-table not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means.

Source: Own Survey, computed in SPSS, 2021

When we see the details of the data on Appendix Table A.7, for six of the variables the Non-Managers measured the adoption of the Mission organizational culture to be moderate while the remaining one variable was measured to be low. The smallest mean (3.34) was measured to the

variable *'My Manager believes that setting goals support a growth mindset; and hence setting goals are exercised by each employee in the branch'* and maximum mean (3.70) was measured from the variable *'Managers continuously track (monitor) the progress against stated objectives and targets of the branch'*. On the other hand, Managers, as per the data on Appendix Table A.8, measured all variables as high adoption. The smallest mean (3.86) was observed for the variable *'Managers ensure that all the decisions made in the branch are properly aligned with what the Bank hopes to achieve'*. There was no significant mean difference at 5% level of significance between the measurement of adoption of Mission organizational culture by Non- Managers and Managers for the variable *'Managers ensure that all the decisions made in the branch are properly aligned with what the Bank hopes to achieve'*. For the remaining six of the seven variables, however, there were significant mean differences at 5% level of significance between the measurement of adoption of Mission organizational culture by Non- Managers and Managers.

Again, based on the data on Table 4.6, the adoption of Mission organizational culture computed from seven variables measured by Non- Managers had mean 3.54 with standard deviation 0.81 and had mean 4.10 with standard deviation 0.41 measured by Managers. The mean shows that adoption of Mission organizational culture at CBE was measured to be moderate by Non- Managers while it was measured to be high by Managers according to the frame work suggested by (Zaidatol & Bagheri 2009).

In addition, the mean comparison test shows that there was a significant mean difference between adoption of Mission organizational culture measured by Non- Managers and Managers at 5% level of significance. The Managers at CBE believe that there is high adoption of Mission organizational culture but Non- Managers do not agree where they believe there is moderate adoption of Mission organizational culture. Based on the outcomes, it is possible for one to believe that the Managers in the CBE are encouraging employees to adopt mission organizational culture in a moderate manner according to the mean value definition table. As a result, the researcher suggests that there need to be an improvement in this area.

4.8. CBE’s Culture, Organizational Effectiveness and Extent of Roles of Management in Adopting Organizational Cultures

.Organizational effectiveness is **the efficiency with which an organization is able to meet its objectives**. As per scholars, measuring organizational effectiveness can be an inexact science, since each individual entity will have a different list of criteria and priorities to weight and consider through self-assessment. Highly effective organizations exhibit strengths across five areas: *leadership, decision making and structure, people, work processes and systems, and culture*.

The Organizational Effectiveness of CBE was measured by Non- Managers and Managers using the responses that they gave in their respective questionnaires (Appendix II: Questionnaires). the fourteen variables taken are considered by most scholars as factors for measuring efficiency each having two questions: engagement, employee connectedness, employee wellbeing, employee capacity, employee retention, employee safety, purpose and belonging, recognition and guidance, operational effectiveness and efficiency, employee unity and autonomy, internal communication, inclusion culture, opportunity culture and work trust. Over all there are 28 questions that respondents responded to as indicated in the table 4.7 .below.

Table 4.7: Organizational Effectiveness of CBE

Variables	Position			
	Non - Manager		Manager	
	Mean	S.d	Mean	S.d
I am really focused when I am working.	4.22 _a	.69	4.27 _a	.77
I really push myself to work beyond what is expected of me	4.15 _a	.75	4.32 _a	.72
I feel a connection to my colleague	4.06 _a	.72	4.36 _a	.58
My colleagues seek out and value my input	3.83 _a	.89	4.23 _a	.81
I look forward to beginning work each day	4.03 _a	.86	4.23 _a	.61
I am not aware of work stressing me out	3.37 _a	1.11	3.82 _a	1.10
I rarely feel busy with my workload.	3.40 _a	1.19	3.73 _a	1.03
Workload never prevents me from doing my best	3.67 _a	1.08	4.09 _a	.87
I have worked at this organization for what I consider to be a long time.	3.50 _a	1.11	4.09 _b	.81
I believe I can keep growing inside this organization	3.55 _a	1.12	4.05 _b	.84
I trust my colleagues to respect my ideas.	3.91 _a	.84	4.14 _a	.71
I never worry about losing my job	3.76 _a	1.09	4.14 _a	.99
I feel a sense of purpose in performing my role.	4.03 _a	.85	4.18 _a	.59
I often speak to friends and family about our mission	3.64 _a	1.09	3.91 _a	.97
I often feel recognized for my performance.	3.56 _a	1.08	3.82 _a	.85
My colleagues are good at letting me know they appreciate my effort	3.72 _a	.97	4.00 _a	.76

I know how my work impacts other areas at this organization.	3.86 _a	1.02	4.00 _a	.69
We eliminate unnecessary/non -value added work where possible	3.64 _a	1.07	3.82 _a	1.14
Our leadership team is visible, approachable and engaged.	3.53 _a	1.04	4.14 _b	.77
I have input on how work gets done	3.74 _a	1.02	4.23 _b	.53
I am kept up to date about organizational changes.	3.59 _a	.99	4.09 _b	.75
I have access to my manager when I need it	3.82 _a	.94	4.27 _b	.63
I have equitable access to the resources my coworkers have.	3.60 _a	1.02	3.95 _a	.79
I feel I am treated with dignity in this Bank	3.62 _a	1.07	4.05 _b	.72
I often have the ability to participate and speak in work collaborations.	3.81 _a	.96	4.14 _a	.56
I feel like I have opportunities to showcase my abilities in this culture	3.80 _a	.95	3.95 _a	.72
I trust my direct supervisor.	3.96 _a	.85	4.14 _a	.89
There is a culture of shared responsibility at this organization	3.87 _a	1.06	4.09 _a	.75
Effective Organization	3.76 _a	.60	4.08 _b	.59
Note: Values in the same row and sub-table not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means.				

Source: Own Survey, computed in SPSS, 2021

The descriptive analysis using number and percent of respondents by response is given in Appendix Tables A.9 and Table A.10 for Non Managers and Managers respectively. The descriptive analysis using mean and standard deviation is also given on Table 4.7. Table 4.7 also contains mean response comparison between Non-Managers and Managers' ratings of the organizational effectiveness at the Bank.

When we see the details for some of the variables in the organizational effectiveness (Appendix Table AI.9 and TableAI.10), we see that among the 94 Non- manager employees about 25% disagree (Disagree and Strongly Disagree) that they are not aware of work stressing them out, they rarely feel busy with their workload, they have worked at this organization for what they consider to be a long time and workload never prevents them from doing their best. For half of the 28 variables used to measure organizational effectiveness at least 75% of Non- Manager employees agree (Agree and Strongly Agree) with the statement.

Again, among the 22 Managers included in the study, 18% disagree (Disagree and Strongly Disagree) that they rarely feel busy with their workload and they eliminate unnecessary/non -value added work where possible. Similarly 14% disagree (Disagree and Strongly Disagree) that they never worry about losing their job and they often speak to friends and family about their mission. For 20 of the 28 variables used to measure organizational effectiveness at least 85% of the Manager groups agree (Agree and Strongly Agree) with the statement.

On the other hand, the average response for each of the twenty eight variables is shown in Table 4.7. According to the data, the Organizational Effectiveness of CBE was measured to be *low* for the variable “*I am not aware of work stressing me out*”, to be *moderate* for fourteen of the twenty eight variables and to be *high* for remaining thirteen of the twenty eight variables by the Non-Managers. Conversely, the Organizational Effectiveness of CBE was measured to be *high* by Managers for all variables except the variable “*I am not aware of work stressing me out*” which was measured to be *moderate*.

As per the analysis, there was no significant mean difference between the measurement of Organizational Effectiveness of CBE by Non-Managers and Managers for twenty one of the twenty eight variables. However, for the remaining seven of the twenty eight variables (*I have worked at this organization for what I consider to be a long time, I believe I can keep growing inside this organization, Our leadership team is visible, approachable and engaged, I have input on how work gets done, I am kept up to date about organizational changes, I have access to my manager when I need it, I feel I am treated with dignity in this Bank*) there were significant mean differences at 5% level of significance between the measurement of Organizational Effectiveness by Non- Managers and Managers:

Further analysis in these observed gaps, reveals how the management group is perceived and assessed by the Non- Manager employees. For instance, the low level of score for the variable that says ‘*I believe I can keep growing inside this organization*’ by the Non- Managers group is an indicator that the group is not considering its future to be fully bright; rather as a dim one. To grow in the company means to rise in the company, to get promoted to better and better positions, it’s that the salary will grow. Generally, it is when one considers its future that strives to do more and keep itself energetic. Otherwise, he or she starts to look for other jobs in other organizations or end up as a demotivated worker. Unless the Bank is able to retain its staff members, the consequences of losing them are enormous.

Again, the variable that says ‘*our leadership team is visible, approachable and engaged* ‘ is scored as *moderate* by Non Managers while it is scored *high* by the manger group with a significant mean difference. Hence, the management group needs to work more and narrow this gap. In principle, leaders must be approachable or friendly; easy to talk to, supportive and good

coach. By being visible, available, and caring, leaders can see and learn if employees need support or help. One of the most important lessons a leader or manager should know is the impact of supporting their employees in their work. It can be the most valuable action that a manager or leader will ever learn. The overall observed gap in this area indicates that there is a need for improvement by the management group to make it visible and more approachable to subordinates.

Furthermore, the variable where the major difference or gap on the level of scores is observed is on the variable that states '*I have input on how work gets done*'. Organizations grow and prosper when they encourage and act upon employee input. Employees are the people who make the product, serve the customer, and perform all those other essential functions and often have valuable insights into ways to save money, improve operations, and enhance competitive advantage. This part, again, is the area where the role of Managers in adopting organizational effectiveness is undermined.

In addition, when we see the significant difference or gap on the level of scores on the variable that states '*I am kept up to date about organizational changes*', it is a signal for the Top management that Non- Managers groups are not comfortable with the level of transparency and effective communications in the Bank. In fact, to bring in effectiveness in an organization, members of the organization should know what is going on in the internal environment of the organization; in our case the Bank. Managers should clearly define the change and align it to business goals. They also need to determine impacts and those affected and develop a communication strategy. It is also vital to provide effective training, implement a support structure and then measure the change process. This gap has to be narrowed.

The other variable where significant difference is observed is the variable that states '*I have access to my manager when I need it*'. In fact, accessible leaders put people at ease, encourage open and honest conversation, provide coaching and guidance, don't stand on title or hierarchy. Furthermore, an effective leader is one who gets to know his or her employees and is available to help overcome unexpected challenges, acknowledge his or her employees' efforts, provide additional guidance when needed, and be the ultimate authority they turn to should they have a question or concern. Accordingly, the observed gap in this respect has to be narrowed; meaning the management team of the Bank need to improve its accessibility.

The other variable where significant difference is observed is on the variable that states '*I feel I am treated with dignity in this Bank*'. Dignity is concerned with how people feel, think and behave in relation to the worth or value of themselves and others. To treat someone with dignity is to treat them as being of worth, in a way that is respectful of them as valued individuals. When Managers treat someone with dignity they listen to his concerns, ask for his opinions and let him know that he or she is important to them, involve him in as many decisions as possible, include him in the conversation, don't talk about him as though he's not there and speak to him as an adult, even if they're not sure how much he understands.

Generally, the low level of scores in these variables indicate that the Non- Managers are not fully accepting or considering the existence of these organizational culture traits by their Managers' group adequately; which again indicates that the management group is only playing its role of adopting organizational culture in a moderate manner.

What is more, the Organizational Effectiveness of CBE, as computed from twenty eight variables (Table 4.7) had mean 3.76 with standard deviation 0.6 and had mean 4.08 with standard deviation 0.59 measured by Non- Managers and Managers respectively. Furthermore, the mean comparison test shows that there is a significant mean difference between measurement of Organizational Effectiveness of CBE by Non- Managers and Managers at 5% level of significance. From the above analyses it is apparent that Managers at CBE believe that the level of Organizational Effectiveness at CBE to be high; while Non- Managers believe that the level to be moderate.

With this analysis outcome, the researcher certainly answers to the main research question: 'Does CBE's Management playing its role in adopting organizational cultures that enhance organization effectiveness'. 'The answer, in accordance with the views of the Non- Managers group is: Yes the CBE's management is **playing** its role of adopting organizational cultures that enhance organization effectiveness in a moderate manner. On the other hand, the answer from the standpoint of view of Managers' group is that CBE's management is **greatly playing** its role of adopting organizational cultures that enhance organization effectiveness. This result indicates the existence of a gap between the two group's views; which the Top management needs to solve in the future.

Table 4.8: Overall adoption of organizational culture and organizational effectiveness of CBE

	Position											
	Employee						Manager					
	Low		Medium		High		Low		Medium		High	
	N	%	N	%	N	%	N	%	N	%	N	%
Involvement	33	35.1%	32	34.0%	29	30.9%	1	4.5%	1	4.5%	20	90.9%
Consistency	35	37.2%	26	27.7%	33	35.1%	1	4.5%	5	22.7%	16	72.7%
Adaptability	38	40.4%	17	18.1%	39	41.5%	1	4.5%	6	27.3%	15	68.2%
Mission	33	35.1%	22	23.4%	39	41.5%	1	4.5%	3	13.6%	18	81.8%
Effective Organization	21	22.3%	26	27.7%	47	50.0%	3	13.6%	4	18.2%	15	68.2%

Source: Own Survey, computed in SPSS, 2021

The adoption of involvement, consistency, adaptability and mission organizational cultures (Table 4.8) were measured to be *low* by 35%, 37%, 40% and 35% of Non-manager Employees respectively and it was measured to be *high* by 31%, 35%, 42% and 42% of Non-manager Employees respectively. Similarly, the adoption of involvement, consistency, adaptability and mission organizational cultures were measured to be *low* by 4.5% of Managers and it was measured to be *high* by 91%, 73%, 68% and 82% of Managers respectively. In the same way, the organizational effectiveness of the Bank was measured to be *low* by 22% and measured to be *high* by 50% of Non- Manager employees. By the same token, the organizational effectiveness of the Bank was measured to be *low* by 14% and measured to be *high* by 68% of Managers. Based on the above outcome, we can observe the difference between the two views; which implies that there is much to be done at the Bank to increase the level of adoption of organizational culture to enhance the Bank’s organizational effectiveness.

CHAPTER FIVE

5.Summary of Findings, Conclusion and Recommendations

5.1. Introduction

This chapter summarizes the study findings. Based on the key findings and results, conclusions are drawn and some recommendations are given accordingly. The main objective of this study was to assess the role of Commercial Bank of Ethiopia's Management in Adopting Organization Culture that Enhances Organizational Effectiveness. The researcher has summarized the findings, and has given conclusions and recommendations based on the information collected and analyzed. They are outlined as follows:

5.2. Summary of Findings

The response rate for the study was 100%; that is all the one hundred sixteen respondents responded to the questions. From the demographic side, the study revealed that the respondents were composed of 84 (72.4 %) male staff members and the other 32 (38.2%) were females. From the age group data, three (2.6%) of the respondents were in the age group of 18-25 years, and 65 (62.9 %) were in the age group of 26-35. Those in the age group of 36-45 years were 34 (29.3) and above 45 years constituted six employees or (5.2%) of the respondents. Again, from educational status data 43 employees (48.3 %) have masters and above degree level, 47 employees (48.3 %) have first degree; three employees (2.6 %) have diploma and the remaining one (0.9%) has certificate. What is more, from marital status data 61 people (52.6%) are married and 52 people (44.8%) are single. Two (1.7) people are divorced and one (0.9%) person is widowed. Yet again, from years of service in the Bank data, 32 people (27.6%) have served below 5 years; and 43 (37.1%) people have served between 6- 10 years. Moreover, 24 people (20.7%) have served between 11-15 years, nine people (7.8%) between 16- 20 years, six people (5.2%) between 21-25 years while the remaining two people (1.7%) served over 26 years. Overall, 70% of the respondents have served in the Bank above 5 years.

Cultural dimensions Outcomes

Involvement organizational culture

The adoption of involvement organizational culture computed from nine variables (Table 4.3) had mean 3.42 with standard deviation 0.81 measured by Non- Managers; and had mean 4.26 with standard deviation 0.5 measured by Managers. The mean shows that adoption of involvement organizational culture at CBE was measured to be moderate by Non- Managers while it was measured to be high by Managers according to the frame work suggested by (Zaidatol & Bagheri 2009). The mean comparison test also shows that there was a significant mean difference between adoption of involvement organizational culture measured by Non-Managers and Managers at 5% level of significance. This indicates the existence of a gap between the two groups' observations and practices of organizational cultures. As the Non-Managers group employees are more in number and are the ones that practice the organization cultures at the grassroots levels, their views are important and need considering by the Top management.

From the above facts, it is possible for one to conclude or infer that involvement culture is moderately or reasonably practiced in the Bank in the eyes of employees and the practice level is high in the eyes of Managers group. This moderate level of practice, in the eyes of employees, serves as an indicator that the management group of the Bank is not encouraging employees to the level of their expectations. Accordingly, this research answers to the first specific research question - 'Does CBE's management group encourage employees in the development of *involvement culture*? This analysis, again, fulfills one of the research objectives -its objective of assessment of *the level involvement culture is exhibited in the CBE*.

The extent or the degree or the level of encouragement of employees by the management group to adopt involvement culture is found to be moderate as per the views of Non- Managers and high as indicated by Managers group. Again, the assessment of the involvement culture in the Bank shows that the Managers at CBE believe that there is high adoption of involvement organizational culture but Non- Managers do not agree and believe that there is only moderate adoption of involvement organizational culture.

As there is a gap between the two views in adopting involvement organizational culture at the Bank, the intervention of the Top management is needed to close the gap. In principle, employee

involvement helps the Bank to have more motivated employees, retain and attract talent, manage change better and welcome it and employees care more about attaining business goals and nurture a learning environment.

Consistency organizational culture

The adoption of Consistency organizational culture computed from nine variables (Table 4.4) had mean 3.5 with standard deviation 0.75 measured by Non- Managers and had mean 4.05 with standard deviation 0.46 measured by Managers. The mean shows that adoption of Consistency organizational culture at CBE was measured to be moderate by Non- Managers while it was measured to be high by Managers according to the frame work suggested by (Zaidatol & Bagheri 2009). The mean comparison test also shows that there was a significant mean difference between adoption of Consistency organizational culture measured by Non- Managers and Managers at 5% level of significance. The Managers at CBE believe that there is high adoption of Consistency organizational culture Non- Managers do not agree where they believe there is moderate adoption of Consistency organizational culture.

From the above facts, it is possible for one to conclude or infer that consistency culture is moderately or reasonably practiced in the Bank in the eyes of employees and the practice level is high in the eyes of Managers group. This moderate level of practice, in the eyes of employees, serves as an indicator that the management group of the Bank is not encouraging employees to the level of their expectations. Accordingly, this research answers the second specific research question - *‘Does CBE’s management group encourage employees’ in the development of consistency culture?* Consequently, it is possible to conclude that the extent or the degree or the level of encouragement of employees by the management group, to develop consistency culture, is found to be moderate in the eyes of Non- Managers and the extent is high as indicated by the Managers group.

What is more, this analysis fulfills the second specific research objective -its objective of assessment of the level *consistency culture is exhibited in the CBE.*

Again, the assessment of the consistency culture in the Bank shows that the Managers at CBE believe that there is high adoption of consistency organizational culture Non Managers do not agree and believe that there is only moderate adoption of consistency organizational culture. As

there is a gap between the two views in adopting consistency organizational culture at the Bank, the intervention of the Top management is needed to close the gap. In principle, consistency is important in organization because it brings order to an organization, which helps both leadership and employees regularly achieve company objectives. Furthermore, consistency improves overall company performance. Customers notice this and are more likely to be satisfied with a company that delivers a consistent result.

Adaptability organizational culture

The adoption of Adaptability organizational culture computed from nine variables (Table 4.5) had mean 3.42 with standard deviation 0.85 measured by Non- Managers and had mean 4.17 with standard deviation 0.46 measured by Managers. The mean shows that adoption of Adaptability organizational culture at CBE was measured to be moderate by Non- Managers while it was measured to be high by Managers according to the frame work suggested by (Zaidatol & Bagheri 2009). The mean comparison test also shows that there was a significant mean difference between adoption of Adaptability organizational culture measured by Non- Managers and Managers at 5% level of significance. The Managers at CBE believe that there is high adoption of Adaptability organizational culture but Non- Managers do not agree where they believe there is moderate adoption of Adaptability organizational culture.

From the above facts, it is possible for one to conclude or infer that adaptability organizational culture is moderately or reasonably practiced in the Bank in the eyes of employees and the practice level is high in the eyes of Managers group. This moderate level of practice, in the eyes of employees, again serves as an indicator that the management group of the Bank is not encouraging employees to the level of their expectations. Accordingly, this research answers the third specific research question - '*Does CBE's management group encourage employees' in the development of adaptability culture?* Consequently, it is possible to conclude that the extent or the degree or the level of encouragement of employees by the management group, to develop adaptability culture, is found to be moderate in the eyes of Non- Managers and the level is high as indicated by the Managers' group.

In addition, this analysis fulfills the third research objectives -its objective of assessment of the level *adaptability culture is exhibited in the CBE*. The assessment of the adaptability culture in the Bank shows that the Managers at CBE believe that there is high adoption of adaptability organizational culture but Non- Managers do not agree and believe that there is only moderate adoption of adaptability organizational culture.

As there is a gap between the two views in adopting adaptability organizational culture at the Bank, the intervention of the Top management is also needed to close the gap. Basically, adaptability is the ability to being able to adjust to new conditions. It allows organizations to maintain competitive advantage in a rapidly evolving business landscape. Common traits of adaptable organizations are clearly-defined expectations and goals, employees who are valued, a creative atmosphere, and a problem-solving mindset. In an uncertain world, this quality makes a difference. Adaptive organization and teams accept reality; rather than resisting what's going on or acting in denial, they focus on understanding why things happen the way they do.

Mission organizational culture

The adoption of Mission organizational culture computed from seven variables (Table 4.6) measured by Non- Managers had mean 3.54 with standard deviation 0.81 and had mean 4.17 with standard deviation 0.46 measured by Managers. The mean shows that adoption of Mission organizational culture at CBE was measured to be moderate by Non- Managers while it was measured to be high by Managers according to the frame work suggested by (Zaidatol & Bagheri 2009). The mean comparison test also shows that there was a significant mean difference between adoption of Mission organizational culture measured by Non- Managers and Managers at 5% level of significance. The Managers at CBE believe that there is high adoption of Mission organizational culture Non- Managers do not agree where they believe there is moderate adoption of Mission organizational culture. Accordingly, this research answers the fourth specific research question - '*Does CBE's management group encourage employees' in the development of mission culture?* Consequently, it is possible to conclude that the extent or the degree or the level of encouragement of employees by the management group, to develop mission culture, is found to be moderate in the eyes of Non- Managers and the level is high as indicated by the Managers' group.

Again, as there is a gap between the two views, in adopting mission organizational culture at the Bank, the intervention of the Top management is also needed here to close the gap.

Effective organization

The Organizational Effectiveness of CBE was measured to be high (Table 4.7) by Managers for all variables except the variable *“I am not aware of work stressing me out”* which was measured to be moderate. There was no significant mean difference between the measurement of Organizational Effectiveness of CBE by Non-Managers and Managers for twenty one of the twenty eight variables. However, for the remaining seven of the twenty eight variables (*I have worked at this organization for what I consider to be a long time, I believe I can keep growing inside this organization, Our leadership team is visible, approachable and engaged, I have input on how work gets done, I am kept up to date about organizational changes, I have access to my manager when I need it, I feel I am treated with dignity in this Bank*) there were significant mean differences at 5% level of significance between the measurement of Organizational Effectiveness by Non- Managers and Managers. The observed gaps in the above seven variables are good signals for the Top management that management group has to enhance its efforts in adopting organizational cultures that improve CBE’s effectiveness.

From the analyses made in the section (Table 4.7), and from the total mean computed from twenty eight variables, Non- Managers had mean 3.76 with standard deviation 0.6 and Managers had mean 4.08 with standard deviation 0.59.

With this analysis outcome, the researcher certainly answers to the main research question: ‘Is CBE’s Management playing its role in adopting organizational cultures that enhance organizational effectiveness?’ The answer, in accordance with the views of the Non- Managers group, is that the CBE’s management is ***moderately playing*** its role of adopting organizational cultures that enhance organization effectiveness. On the other hand, the answer from the standpoint of view of Managers’ group is that CBE’s management is ***highly playing*** its role of adopting organizational cultures that enhance organization effectiveness. This result indicates the existence of gaps between the two groups’ views; which the Top management needs to solve.

5.3. Conclusion

Based on the above findings the next section gives the conclusions in relation to each culture component and organizational effectiveness of CBE.s.

Fundamentally, this research work has answered to the main and subsequent research questions. What is more, it has met its main and subsequent specific objectives. The *CBE's management team is perceived by employees as a management team that plays its role of adopting organizational cultures moderately. On the other hand, the management team considers itself as a management team that plays its role of adopting organization cultures that enhance organizational effectiveness at a higher level.* Based on these two facts, it is clear that there is an observed gap between the views of Managers and Non- Managers.

Generally, Managerial employees are responsible for overseeing a group of employees to ensure their efficient functioning. They are thus responsible for not only their work but also for how their reporting team performs. Non-managerial employees, on the other hand, are only responsible for their own work and have no overseeing functions. However, they are the ones that exercise the organizations cultures at the grassroots level; hence, their views are important and deserve considering by the Top management of the Bank.

Another issue that is worth mentioning is the educational level of employees surveyed for this study. The demographic data clearly showed that the sampled branch employees are possessed with proper educational level. Ninety individuals or (96.6%), out of the 116, have first degree and above. This information is useful to judge the level of comprehension of the questions by the respondents. It helps one judge that the responses of respondents are made with clear understanding of the questions. What is more, the service year data indicates that 70% of the respondents have served in the Bank above five years. This data is also useful for one to judge that a person within a given organization can surely learn about the organization culture adequately. By the same token, it is possible to believe that the respondents have adequate knowledge of the Bank's culture.

Based on the above findings, it is possible for one to believe and infer that *as per the views of Non- Managers all organizational dimensions (involvement, consistency, adaptability and mission) are practiced moderately by the Bank; while the Managers group believes that they are*

all practiced at a higher level. Again, the Managers at CBE believe that there is high Organizational Effectiveness at CBE. On the other hand, Non- Managers do not agree; rather believe that there is moderate Organizational Effectiveness at CBE.

These observed gaps in all cultural dimensions need to be addressed by the Top management of the Bank. This is so because, the culture of the workplace is so important that it controls the way employees behave amongst themselves as well as with people outside the organization. In addition, the culture decides the way employees interact at their workplace. For instance, a healthy culture encourages the employees to stay motivated and loyal towards the management. Besides, culture provides important social and economic benefits and enhances the organizational commitment and increases the consistency of employee behavior. Furthermore, culture reduces ambiguity among its members and can significantly impact an organization's ability to perform.

Taken as a whole, this research concludes that the observed gaps in all cultural dimensions be addressed for the benefit of the Bank. The ways management addresses the observed gaps are pointed out in the following recommendations.

5.4. Recommendation

5.4.1. Recommendations to the Commercial Bank of Ethiopia

The following recommendations are made based on the summary of findings and conclusion:

1. This research work indicated that CBE's Managers Group is perceived by the Non-Managers group (employees) as a management team that inculcates or adopts all organizational cultures (involvement, consistency, adaptability and mission) moderately. On the other hand the Managers group fills that organizational cultures are practiced at a higher level in the Bank and are enhancing organizational effectiveness. To further prove the outcomes and *bridge* the observed gaps, the Bank should review the existing organizational culture at a higher scale; in order to avoid the effect of under-representation and consequent lack of significance of the results from a too small sample size. Hence, future studies should increase the sample size and include employees from different levels *and check whether it is as per the views of Non Managers or Managers*. If it is as per the views of Non- Managers, the Bank should work to

improve it. If the culture is a strong culture as the Manager Group claims, the Bank should work to maintain the culture and advise the Managers' group to play its culture adopting roles with good leadership, delegation and effective communication. As a best solution, however, the Bank needs to organize and conduct training on culture. Basically, training process molds the thinking of employees and leads to quality performance of employees. It is crucial for organizational development and success. What is more, it is fruitful to both employers and employees of an organization. Hence, by conducting training the Bank can bridge the observed gaps.

2. According to the research result *Involvement Culture* with its sub division empowerment, team orientation and capability development revealed that involvement culture is only moderately practiced by the Non- Managers group. This trend has to be reversed. People have to be involved to the proper level in the day-to- day activities of the Bank. This creates belongingness and increases employees' retention thereby decreasing operational costs of the Bank. Therefore the Bank needs to strictly advise its management team that they involve employees where it is appropriate. Involvement generates motivated employees, helps to retain and attract talent, and facilitates to manage change better and encourages employees to care more about attaining business goals.

3. As per the research finding, the Managers group at CBE believe that there is high Organizational Effectiveness at CBE; but Non- Managers do not agree with the statement. Hence, understanding this gap CBE's Top management should enhance CBE's organizational effectiveness through: employee job satisfaction, training and development, employee engagement, goals and expectations, tools and equipment, morale and Company culture. In fact, good leadership, employee productivity, teamwork, and the alignment of business units are a few examples by which of organizational effectiveness is manifested. In principle, the goals of Human Resources Management are to: support the organization in achieving its objectives by developing and implementing human resource (HR) strategies that are integrated with the business strategy; contribute to the development of a high-performance culture

4. Among the organizational culture under review *Mission Culture*, with its sub-dimension strategic direction and intent, goals and objectives and vision, has a significantly higher impact on organizational effectiveness on the part of Managers. Therefore, the Bank should appreciate this and work on its continuity. Besides, the Top management should continuously aware the

Managers group that they are responsible for defining, teaching, measuring and rewarding the culture the Bank wants to promote. It is well understood that ethical leaders create a culture of honesty, integrity, trust and fairness. In addition, quality leadership builds a harmonious, collaborative and trustworthy work environment. Finally, it is highly recommended that the Top management encourage the managers group to provide culture related knowledge to the workers and bring about change in the attitudes of the workers towards CBE's culture.

5.4.2. Recommendations for further studies

The following are the recommendations for future studies:

This research was done based on Denison's Model on organizational culture whereas; further research on the same Bank can be done using a different framework of organizational culture to bring depth understanding on the culture itself and its impact on organizational effectiveness .

2. Banking sector is seen essential for economy of the country; thus it needs to be maintained active. On the other hand, organizational culture is a powerful force that works to clarify important matters and also to coordinate employee efforts; thus lowering costs and eliminating inefficiencies due to close and immediate supervision. However, culture studies in the Ethiopian banking industry seem to be very limited. As a result, researchers can now focus on studying the different cultures of the different banks using different models.

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Appendices

A. Appendix I: Tables

Table A.1: Involvement culture; Non-Managers

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
My manger /Managers / (branch manager, operation and business) empowers me to make decisions related to my tasks	10	10.6	7	7.4	23	24.5	41	43.6	13	13.8
My manager encourages active employees to participate in major decision makings in the branch	9	9.6	13	13.8	22	23.4	37	39.4	13	13.8
Mangers, usually participate employees in the preparation of Planned targets and Performance Indicators for his/her unit/branch needs.	10	10.6	12	12.8	26	27.7	31	33.0	15	16.0
My manager gives more emphasis on cooperation and teamwork.	4	4.3	10	10.6	12	12.8	51	54.3	17	18.1
Employees are encouraged to cooperate than compete to each other.	6	6.4	10	10.6	22	23.4	44	46.8	12	12.8
Managers (branch , operation and business) always strive to provide feedback and advice performers on work related issues	3	3.2	12	12.8	20	21.3	48	51.1	11	11.7
Managers believe in and are willing to invest on employees' capability and skills development practices.	7	7.4	16	17.0	23	24.5	44	46.8	4	4.3
Managers encourage employees to take initiatives or make decisions on their own (independently).	6	6.4	18	19.1	25	26.6	34	36.2	11	11.7
Managers consider employees as important source of competitive advantage for the branch/ bank.	5	5.3	15	16.0	24	25.5	37	39.4	13	13.8
Involvement	5	5.3	10	10.6	18	19.1	48	51.1	13	13.8

Source: Own Survey, computed in SPSS, 2021

Table A.2: Involvement culture; Managers

	Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%
As manager, (branch manager, operation and business) I empower employees under my supervision to make decisions related to their works (tasks)	0	0.0	3	13.6	13	59.1	6	27.3
I encourage employees to participate in decision makings in the branch	0	0.0	1	4.5	13	59.1	8	36.4
I encourage branch employees to participate in the preparation of planned targets and performance indicators for the branch needs.	1	4.5	1	4.5	12	54.5	8	36.4
I give more emphasis to cooperation and teamwork.	0	0.0	2	9.1	11	50.0	9	40.9
I encourage employees to cooperate than compete with each other.	0	0.0	2	9.1	11	50.0	9	40.9
I strive to provide feedback and advice to performers on work related issues	0	0.0	2	9.1	14	63.6	6	27.3
I believe in and am willing to investment on employees' capability and skills development.	0	0.0	2	9.1	11	50.0	9	40.9
I encourage employees to take initiatives or make decisions on their own (independently).	0	0.0	2	9.1	13	59.1	7	31.8
I consider employees as important source of competitive advantage for the Bank/ branch	0	0.0	2	9.1	11	50.0	9	40.9
Involvement	0	0.0	1	4.5	10	45.5	11	50.0

Source: Own Survey, computed in SPSS, 2021

Table A.3: Consistency culture; Non-Managers

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
Violating core values are followed by serious consequences of Managers (punishments by Managers).	2	2.1	4	4.3	34	36.2	41	43.6	13	13.8
My Manager acts as role model for bra branch employees (Managers “practice what they preach”).	7	7.4	16	17.0	32	34.0	30	31.9	9	9.6
Managers require employees to have a higher level of consensus on critical and strategic issues of the branch.	3	3.2	13	13.8	28	29.8	37	39.4	13	13.8
Managers work hard or are highly devoted to have highly shared beliefs, values and behaviors among branch unit employees.	4	4.3	12	12.8	20	21.3	46	48.9	12	12.8
Managers agree or adhere to most procedures, rules and norms of the bank / branch.	5	5.3	10	10.6	22	23.4	41	43.6	16	17.0
Managers enhance coordination and integration of major goals and tasks of the branch.	2	2.1	8	8.5	24	25.5	47	50.0	13	13.8
Managers follow consistent and integrated business approach in the branch.	7	7.4	10	10.6	25	26.6	39	41.5	13	13.8
Managers encourage or facilitate two way (Top-down and bottom-up) information flows in the branch.	6	6.4	9	9.6	23	24.5	43	45.7	13	13.8
Mangers adhere to policies and procedures in customer service delivery.	5	5.3	10	10.6	19	20.2	47	50.0	13	13.8
Consistency	2	2.1	11	11.7	22	23.4	45	47.9	14	14.9

Source: Own Survey, computed in SPSS, 2021

Table A.4: Consistency culture for Managers

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
In my branch, violating core values are followed by serious consequences (punishments).	1	4.5	1	4.5	5	22.7	11	50.0	4	18.2
I act as role model for branch employees.	0	0.0	0	0.0	6	27.3	10	45.5	6	27.3
I require employees to have a higher level of consensus on critical and strategic issues of the branch.	1	4.5	0	0.0	3	13.6	12	54.5	6	27.3
I work hard and am highly devoted to have shared beliefs, values and behaviors among branch unit employees.	0	0.0	0	0.0	2	9.1	16	72.7	4	18.2
I adhere to most procedures, rules and norms of the bank / branch.	0	0.0	0	0.0	2	9.1	14	63.6	6	27.3
I enhance coordination and integration of the branch units on major goals and tasks	0	0.0	0	0.0	2	9.1	12	54.5	8	36.4
I follow consistent and integrated business approach in the branch.	0	0.0	0	0.0	2	9.1	16	72.7	4	18.2
I encourage or facilitate enhanced two way (Top-down and bottom-up) information flows in the branch.	0	0.0	0	0.0	4	18.2	11	50.0	7	31.8
In my branch there is strict adherence to policies and procedures in customer service delivery.	0	0.0	1	4.5	4	18.2	12	54.5	5	22.7
Consistency	0	0.0	0	0.0	1	4.5	16	72.7	5	22.7

Source: Own Survey, computed in SPSS, 2021

Table A.5: Adaptability culture; Non-Managers

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
Managers adopt new and improved ways to achieve the strategic objectives and planned targets of the bank/ branch.	6	6.4	10	10.6	26	27.7	43	45.7	9	9.6
Managers have cultures that encourage and accept change, and new ideas are widely received in the branch.	9	9.6	7	7.4	27	28.7	42	44.7	9	9.6
Managers promote change and cooperation among different units of the branch.	8	8.5	6	6.4	27	28.7	42	44.7	11	11.7
Managers seek and effectively utilize customers’ opinions and feedbacks on our products/service for making improvements.	6	6.4	12	12.8	21	22.3	45	47.9	10	10.6
Managers exert efforts and invest more to improve products/services quality of the branch.	9	9.6	7	7.4	21	22.3	45	47.9	12	12.8
Managers, proactively understand customers’ needs and expectations and work on it.	7	7.4	8	8.5	26	27.7	44	46.8	9	9.6
Managers encourage reasonable risk taking and innovation; that is, I don't afraid to take action and the manager understands that failing is OK.	10	10.6	15	16.0	26	27.7	37	39.4	6	6.4
Managers seek to learn best practices from other branches /units /.	6	6.4	10	10.6	21	22.3	46	48.9	11	11.7
Managers encourage information and knowledge sharing across the branch/Bank.	3	3.2	11	11.7	20	21.3	47	50.0	13	13.8
Adaptability	6	6.4	7	7.4	25	26.6	43	45.7	13	13.8

Source: Own Survey, computed in SPSS, 2021

Table A.6: Adaptability culture; Managers

	Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%
I adopt new and improved ways to achieve the strategic objectives and planned targets of the bank/branch.	0	0.0	4	18.2	14	63.6	4	18.2
I have a culture that encourages and accepts change, and new ideas are widely received in the branch.	0	0.0	4	18.2	13	59.1	5	22.7
I promote change and cooperation among different units of the branch.	0	0.0	1	4.5	17	77.3	4	18.2
I seek and effectively utilize customers' opinions and feedbacks on our products/service for making improvements.	0	0.0	1	4.5	15	68.2	6	27.3
I exert efforts and invest more to improve products/services quality of the branch.	0	0.0	0	0.0	12	54.5	10	45.5
I proactively understand customers' needs and expectations and work on it.	0	0.0	2	9.1	13	59.1	7	31.8
I encourage branch employees , to take reasonable risk and innovation	0	0.0	3	13.6	15	68.2	4	18.2
I seek to learn best practices from other branches /units /.	1	4.5	2	9.1	11	50.0	8	36.4
I encourage information and knowledge sharing across the branch/Bank.	1	4.5	1	4.5	13	59.1	7	31.8
Adaptability	0	0.0	1	4.5	12	54.5	9	40.9

Source: Own Survey, computed in SPSS, 2021

Table A.7: Mission culture; Non-Managers

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
My Manager obtains strategies from the Top management and fully implements them at the branch.	2	2.1	12	12.8	27	28.7	42	44.7	11	11.7
My Manager explains the long-term purpose and direction of the Bank (mission) to the branch employees	5	5.3	8	8.5	29	30.9	41	43.6	11	11.7
My Manager believes that setting goals support a growth mindset; and hence setting goals are exercised by each employee in the branch.	8	8.5	10	10.6	28	29.8	38	40.4	10	10.6
Managers critically consider the linkage (alignment) between individual planned targets and that of the branch goals and targets during work or task assignment.	2	2.1	13	13.8	21	22.3	41	43.6	17	18.1
Managers continuously track (monitor) the progress against stated objectives and targets of the branch.	4	4.3	5	5.3	23	24.5	45	47.9	17	18.1
Managers ensure that all the decisions made in the branch are properly aligned with what the Bank hopes to achieve.	3	3.2	14	14.9	21	22.3	44	46.8	12	12.8
Managers convey a clear vision and missions to inspire action in the branch	4	4.3	8	8.5	26	27.7	36	38.3	20	21.3
Mission	3	3.2	9	9.6	21	22.3	46	48.9	15	16.0

Source: Own Survey, computed in SPSS, 2021

Table A.8: Mission culture; Managers

	Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%
I obtain clear strategies from the Top management and fully implement them at the branch.	2	9.1	1	4.5	13	59.1	6	27.3
I clearly explain the long-term purpose and direction of the Bank (mission) to the branch employees	0	0.0	5	22.7	12	54.5	5	22.7
I believe that setting goals support a growth mindset; and hence setting goals are encouraged and exercised by each employee in the branch.	0	0.0	1	4.5	16	72.7	5	22.7
I critically consider the linkage (alignment) between individual planned targets and that of the branch goals and targets during work or task assignment to employees.	0	0.0	2	9.1	17	77.3	3	13.6
I continuously track (monitor) the progress against stated objectives and targets of the branch.	0	0.0	3	13.6	12	54.5	7	31.8
I ensure that all the decisions made in the branch are properly aligned with what the Bank hopes to achieve	1	4.5	4	18.2	14	63.6	3	13.6
I convey a clear vision and missions to inspire action in the branch	0	0.0	2	9.1	16	72.7	4	18.2
Mission	0	0.0	1	4.5	15	68.2	6	27.3

Source: Own Survey, computed in SPSS, 2021

Table A.9: Organizational Effectiveness; Non-Managers

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
I am really focused when I am working.	1	1.1	1	1.1	5	5.3	56	59.6	31	33.0
I really push myself to work beyond what is expected of me	1	1.1	1	1.1	11	11.7	51	54.3	30	31.9
I feel a connection to my colleague	1	1.1	1	1.1	12	12.8	57	60.6	23	24.5
My colleagues seek out and value my input	2	2.1	6	6.4	16	17.0	52	55.3	18	19.1
I look forward to beginning work each day	1	1.1	5	5.3	12	12.8	48	51.1	28	29.8
I am not aware of work stressing me out	6	6.4	17	18.1	18	19.1	42	44.7	11	11.7
I rarely feel busy with my workload.	8	8.5	15	16.0	17	18.1	39	41.5	15	16.0
Workload never prevents me from doing my best	3	3.2	18	19.1	3	3.2	53	56.4	17	18.1
I have worked at this organization for what I consider to be a long time.	5	5.3	17	18.1	12	12.8	46	48.9	14	14.9
I believe I can keep growing inside this organization	7	7.4	10	10.6	17	18.1	44	46.8	16	17.0
I trust my colleagues to respect my ideas.	2	2.1	4	4.3	13	13.8	56	59.6	19	20.2
I never worry about losing my job	5	5.3	7	7.4	19	20.2	38	40.4	25	26.6
I feel a sense of purpose in performing my role.	2	2.1	3	3.2	11	11.7	52	55.3	26	27.7
I often speak to friends and family about our mission	3	3.2	15	16.0	15	16.0	41	43.6	20	21.3
I often feel recognized for my performance.	4	4.3	16	17.0	12	12.8	47	50.0	15	16.0
My colleagues are good at letting me know they appreciate my effort	4	4.3	7	7.4	15	16.0	53	56.4	15	16.0
I know how my work impacts other areas at this organization.	5	5.3	5	5.3	11	11.7	50	53.2	23	24.5
We eliminate unnecessary/non -value added work where possible	5	5.3	9	9.6	19	20.2	43	45.7	18	19.1
Our leadership team is visible, approachable and engaged.	6	6.4	8	8.5	23	24.5	44	46.8	13	13.8
I have input on how work gets done	4	4.3	9	9.6	12	12.8	51	54.3	18	19.1
I am kept up to date about organizational changes.	3	3.2	13	13.8	16	17.0	50	53.2	12	12.8
I have access to my manager when I need it	3	3.2	6	6.4	15	16.0	51	54.3	19	20.2
I have equitable access to the resources my coworkers have.	2	2.1	14	14.9	21	22.3	40	42.6	17	18.1
I feel I am treated with dignity in this Bank	4	4.3	13	13.8	15	16.0	45	47.9	17	18.1
I often have the ability to participate and speak in work collaborations.	2	2.1	12	12.8	6	6.4	56	59.6	18	19.1
I feel like I have opportunities to showcase my abilities in this culture	3	3.2	9	9.6	8	8.5	58	61.7	16	17.0
I trust my direct supervisor.	2	2.1	4	4.3	12	12.8	54	57.4	22	23.4
There is a culture of shared responsibility at this organization	5	5.3	6	6.4	11	11.7	46	48.9	26	27.7
Effective Organization	0	0.0	4	4.3	18	19.1	51	54.3	21	22.3

Source: Own Survey, computed in SPSS, 2021

Table A.10: Organizational Effectiveness; Managers

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
I am really focused when I am working.	0	0.0	1	4.5	1	4.5	11	50.0	9	40.9
I really push myself to work beyond what is expected of me	0	0.0	0	0.0	3	13.6	9	40.9	10	45.5
I feel a connection to my colleague	0	0.0	0	0.0	1	4.5	12	54.5	9	40.9
My colleagues seek out and value my input	0	0.0	1	4.5	2	9.1	10	45.5	9	40.9
I look forward to beginning work each day	0	0.0	0	0.0	2	9.1	13	59.1	7	31.8
I am not aware of work stressing me out	1	4.5	2	9.1	3	13.6	10	45.5	6	27.3
I rarely feel busy with my workload.	0	0.0	4	18.2	3	13.6	10	45.5	5	22.7
Workload never prevents me from doing my best	1	4.5	0	0.0	1	4.5	14	63.6	6	27.3
I have worked at this organization for what I consider to be a long time.	0	0.0	2	9.1	0	0.0	14	63.6	6	27.3
I believe I can keep growing inside this organization	0	0.0	2	9.1	1	4.5	13	59.1	6	27.3
I trust my colleagues to respect my ideas.	0	0.0	1	4.5	1	4.5	14	63.6	6	27.3
I never worry about losing my job	0	0.0	3	13.6	0	0.0	10	45.5	9	40.9
I feel a sense of purpose in performing my role.	0	0.0	0	0.0	2	9.1	14	63.6	6	27.3
I often speak to friends and family about our mission	0	0.0	3	13.6	2	9.1	11	50.0	6	27.3
I often feel recognized for my performance.	0	0.0	2	9.1	4	18.2	12	54.5	4	18.2
My colleagues are good at letting me know they appreciate my effort	0	0.0	1	4.5	3	13.6	13	59.1	5	22.7
I know how my work impacts other areas at this organization.	0	0.0	0	0.0	5	22.7	12	54.5	5	22.7
We eliminate unnecessary/non -value added work where possible	1	4.5	3	13.6	1	4.5	11	50.0	6	27.3
Our leadership team is visible, approachable and engaged.	0	0.0	1	4.5	2	9.1	12	54.5	7	31.8
I have input on how work gets done	0	0.0	0	0.0	1	4.5	15	68.2	6	27.3
I am kept up to date about organizational changes.	0	0.0	1	4.5	2	9.1	13	59.1	6	27.3
I have access to my manager when I need it	0	0.0	0	0.0	2	9.1	12	54.5	8	36.4
I have equitable access to the resources my coworkers have.	0	0.0	1	4.5	4	18.2	12	54.5	5	22.7
I feel I am treated with dignity in this Bank	0	0.0	1	4.5	2	9.1	14	63.6	5	22.7
I often have the ability to participate and speak in work collaborations.	0	0.0	0	0.0	2	9.1	15	68.2	5	22.7
I feel like I have opportunities to showcase my abilities in this culture	0	0.0	1	4.5	3	13.6	14	63.6	4	18.2
I trust my direct supervisor.	1	4.5	0	0.0	1	4.5	13	59.1	7	31.8
There is a culture of shared responsibility at this organization	0	0.0	1	4.5	2	9.1	13	59.1	6	27.3
Effective Organization	0	0.0	0	0.0	3	13.6	11	50.0	8	36.4

Source: Own Survey, computed in SPSS, 2021

B. Appendix II: Questionnaires

Table AII.1: Questionnaire to Branch Employees

Addis Ababa University
School of Commerce
MHRM
Name of student: Ayele Cherinet
Address: email, ayelle.cherinet@gmail.com

Questionnaire to Branch Employees

Dear respondents:

This questionnaire is designed to collect primary data used for thesis entitled “The Role of Management in Instilling Organizational Culture in the Commercial Bank of Ethiopia: The case of Arada District”.

The research is conducted as a partial fulfillment of the requirement for the Masters of Arts Degree in Human Resource Management. This study is purely for academic purpose and in no ways affects the respondent personally. It will be kept confidential. So your genuine view, honest and timely responses are very valuable in determining the success of the study. Therefore, you are kindly requested to extend your cooperation by frankly providing relevant information.

I thank you in advance for your anticipated cooperation and participation in this study.

PART I: Demographic Information: mark your choices with "□"

1.1. Sex: Male Female

1.2. Age: 18-25 26-35 36-45 over 45

1.3. Educational status:

Certificate Diploma First degree Masters and above

1.4. Marital status: Single Married Divorced Widowed

1.5. Years of service in the Commercial Bank of Ethiopia?

Less than 5 years, between 6-10 between 11- 15
, between 16-20 between 21- 25 26 and above

Part II: Preferred Organizational Culture of Commercial Bank of Ethiopia

Hint: An organizational culture is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. It is “*how we do things here*”.

On the other hand organizations also have their specific preferred cultures within or among the total cultures. Similarly, the following are the preferred cultures of CBE as identified by a research: 1. Involvement, 2.Consistency, 3. Adaptability and 4. Mission. These preferred cultures are manifested in various subcultures as indicated in the questionnaire.

Please indicate the degree of your agreement/disagreement with the following statements associated with the preferred organizational culture **of CBE**. Please complete the questionnaire by indicating your choices with "□" in the appropriate box.

Strongly disagree (1), Disagree (2), Neutral (3.) Agree (4), strongly agree (5).

No	Items	5	4	3	2	1
	1. Involvement					
	<i>Empowerment</i>					
1.	My manger /Managers / (<i>branch manager, operation and business</i>) <i>empowers</i> me to make decisions related to my tasks					
2.	My manager <i>encourages</i> active employees to participate in major decision makings in the branch					
3.	Mangers, usually <i>participate</i> employees in the preparation of <i>Planned targets and Performance Indicators</i> for his/her unit/branch needs.					
	Team Orientation					
4.	My manager gives more emphasis on <i>cooperation</i> and <i>teamwork</i> .					
5.	Employees are <i>encouraged to cooperate than compete</i> to each other.					
6.	Managers (branch , operation and business) always strive to provide <i>feedback and advice</i> performers on work related issues					
	Capability Development					
7.	Managers believe in and are willing to invest on employees’					

	<i>capability and skills development practices.</i>					
8.	Managers encourage employees to take initiatives or make decisions on their own (independently).					
9.	Managers consider employees as important source of competitive advantage for the branch/ bank.					
	2.Consistency					
	<i>Core Values</i>					
10.	Violating core values are followed by serious consequences of Managers (punishments by Managers).					
11.	My Manager acts as <i>role model</i> for bra branch employees (Managers “practice what they preach”).					
	<i>Agreement</i>					
12.	Managers require employees to have a higher level of consensus on critical and strategic issues of the branch.					
13.	Managers work hard or are highly devoted to have highly <i>shared beliefs, values and behaviors</i> among branch unit employees.					
14.	Managers agree or adhere to most procedures, rules and norms of the bank / branch.					
	<i>Coordination and Integration</i>					
15.	Managers <i>enhance coordination and integration of major goals and tasks</i> of the branch.					
16.	Managers follow <i>consistent and integrated business approach</i> in the branch.					
17.	Managers encourage or facilitate two way (Top-down and bottom-up) information flows in the branch.					
18.	Managers adhere to policies and procedures in customer service delivery.					
	3. Adaptability					
	<i>Creating Change</i>					
19.	Managers adopt new and improved ways to achieve the strategic objectives and planned targets of the bank/ branch.					
20.	Managers have cultures that encourage and accept change, and new ideas are widely received in the branch.					
21.	Managers promote change <i>and cooperation</i> among different units of the branch.					
	<i>Customer Focus</i>					
22.	Managers seek and effectively utilize customers’ opinions and					

	feedbacks on our products/service for making improvements.					
23.	Managers exert efforts and invest more to improve products/services quality of the branch.					
24.	Managers, proactively understand customers' needs and expectations and work on it.					
	<i>Organizational Learning</i>					
25.	Managers encourage reasonable risk taking and innovation; that is, I don't afraid to take action and the manager understands that failing is OK.					
26.	Managers seek to learn best practices from other branches /units /.					
27.	Managers encourage information and knowledge sharing across the branch/Bank.					
	4. Mission					
	<i>Strategic Direction and Intent (aim)</i>					
28.	My Manager obtains <i>strategies</i> from the Top management and fully implements them at the branch.					
29.	My Manager explains the long-term purpose and direction of the Bank (mission) to the branch employees					
	<i>Goals and Objectives</i>					
30.	My Manager believes that setting <i>goals support a growth mindset</i> ; and hence setting goals are exercised by each employee in the branch.					
31.	Managers critically consider the linkage (alignment) between individual planned targets and that of the branch goals and targets during work or task assignment.					
32.	Managers continuously track (monitor) the progress against stated objectives and targets of the branch.					
	<i>Vision</i>					
33.	Managers ensure that all the decisions made in the branch are properly aligned with what the Bank hopes to achieve.					
34.	Managers convey a clear vision and missions to inspire action in the branch					

PART III

Note: Effective Organization

Organizational effectiveness can be defined as **the efficiency with which an organization is able to meet its objectives.** ... Highly effective organizations exhibit strengths across five areas: leadership, decision making and structure, people, work processes and systems, and culture.

Taking into account the responses that you gave in PART TWO above, please indicate the degree of your agreement/disagreement with the following statement associated with the Creation of Effective Organization as a result of culture.

No.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
	<i>Engagement</i>					
35	I am really focused when I am working.					
36	I really push myself to work beyond what is expected of me.					
	<i>Employee Connectedness</i>					
37	I feel a connection to my colleague					
38	My colleagues seek out and value my input					
	<i>Employee Wellbeing</i>					
39	I look forward to beginning work each day					
40	I am not aware of work stressing me out					
	<i>Employee Capacity</i>					
41	I rarely feel busy with my workload.					
42	Workload never prevents me from doing my best					
	<i>Employee Retention</i>					
43	I have worked at this organization for what I consider to be a long time.					
44	I believe I can keep growing inside this organization					
	<i>Employee Safety</i>					
45	I trust my colleagues to respect my ideas.					
46	I never worry about losing my job					

	<i>Purpose and Belonging</i>					
47	I feel a sense of purpose in performing my role.					
48	I often speak to friends and family about our mission					
	<i>Recognition and Guidance</i>					
49	I often feel recognized for my performance.					
50	My colleagues are good at letting me know they appreciate my effort					
	<i>Operational Effectiveness and Efficiency</i>					
51	I know how my work impacts other areas at this organization.					
52	We eliminate unnecessary/non -value added work where possible					
	<i>Employee Unity and Autonomy</i>					
53	Our leadership team is visible, approachable and engaged.					
54	I have input on how work gets done					
	<i>Internal Communication</i>					
55	I am kept up to date about organizational changes.					
56	I have access to my manager when I need it					
	<i>Inclusion Culture</i>					
57	I have equitable access to the resources my coworkers have.					
58	I feel I am treated with dignity in this Bank					
	<i>Opportunity Culture</i>					
59	I often have the ability to participate and speak in work collaborations.					
60	I feel like I have opportunities to showcase my abilities in this culture					
	<i>Work Trust</i>					
61	I trust my direct supervisor.					
62	There is a culture of shared responsibility at this organization					

THANK YOU

Table AII.2: Questionnaire to Branch Managers

School of Commerce

MHRM

Name of student: Ayele Cherinet

Address: email, ayelle.cherinet@gmail.com

Questionnaires to Branch Managers

Dear respondents:

This questionnaire is designed to collect primary data used for thesis entitled “The Role of Management in Instilling Organizational Culture in the Commercial Bank of Ethiopia: The case of Arada District.

” The research is conducted as a partial fulfillment of the requirement for the Masters of Arts Degree in Human Resource Management. This study is purely for academic purpose and in no ways affects the respondent personally. It will be kept confidential. So your genuine view, honest and timely responses are very valuable in determining the success of the study. Therefore you are kindly requested to extend your cooperation by frankly providing relevant information.

I thank you in advance for your anticipated cooperation and participation in this study.

PART I: Demographic Information: mark your choices with "□"

- 1.1. Sex: Male Female
- 1.2. Age: 18-25 26-35 36-45 over 45
- 1.3. Educational status:
Certificate Diploma First degree Masters and above
- 1.4. Marital status: Single Married Divorced Widowed
- 1.5. Years of service in the Commercial Bank of Ethiopia?
Less than 5 years, between 6-10 between 11- 15
Between 16- 20 between 21- 25 26 and above

Part II: Preferred Organizational Culture of Commercial Bank of Ethiopia

Hint: An *organizational culture* is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. It is “*how we do things here*”.

On the other hand organizations also have their specific preferred cultures within or among the total cultures. Similarly, the following are the preferred cultures of CBE as identified by a research: **1. Involvement, 2.Consistency, 3. Adaptability and 4. Mission.** These preferred cultures are manifested in various subcultures as indicated in the questionnaire.

Please indicate the degree of your agreement/disagreement with the following statements associated with the preferred organizational culture **of CBE.** Please complete the questionnaire by indicating your choices with "□" in the appropriate box.

Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) Strongly agree (5).

No	Item	5	4	3	2	1
	1. Involvement					
	<i>Empowerment</i>					
1.	As manager, (<i>branch manager, operation and business</i>) I <i>empower employees under my supervision</i> to make decisions related to their works (tasks)					
2.	I <i>encourage</i> employees to participate in decision makings in the branch					
3.	I encourage branch employees to participate in the preparation of planned targets and performance indicators for the branch needs.					
	<i>Team Orientation</i>					
4.	I give more emphasis to cooperation and <i>teamwork</i> .					
5.	I encourage <i>employees to cooperate than compete</i> with each other.					
6.	I strive to provide <i>feedback and advice</i> to performers on work related issues					
	<i>Capability Development</i>					

7.	I believe in and am willing to investment on employees' <i>capability and skills development</i> .					
8.	I encourage employees to take initiatives or make decisions on their own (independently).					
9.	I consider employees as important source of competitive advantage for the Bank/ branch					
	2.Consistency					
	<i>Core Values</i>					
10.	In my branch, violating core values are followed by serious consequences (punishments).					
11.	I act as <i>role model</i> for branch employees.					
	<i>Agreement</i>					
12.	I require employees to have a higher-level of consensus on critical and strategic issues of the branch.					
13.	I work hard and am highly devoted to have shared beliefs, values and behaviors among branch unit employees.					
14.	I adhere to most procedures, rules and norms of the bank / branch.					
	<i>Coordination and Integration</i>					
15.	I enhance coordination and integration of the branch units on major goals and tasks					
16.	I follow consistent and integrated business approach in the branch.					
17.	I encourage or facilitate enhanced two way (Top-down and bottom-up) information flows in the branch.					
18.	In my branch there is strict adherence to policies and procedures in customer service delivery.					
	3. Adaptability					
	<i>Creating Change</i>					
19.	I adopt new and improved ways to achieve the strategic objectives and planned targets of the bank/ branch.					
20.	I have a culture that encourages and accepts change, and new ideas are widely received in the branch.					
21.	I promote change <i>and cooperation</i> among different units of the branch.					
	<i>Customer Focus</i>					

22.	I seek and effectively utilize customers' opinions and feedbacks on our products/service for making improvements.					
23.	I exert efforts and invest more to improve products/services quality of the branch.					
24.	I proactively understand customers' needs and expectations and work on it.					
	<i>Organizational Learning</i>					
25.	I encourage branch employees , to take reasonable risk and innovation					
26.	I seek to learn best practices from other branches /units /.					
27.	I encourage information and knowledge sharing across the branch/Bank.					
	4. Mission					
	<i>Strategic Direction and Intent</i>					
28.	I obtain clear strategies from the Top management and fully implement them at the branch.					
29.	I clearly explain the long-term purpose and direction of the Bank (mission) to the branch employees					
	<i>Goals and Objectives</i>					
30.	I believe that setting <i>goals support a growth mindset</i> ; and hence setting goals are encouraged and exercised by each employee in the branch.					
31.	I critically consider the linkage (alignment) between individual planned targets and that of the branch goals and targets during work or task assignment to employees.					
32.	I continuously track (monitor) the progress against stated objectives and targets of the branch.					
	<i>Vision</i>					
33.	I ensure that all the decisions made in the branch are properly aligned with what the Bank hopes to achieve					
34.	I convey a clear vision and missions to inspire action in the branch					

PART III

Note: Effective Organization

Organizational effectiveness can be defined as **the efficiency with which an organization is able to meet its objectives**. ... Highly effective organizations exhibit strengths across five areas: leadership, decision making and structure, people, work processes and systems, and culture.

Taking into account the responses that you gave in PART TWO above, please indicate the degree of your agreement/disagreement with the following statement associated with the Creation of Effective Organization as a result of culture.

No.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
	<i>Engagement culture</i>					
35	I am really focused when I am working.					
36	I really push myself to work beyond what is expected of me					
	<i>Employee Connectedness</i>					
37	I feel a connection to my colleague					
38	My colleagues seek out and value my input					
	<i>Employee Wellbeing</i>					
39	I look forward to beginning work each day					
40	I am not aware of work stressing me out					
	<i>Employee Capacity</i>					
41	I rarely feel busy with my workload.					
42	Workload never prevents me from doing my best					
	<i>Employee Retention</i>					
43	I have worked at this organization for what I consider to be a long time.					

44	I believe I can keep growing inside this organization					
	<i>Employee Safety</i>					
45	I trust my colleagues to respect my ideas.					
46	I never worry about losing my job					
	<i>Purpose and Belonging</i>					
47	I feel a sense of purpose in performing my role.					
48	I often speak to friends and family about our mission					
	<i>Recognition and Guidance</i>					
49	I often feel recognized for my performance.					
50	My colleagues are good at letting me know they appreciate my effort					
	<i>Operational Effectiveness and Efficiency</i>					
51	I know how my work impacts other areas at this organization.					
52	We eliminate unnecessary/non -value added work where possible					
	<i>Employee Unity and Autonomy</i>					
53	Our leadership team is visible, approachable and engaged.					
54	I have input on how work gets done					
	<i>Internal Communication</i>					
55	I am kept up to date about organizational changes.					
56	I have access to my manager when I need it					
	<i>Inclusion Culture</i>					
57	I have equitable access to the resources my coworkers have.					
58	I feel I am treated with dignity in this Bank					
	<i>Opportunity Culture</i>					
59	I often have the ability to participate and speak in work collaborations.					
60	I feel like I have opportunities to showcase my abilities in this culture					
	<i>Work Trust</i>					
61	I trust my direct supervisor.					
62	There is a culture of shared responsibility at this organization					

Table AII.3. Amharic version Questionnaires to Branch Employees

School of Commerce
MHRM
Name of student: Ayele Cherinet
Address: email, ayelle.cherinet@gmail.com

ለቅርንጫፍ ሰራተኞች መጠይቅ

ውድተጠሪ -

ይህ መጠይቅ “በኢትዮጵያ ንግድ ባንክ ድርጅታዊ ባህልን በማስፋፋት ረገድ የአስተዳደር ሚና የአራዳ ወረዳ ጉዳይ” በሚል ርዕስ ለጽሑፉ ያገለገለ የመጀመሪያ መረጃን ለመሰብሰብ የተነደፈ ነው።

ጥናቱ የሚከናወነው በሰው ሀብት አስተዳደር ውስጥ ለሥነ-ጥበባት ዲግሪ ማስተርስ የሚያስፈልገውን መስፈርት በከፊል ማሟላት ነው። ይህ ጥናት ለአካዳሚክ ዓላማ ብቻ ነው እና በምንም መንገድ ምላሽ ሰጪውን በግል አይነካም። በምስጢር ይቀመጣል። ስለዚህ እውነተኛ እይታዎ፣ ሐቀኛ እና ወቅታዊ ምላሾች የጥናቱን ስኬት ለመወሰን በጣም ዋጋ አላቸው። ስለዚህ አግባብነት ያለው መረጃን በግልጽ በማቅረብ ትብብርዎን እንዲያሳድጉ በትህትና ይጠየቃሉ።

በዚህ ጥናት ውስጥ ላልተቆጠበ ትብብርዎ እና ተሳትፎዎ አስቀድሜ አመሰግናለሁ።

ክፍል 1 - የስነ-ሕዝብ መረጃ - ምርጫዎችዎን በ"☐" ምልክት ያድርጉበት።

1.1 ፆታ:-ወንድ ☐ ሴት ☐

1.2 ዕድሜ:-18-25 ☐ 26-35 ☐ 36-45 ☐ ከ45 በላይ ☐

1.3 የትምህርት ሁኔታ:-

ሠርተፊኬት ☐ ዲፕሎማ ☐ የመጀመሪያ ዲግሪ ☐

ማስተርስ እና ከዚያ በላይ ☐

1.4 የጋብቻ ሁኔታ:- ያላገባ ☐ ያገባ ☐ የተፋታ ☐ ባል የሞተባት ☐

1.5 በኢትዮጵያ ንግድ ባንክ የአገልግሎት አመታት

ከ 5 ዓመት በታች ከ6-10 ዓመት ከ11-15 ዓመት

ከ16-20 ዓመት ከ 21-25ዓመት 26 ዓመትና ከዛ በላይ

ክፍልሁለት - ተመራጭ የኢትዮጵያ ንግድ ባንክ ድርጅታዊ ባህል።

ፍንጭ - የድርጅት ባህል የአንድ ድርጅት ግቦችን ለማሳካት የተወሰኑ እንቅስቃሴዎች እንዴት እንደሚመሩ የሚገልፅ ስርዓትነው። እነዚህ እንቅስቃሴዎች ደንቦችን፣ ሚናዎችን እና ኃላፊነቶችን ሊያካትቱ ይችላሉ።እሱ “እዚህ ነገሮችን እንዴት እንደምናደርግ” ነው።

በሌላ በኩል ድርጅቶችም በጠቅላላው ባህሎች ውስጥ ወይም በመካከላቸው ልዩ ተመራጭ ባህሎቻቸው አሏቸው። በተመሳሳይ፣ በጥናት ተለይተው የተመዘገቡት የኢትዮጵያ ንግድ ባንክ ተመራጭ ባህሎች የሚከተሉት ናቸው - 1.ተሳትፎ፣ 2.ወጥነት፣3.ተስማሚነትእና 4.ተልዕኮ። እነዚህ ተመራጭ ባህሎች በመጠይቁ ውስጥ እንደተመለከተው በተለያዩ ንዑስ ባህሎች ውስጥ ይገለጣሉ።

ከሚከተሉት የ ኢንባ ድርጅታዊ ባህል ጋር በተያያዙ ከሚከተሉት መግለጫዎች ጋር እባክዎን የስምምነትዎን/ አለመግባባቱን ደረጃ ያመልክቱ። እባክዎን ምርጫዎን በ"□" ምልክት በተገቢው ሳጥን ውስጥ በመጠቀም መጠይቁን ይሙሉ።

በጣም አልስማማም (1) ፣አልስማማም (2) ፣ገለልተኛ (3.)አስማማለሁ (4) ፣በጣም እስማማለሁ (5)።

ተራ ቁ.	ንጥሎች					
	1. ተሳትፎ					
	ኃይል መስጠት	1	2	3	4	5
1	የእኔ ሥራ-አስኪያጆች / (የቅርንጫፍ ሥራ-አስኪያጅ፣ ሥራነ እና ንግድ) ከሥራዎቼ ጋር የተዛመዱ ውሳኔዎችን እንድወስን ኃይል ይሰጠኛል።					
2	የእኔ ሥራ-አስኪያጅ ንቁ ሠራተኞች በቅርንጫፉ ውስጥ በዋና ውሳኔ አሰጣጥ ላይ እንዲሳተፉ ያበረታታል።					
3	አስተናጋጆች፣ ለእሱ/ለእሷክፍል/ቅርንጫፍ ፍላጎቶች የታቀዱ ግቦችን እና የአፈፃፀም አመልካቾችን በማዘጋጀት ሠራተኞችን ይሳተፋሉ።					
	የቡድን አቀማመጥ					

4	የእኔ ሥራ-አስኪያጅ ለትብብር እና ለቡድን ሥራ የበለጠ ትኩረት ይሰጣል።						
5	ሰራተኞች እርስ በእርስ ከመወዳደር ይልቅ እንዲተባበሩ ይበረታታሉ።						
6	ሥራ-አስኪያጆች (ቅርንጫፍ፣ሥራእናንግድ) ሁልጊዜ ከሥራ ጋር በተያያዙ ጉዳዮች ላይ ግብረ መልስ እና ምክር ለመስጠት ይጥራሉ።						
	የአቅም ልማት						
7	ሥራ-አስኪያጆች በሥራተኞች አቅም እና ክህሎቶች ልማት ላይ መዋዕል ንዋይ ለማፍሰስ ፈቃደኞች ናቸው።						
8	ሥራ-አስኪያጆች ሥራተኞችን ተነሳሽነት እንዲወስዱ ወይም በራሳቸው ውሳኔ እንዲወስኑ ያበረታታሉ (በተናጥል)።						
9	ሥራ-አስኪያጆች ሥራተኞችን ለቅርንጫፍ/ ለባንክ እንደ አስፈላጊ የውድድር ምንጭ አድርገው ይቆጥሩታል።						
	2. ወጥነት						
	ዋና እሴቶች						
10	ዋና እሴቶችን መጣስ ሥራ-አስኪያጆች ከባድ መዘዞች (ሥራ-አስኪያጆች ቅጣቶች) ያስከተላል።						
11	የእኔ ሥራ-አስኪያጅ ለቅርንጫፍ ሥራተኞች እንደ አርአያነት ይሠራል።						
	ስምምነት						
12	ሥራ-አስኪያጆች ሥራተኞች በቅርንጫፍ ወሳኝ እና ስትራቴጂካዊ ጉዳዮች ላይ ከፍ ያለ የጋራ መግባባት እንዲኖራቸው ይፈልጋሉ።						
13	ሥራ-አስኪያጆች ጠንክረው ይሠራሉ ወይም በቅርንጫፍ አሃድ-ሥራተኞች መካከል በጣም የጋራ እምነቶች፣ እሴቶች እና ባህሪዎች እንዲኖራቸው ከፍተኛ ፍላጎት አላቸው።						
14	ሥራ-አስኪያጆች ለአብዛኛው የአሠራር ሂደቶች፣ ሕጎች እና ደንቦች የባንኩ / ቅርንጫፍ መስማማት ወይም ማክበር አለባቸው።						
	ማስተባበር እና ውህደት						
15	ሥራ-አስኪያጆች የቅርንጫፍን ዋና ግቦች እና ተግባራት ቅንጅትን እና ውህደትን ያሻሽላሉ።						
16	ሥራ-አስኪያጆች በቅርንጫፍ ውስጥ ወጥ እና የተቀናጀ የንግድ አቀራረብን ይከተላሉ።						
17	ሥራ-አስኪያጆች በቅርንጫፍ ውስጥ የሁለት መንገድ (ከላይ ወደ ታች እና ወደ ላይ) የመረጃ ፍሰቶችን ያበረታታሉ ወይም ያመቹታል።						
18	አስተዳዳሪዎች በደንበኛ አገልግሎት አሰጣጥ ውስጥ ፖሊሲዎችን እና ሂደቶችን ያከብራሉ።						

	3. ተስማሚነት					
	ለውጥን መፍጠር					
19	ሥራ-አስኪያጆች የባንኩ/ ቅርንጫፍ ስትራቴጂ ካዊግቦችን እና የታቀዱ ግቦችን ለማሳካት አዲስ እና የተሻሻሉ መንገዶች ንይጠቀማሉ።					
20	ሥራ-አስኪያጆች ለውጡን የሚያበረታቱ እና የሚቀበሉ ባህሎች አሏቸው፤ እና አዳዲስ ሀሳቦች በቅርንጫፍ ውስጥ በሰፊው ይቀበላሉ።					
21	አስተዳዳሪዎች በተለያዩ የቅርንጫፍ ክፍሎች መካከል ለውጥን እና ትብብርን ያበረታታሉ።					
	የደንበኞች ንግድ					
22	ሥራ-አስኪያጆች ማሻሻያዎችን ለማድረግ በደንበኞቻችን/ በአገልግሎቶቻችን ላይ የደንበኞችን አስተያየት እና ግብረ-መልስ ይፈልጋሉ እና በብቃት ይጠቀማሉ።					
23	የቅርንጫፎቹን ምርቶች/አገልግሎቶች ጥራት ለማሻሻል ሥራ-አስኪያጆች ጥረቶችን ያደርጋሉ። እና የበለጠ ኢንቨስት ያደርጋሉ።					
24	ሥራ-አስኪያጆች፣ የደንበኞችን ፍላጎቶች እና የሚጠበቁ ነገሮችን በንቃት ይረዱ እና በእሱ ላይ ይሰራሉ።					
	ድርጅታዊ ትምህርት					
25	ሥራ-አስኪያጆች ምክንያታዊ አደጋን መውሰድ እና ፈጠራን ያበረታታሉ፤ ማለትም እርምጃ ለመውሰድ አልፈራም እና ሥራ-አስኪያጁ አለመሳካቱ ደህና መሆኑን ተረድተዋል።					
26	ሥራ-አስኪያጆች ከሌሎች ቅርንጫፎች/ክፍሎች/ምርጥ ልምዶችን ለመማር ይፈልጋሉ።					
27	ሥራ-አስኪያጆች በቅርንጫፍ/ ባንክ በኩል የመረጃ እና የእውቀት መጋራት ያበረታታሉ።					
	4. ተልዕኮ					
	ስልታዊ አቅጣጫ እና ዓላማ					
28	የእኔ ሥራ-አስኪያጅ ከከፍተኛ አመራሩ ስልቶችን አግኝቶ በቅርንጫፉ ሙሉ በሙሉ ተግባራዊ ያደርጋል።					
29	የእኔ ሥራ-አስኪያጅ የባንኩን (ተልዕኮ) የረጅም ጊዜ ዓላማ እና አቅጣጫ ለቅርንጫፍ ሠራተኞች ያበራራል።					
	ግቦች እና ዓላማዎች					
30	የእኔ ሥራ-አስኪያጅ ግቦችን ማውጣት የእድገት አስተሳሰብን ይደግፋል ብሎ ያምናል፤ እና ስለዚህ ግቦችን ማውጣት በየቅርንጫፉ ውስጥ ባለው እያንዳንዱ					

	ሠራተኛዎች ተገቢራል።					
31	ሥራ-አስኪያጆች በግለሰብ የታቀዱ ኢላማዎች እና በቅርንጫፍ ግቦች እና ኢላማዎች መካከል በስራ ወይም በሥራ ተልዕኮ መካከል ያለውን ትስስር (አሰላለፍ) በጥልቀት ይመለከታሉ።					
32	ሥራ-አስኪያጆች በተዘረዘሩት ዓላማዎች እና ግቦች ላይ የሚደረገውን እድገት በተከታታይ ይከታተላሉ (ይከታተላሉ)።					
	ራዕይ					
33	ሥራ-አስኪያጆች በቅርንጫፍ ውስጥ የተላለፉት ውሳኔዎች ሁሉ ባንኩ ሊያሳካው ከሚፈልገው ጋር የተጣጣመ መሆኑን ያረጋግጣሉ።					
34	ሥራ-አስኪያጆች በቅርንጫፍ ውስጥ እርምጃን ለማሳካት ግልፅ እይታ እና ተልእኮዎችን ያስተላልፋሉ።					

ክፍልIII: ውጤታማ ድርጅት

ከላይ በክፍል ሁለት የሰጡትን ምላሾች ከግምት ውስጥ በማስገባት እባክዎን በአስተዳዳሪዎች ጥረት በተለይም በአስተዳዳሪዎች ጥረቶች የተነሳ የስምምነትዎን/ አለመግባባቱን ደረጃ ከሚከተለው መግለጫ ጋር ያመልክቱ፤ በተለይም በግንኙነታቸው፣ በአመራር እና በውክል ናድርጊቶች፣ የባንኩን ባህል ወደ አእምሮዎ ውስጥ በማስገባት።

ተራቁ.	ተሳትፎ	ቡብርቱአልስ	አልስማማም	ገለልተኛ	እስማማለሁ	ቡብርቱአልስ
		ማማም				ማማለሁ
		1	2	3	4	5
35	እኔ በምሠራበት ጊዜ በእውነት አተኩራለሁ።					
36	ከእኔ ከሚጠበቀው በላይ ለመሥራት በእውነት እራሴን እገፋፋለሁ					
	የሠራተኛ ግንኙነት					
37	ከባልደረባዬ ጋር ግንኙነት እንዳለ ይሰማኛል።					
38	የሥራ ባልደረቦቼ የእኔን ግብዓት ይፈልጉ እና ዋጋ ይሰጣሉ።					
	የሰራተኛ ደህንነት					

39	በየቀኑ ሥራ ለመጀመር በጉጉት እጠብቃለሁ።					
40	የሚያስጨንቀኝ ሥራ አላውቅም					
	የሰራተኛ አቅም					
41	በስራ ጫናዬ ብዙም ስራ አይሰማኝም።					
42	የሥራ ጫና የተቻለኝን እንዳደርግ ፈጽሞ አይከለክልኝም።					
	የሰራተኛ ማቆየት					
43	እኔ ለረጅም ጊዜ በሚቆጥረው በዚህ ድርጅት ውስጥ ሰርቻለሁ።					
44	በዚህ ድርጅት ውስጥ ማደጉን መቀጠል እንደምችል አምናለሁ።					
	የሰራተኛ ደህንነት					
45	የሥራ ባልደረቦቼ ሀሳቤን እንዲያከብሩ አምናለሁ።					
46	ሥራዬን ስለማጣት በጭራሽ አልጨነቅም።					
	ዓላማ እና ባለቤትነት					
47	ሚናዬን በመወጣት የዓላማ ስሜት ይሰማኛል።					
48	ስለ ተልእኳችን ብዙ ጊዜ ከጓደኞች እና ከቤተሰብ ጋር እናገራለሁ።					
	እውቅና እና መመሪያ					
49	በአፈፃፀሜ ብዙ ጊዜ እውቅና እንደተሰጠኝ ይሰማኛል።					
50	የሥራ ባልደረቦቼ ጥረቴን እንደ ሚያደንቁ ለማሳወቅ ጥሩ ናቸው።					
	የአሠራር ውጤታማነት እና					

51	በዚህ ድርጅት ውስጥ ሥራዬ በሌሎች አካባቢዎች ላይ እንዴት እንደሚጎዳ አውቃለሁ።					
52	በተቻለ መጠን አላስፈላጊ/ እሴት ያልሆነ የተጨመረ ሥራን እናስወግዳለን።					
	የሰራተኞች አንድነት እና የራስ ገዝ አስተዳደር					
53	የአመራር ቡድኖችን የሚታይ፣ የሚቀረብ እና ተሳታፊነው።					
54	ሥራ እንዴት እንደሚከናወን ሀሳብ አለኝ።					
	የውስጥ ግንኙነት					
55	እኔ ስለ ድርጅታዊ ለውጦች ወቅታዊ እሆናለሁ።					
56	እኔ ስፈልግ ለአስተዳዳሪው መዳረሻ አለኝ።					
	የማካተት ባህል					
57	የሥራ ባልደረቦቼ ላላቸው ሀብቶች ፍትሃዊ መዳረሻ አለኝ።					
58	በዚህ ባንክ ውስጥ በአክብሮት እንደተያዘኩ ይሰማኛል።					
	የዕድል ባህል					
59	እኔ ብዙውን ጊዜ በሰራ ትብብር ውስጥ የመሳተፍ እና የመናገር ችሎታ አለኝ።					
60	በዚህ ባህል ውስጥ ችሎታዬን ለማሳየት እድሎች እንዳሉኝ ይሰማኛል።					
	የሥራ እምነት					
61	ቀጥተኛ ተቆጣጣሪዬን አምናለሁ።					
62	በዚህ ድርጅት ውስጥ የጋራ ሃላፊነት ባህል አለ።					

አመሰግናለሁ !!!