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**THE EFFECTS OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE: THE CASE OF ETHIOPIAN INSTITUTE OF
AGRICULTURAL RESEARCH**

**A Thesis Submitted to Addis Ababa University, College of Business and
Economics, in Partial Fulfillment of the Requirements for the Degree of
Master of Science in Management, Specialization in Innovation Management
and Entrepreneurship**

By

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January, 2020

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This is to certify that the thesis entitled “**The effect of organizational culture on employee performance: the case of Ethiopian institute of agricultural research**” which is undertaken by Takele Embilo, in partial fulfillment of the requirement for degree of Master of Science in management. Specialization in innovation management and entrepreneurship is, an original work of his own and not submitted for any degree or master program in any other university.

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DECLARATION

I, hereby declare that the thesis entitled “**The effect of organizational culture on employee performance: the case of Ethiopian Institute of Agricultural Research**” is my original work and had not been submitted anywhere for any award of degree.

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LIST OF ACRONYMS

ANOVA	Analysis of variance
CVF	Competing Values Framework
EARS	Ethiopian Agricultural Research System
EIAR	Ethiopian Institute of Agricultural Research
HRM	Human Resource Management
IWP	Individual work Performance
OC	Organizational Culture
OCAI	Organizational Culture Assessment Instrument
OC	Organizational Culture
OCAI	Organizational Culture Assessment Instrument
PM	Performance Management
R&D	Research and Development
SPSS	Statistical Packages for Social Science

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Abstract

The purpose of this study is to assess employee's perception on the effect of organizational culture on employee performance in Ethiopian Institute of Agricultural Research. The specific objectives of the study were to determine the relationship between organizational culture types namely clan culture, adhocracy culture, market culture, and hierarchy culture with employee performance in Ethiopian Institute of Agricultural Research. The research design adopted for this study was a case study in which the research pursued to collect data from a target population of employees working in EIAR, using survey questionnaire. This study used two sampling stage. The first one is to sample out the research centers and secondly a number of respondents within the research centers. Purposive sampling technique was adopted to select the research centers (Jimma, Debrezeit, & Holleta) within Ethiopian Institute of Agricultural Research including Headquarter. The target populations contained 1850 employees from three-research centers and headquarter of the study organization. A sample size of 327 was drawn from the overall target population and out of those, 302 responses were valid for analysis. Descriptive Statistics, Pearson correlation, and Regression analysis were carried out to analyze the data by using statistical package for social sciences (SPSS IBM version 20). The results show that clan culture was the dominant culture type in the institute. In addition, this study found that all organizational culture types namely clan culture, adhocracy culture, market culture and hierarchy culture were a significant and a positive relationship with employee performance. According to regression analysis result, clan culture is the most contributing organizational culture types followed by adhocracy culture, market culture and hierarchy culture in the prediction of employee performance in the institute respectively.

Keywords: *Organizational culture, Clan culture, Adhocracy culture, Market culture, Hierarchy culture, and Employee performance*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organizational Culture is a Human Resource Management concept, which is used to improve the general culture within organization (Kumar, 2016). Because culture within an organization is important, playing a large role in whether or not the organization is healthy place to work (Manag, 2006).

As one of the key stable factors, culture within an organization is playing a critical role in the organization's everyday processes (Sun, 2008). In addition, the culture of an organization is very important for the progress of an organization because it influences employee commitment and their retention as well (Salihu, Jiddah, Rayan, & Umar, 2016). Every organization has their own unique culture, some appear stronger, and more deeply rooted culture than others did (O'Riordan, 2015).

According to Thokozani (2017), Organizations with strong Organizational cultures are more successful than Organizations with weak cultures because of unity among employees as they hold common beliefs and values. He further explains that Strong organization culture means that situation where the employee adjusts well, respects the organization policies, and adheres to the guidelines. In contrast, weak organizational culture refers to a culture, a value, and beliefs not strongly and widely shared within the organization.

In many organizations, organizational culture relates to the behavior of employees within the same work environment. Parker and Bradley (2000), clarify that the different model of culture coexists in the same organization because a balance between them is regarded as needed. Additionally, Organizational culture is unique to each organization, and is a complex integration of values, behaviors, and norms that are developed by the managers and employees within an organization (Martins & Martins, 2003).

The organizational culture has developed to provide support to an organization and bring continuous improvement (Salihu, et al, 2016). Likewise, a strong and healthy organizational

culture possesses the organization core values visible in all aspects of its day-to-day operations. Moreover, strong organizational culture improves employee engagement, organizational and employee performance as well. As the result, Organizational culture has varying impact on employee performance and motivation level. Hence, if employees consider themselves as a part of the culture they work harder to achieve organizational goals.

In a knowledge-based environment, the employee's performance has remained a popular demand in all sectors (Isa et al, 2016). In this regard, for high employee performance organizational culture plays a vital role and a critical factor in every organization (Salihu et al, 2016). Employee performance is a base and an important building block of an organizational performance (Qaisarabbas & Yaqoob, 2009). Kassahun (2007) confirmed that optimizing individual performance is a cornerstone in order to increase organizational performance.

Organizational work culture is a key to organizational performance and effectiveness and the need to create a positive work culture which is imperative to organizational success." While a negative work culture is the one which retrogressive to organizational performance and employee relation. Hence, high employee's performance in organization highly depends on organizational culture.

Therefore, studies in organizational culture in relation with employee performance will be essential in order to know what goes in organization, how to run them and how to improve them (Schein, 1992). Accordingly, this study was aim to examine the dominant organizational culture types and their relationship with employee performance in Ethiopian institute of agricultural research. For this study organizational culture assessment (OCAI) developed by Cameron and Quinn (1999) based on the competing value framework was used as a research tool. Because this framework was analyzed the different organizational culture types and how they might be influencing the employee performance in study organization.

1.2 Background of the study organization

The Ethiopian Institute of Agricultural Research (EIAR) is a governmental research organization and a foundation for agricultural growth in Ethiopia. It is also one of the oldest Agricultural research organizations in Africa. Its mission is to see improved livelihood of all Ethiopians

engaged in agriculture, agro pastoralist, and pastoralist through market competitive agricultural technologies.

Ethiopian Agricultural Research System (EARS) has evolved through several stages since its first initiation during the late 1940s, following the establishment of agricultural and technical schools at Ambo and Jimma. In 1966, Institute of Agricultural Research (IAR) was established as the first nationally coordinated agricultural research system in Ethiopia. Institute of Agricultural Research (IAR) was established with a mission to formulate national agricultural research guidelines, coordinate National Agricultural Research System, and undertake research in its centers and sub-centers located in various agro ecological zones of Ethiopia

In 1993 numbers of Institute of Agricultural Research centers were transferred to the regional governments and become independent research centers. During this time, Ethiopian Agricultural Research Organization has established with new set up in 1997 by Proclamation number 79/1997 and later it is renamed as the Ethiopian Institute of Agricultural Research on 25th October 2005 (<http://www.eiar.gov.et>).

As per this Proclamation, its objectives are-

- Generate, develop and adapt agricultural technologies that focus on the needs of the overall agricultural development and its beneficiaries;
- Coordinate research activities of agricultural research centers and other related, which undertake agricultural research.
- Build up a research capacity and establish a system that will make agricultural research efficient, effective, and based on development needs; and Popularize agricultural research results.

The above background of the study organization was taken from the Ethiopian Institute of Agricultural Research website <http://www.eiar.gov.et>.

Currently the institute conduct researches in main Areas of Crop ,livestock, Natural resources ,Agricultural Mechanization ,agricultural economics and extension , Climate and geo-spatial ,Nutrition and Bio-technology researches with twenty federal research centers across the regions of Ethiopia with total of 4522 permanent employees.

1.3 Statement of the problem

Many organizations today put more effort only on the intrinsic and extrinsic reward system to enhance employee performance, given less concern on the organizational culture (Wangeci et al, 2015). However, Organizational culture is an important construct that affects both individual and organizational outcomes (Yesil & Kaya, 2012). Moreover, Organizational culture at the workplace influences the process of strategy implementation and the performance of organization highly.

There were different studies conducted on the relationship between organizational culture types and employee performance in different organization. However, their findings are mixed result and contradictory. For example; Vasantha et al (2017) made a study on the “Organizational culture and its effect on performance” and the major findings of the researchers were clan culture and hierarchy cultures have a positive effect on performance. In contrast, adhocracy culture has negative effect on performance. Naranjo et al (2015) argue that Adhocracy culture has appositive effect and hierarchy culture have a negative effect on performance. They also found that clan culture has positive effect on performance. In addition, Kumar (2016) in his study investigate that Organizational culture directly affects organization and its employee’s job performance. Beyene (2018) in his study also found that organizational culture has a positive effect and a significant relation with the performance of employees. The researcher confirmed that all the four organizational culture types, namely clan, adhocracy, market, and hierarchy cultures had a significant effect on employee performance with dominant culture characteristics of market culture practiced in the study enterprise.

The above argument of different studies shows that inconsistency of findings about the question of whether organizational culture improves or worsens employee performance is still worthy of further studies in different sectors of organizations. Keeping constant the existence of these studies, there are lack of enough studies specific to the relationship between organizational culture types (named Clan, Adhocracy, Market or competitive, and Hierarchy) and employee performance within the domain of public organization in developing countries, particularly in Agricultural Research Organizations. Also in the context of Ethiopia, few studies have been conducted which address the effect of organizational culture on employee performance in different organization.

Therefore, this study was intended to fill this gap and put its own contributions and providing empirical evidence through studying the effect of organizational culture on employee performance in Ethiopian Institute of Agricultural Research. By investigating dominant organization culture types in the organization, level of employee performances, and the relationship between organizational culture types namely; clan culture, adhocracy culture, market culture/competitive culture, and hierarchy culture with employee performance is targeted.

1.4 Research Questions

In order to achieve the purpose; the study will aim to answer the following research questions

1. What is the most dominant organizational culture type in Ethiopian institute of agricultural research?
2. Is there significant relationship between organizational culture types and employee performance?
3. Which type of organizational culture has significant effect on employee performance?

1.5 Objectives of the study

1.5.1 General objective

The purpose of the study was to investigate the effect of the organizational culture on the employee performance of Ethiopian Institute of Agricultural Research.

1.5.2 Specific objectives

This study was guided by the following specific objectives:

- ☞ To examine the dominant organizational culture in terms of clan, hierarchy, market, and adhocracy cultures.
- ☞ To identify the nexus between clan culture and employee performance
- ☞ To examine the relationship between adhocracy culture and employee performance
- ☞ To determine the relationship between Market culture and employee performance
- ☞ To examine the nexus between hierarchy culture and employee performance
- ☞ To determine the influence of organizational culture types on employee performance

1.6 Significance of the study

The study was attempted to assess the effect of organizational culture types and the relation with employee performance in Ethiopian Institute of Agricultural Research. In view of the study objectives, the findings of this study have some practical relevance for the case organization, for further studies and add means of knowledge in organizational culture and performance studies in research and development organizations and others as well. Moreover, this study will have the following significances.

- ❖ Effect of organizational culture on Ethiopian Agricultural Research employees performance is not eventually known , therefore this study can help the case organization should know the most dominant, and their influences on employee performance.
- ❖ The study could benefit the case organization by determining which organizational culture type has highest effect on employee's performance. This could also lead to improvements in workplaces to help employees become more committed to their jobs.
- ❖ The result of this study will be important to leaders and employees to know the effect of organizational culture types and the relation with employee performance in Ethiopian Institute of Agricultural Research.
- ❖ The study might contribute to the existing literature through identifying the relationship between organizational culture and employee performance, as well as contribution of organizational culture types to employee performance in Ethiopian context.
- ❖ Lastly, it also helpful for further studies in related topics within the institute's research centers that could not covered by this study and in other organization.

1.8 Scope of the study

This study was focused on Ethiopian Institute of Agricultural Research institute, to investigate the effect of organizational culture types on employee performance mainly at the head quarter and selected research centers (Deberziet, Holleta, and Jimma) of Ethiopian Institute of Agricultural Research.

In this research, purposive sampling method was used to select the head quarter and three research centers because out of twenty research centers the Institute comprises, the selected

centers contain the largest number of employees including leaders with diversified educational level and disciplines. Besides, the other criteria for the selection of the research center was long years of service. Because they might have a strong organization culture and the employees are experienced and possibly better knowledge about the organization.

1.9 Challenges of the Study

When the researcher conducts this study, there is a challenge. Because of the research centers are located at different region of the country. This was difficult to get easily the respondents who are to fill the questionnaire.

1.10 Organization of research proposal

The study was containing five chapters. The first chapter deals with the introductory part, Chapter two deals with related literature, Third chapter presents the research methodology, The fourth chapter will include; discussion, analysis and interpretation of the result. The fifth and the final chapter were the conclusions drawn from the findings and possible recommendations.

1.11 Definitions of key terms

For the purpose of the study, the following terms are defined as follows;

Organization culture: is a set of values, beliefs, and behaviors pattern that form the core identity of organizations, and help shaping the employee behavior (Deal and Kennedy, 1982).

Performance: it refers to the degree of an achievement to which an employee's fulfill the organizational mission at workplace (Cascio, 2006)

Employee's performance: refers to the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively (Daft, 2000).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter covers theoretical view related to theories and concept of organizational culture and employee performance. Likewise, the chapter includes the research finding on effect of organizational culture on employee performance. In addition, this chapter at the end presented a conceptual framework of the study.

2.1 Theoretical Review

2.1.1 Concept of organizational culture

Various Researcher and authors according to perspective or purpose define organizational culture in many ways. A common definition agreed by many researchers was organization culture is a set of values, beliefs, and behaviors pattern that form the core identity of organizations, and help shaping the employee behavior (Deal and Kennedy, 1982). There are also many possible definitions, which describe organizational culture by different scholars.

- ❖ Organizational culture is the Organization's orientation towards its employees and customers, and includes written and verbal circulated rules that guide the employees' behavior added the aspect of stable beliefs, values, and principles developed and shared within the Organization (Thokozani, 2017).
- ❖ Organizational culture is a culture formed in accordance with organizational goals by sharing the things acquired by learning, and comprises all the values, activities, philosophy, ideals, etc. of an organization (Nam & Kim, 2016).
- ❖ Organizational culture is the social glue that bonds people together and makes them feel part of the organizational experience (Wambui, 2018).
- ❖ Organizational culture is the norms and values shared by members of an organization that controls the way they interact with one another and stakeholder outside the organization (Stephen, 2016).

Moreover, through decades of systematic research of organizational culture within the organizational behavior field has transformed it from concept to theory (Janicijevic, 2011). Besides Organizational culture concept was 'Borrowed' from anthropology; organizational

culture has over years of research been developed, structured, and associated with other concepts in the field of psychology, sociology, and management.

2.1.2 Importance of organizational culture

An organization, whether public or private, large, or small, is constantly adjusting to its environment to meet internal and external pressures and demands (Roughton et al, 2019). According to O'Donnell (2006), Organizational culture can either facilitate or constrain institutional transformation. The culture of an organization is very important for the progress of an organization because it influences employee commitment and their retention (Salihu et al, 2016).

Several outcomes associated directly or indirectly with organizational culture. According to Karamipour (2015), the necessity of paying attention to the organizational culture is to the extent that the experts believe that if effective and sustainable changes expected should appeared in an organization, the culture of the organization should be important.

In addition, understanding organizational culture and culture types helps employees and leaders understanding differently within and between organizations (O'Donnell & Boyle, 2008).

Schein (1992) suggest that organizational culture is more important today than it was in the past in order to improve efficiency, quality, and speed for delivering product and services. Moreover, Organizational culture is important in any organization because it is powerful and helps organization achieve higher performance. In addition, it determines how an employee interacts and these affects performance and satisfaction. Therefore, every organization should develop a culture that should be well understood by its employees (Stephen, 2016).

Generally, organizational culture has much importance for organization. These are - It bonds employees together, keep all the employees pulling the same direction, it serves as an incentive to keep going and make stronger effort, and it allows the organization to develop competitive advantage and high staff loyalty and others.

2.1.3 Types of organizational culture

There are several organizational culture typologies and related dimensions such as Schein, Schwartz, Hofstede, O'Reilly, and the Competing Values Framework. From this dimensions the Competing Values Framework (CVF) is one of the most influential and extensively used models in the area of organizational culture research (Aktas et al, 2011). This framework assesses and defines the four dominant organizational culture types: clan culture, hierarchy culture, adhocracy culture and market culture.

2.1.3.1 Clan culture

This culture is focused rooted on collaboration, employees have common understanding and share commonalities, and they see themselves as part of big family (Shedaga & Narula, 2019).

The “Clan” culture attaches great importance to teamwork, participation, consensus, morale, and loyalty. In this culture, success was defined in terms of sensitivity to customers in “clan” culture oriented organizations. In clan culture, members see themselves as a part of one big family who are active and involved. Some basic assumptions are that the environment that managed through teamwork and employee development, customers are best for partners (Alas & Ubius, 2011).

This culture views its leaders as having the role of mentors or facilitators. In this culture, organization concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers (Berrio, 2003).

2.1.3.2 Adhocracy Culture

The root of the word adhocracy is ad hoc referring to a temporary, specialized, and dynamic unit (Alas & Ubius, 2011). Adhocracy Culture is open system and characterized by flexibility and external focus. In this culture, employees are encouraged to take risks, and leaders are seen as innovators or entrepreneurs.

According to Ardit (2017), “Adhocracy” culture encourages creativity, experimentation, innovation, and individual initiative. In addition, the culture of an organization is entrepreneurial, flexible, innovative, and creative areas with its external oriented and dynamic structure (Alas &

Ubius, 2011). Moreover, an environment, which thrives on modeling new ideas, also characterizes Adhocracy culture. Indeed, Strategic plans of adhocracy type of culture are anchored on eagerness for continuous change, acquisition of new knowledge and resources (Misigo, 2019).

2.1.3.3 Hierarchy culture

An organization that values formality, rules, standard operating procedure, stability, predictability and efficiency has characteristics of hierarchy culture (Wanjiku & agusioma, 2014). Hierarchical culture types are characterized by rigid organizational culture and focus on maintenance of established organizational rules (Shedaga & Narula, 2019). This culture type is located between internal organization focus and stability/control dimensions.

According to Robert E. Quinn and Kim S. Cameron Hierarchy oriented cultures are structured and controlled, with a focus on efficiency, stability and “doing things right.” Furthermore, the Hierarchy culture in the organization focuses on internal maintenance with a need for stability and control. The long-term concerns of this organization are stability, predictability, and efficiency. Formal rule and policies holds the organization together (Alas & Ubius, 2011).

2.1.3.4 Market/ Competitive Culture

It refers to a rational culture, which emphasizes efficiency and achievement (Quinn & Spreitzer, 1991). Employees in these culture types are success-oriented and they give importance to personal interests rather than organizational goals and emphasis on the concepts of planning, performance and efficiency (Azfar & Acar, 2014). According to Robert E. Quinn and Kim S. Cameron Market, oriented cultures are results oriented, with a focus on competition, achievement, and “getting the job done.” The market culture in the organization focuses on external maintenance with need for stability and control.

Generally, each culture type has some features that organization can choose and use the function effectively. In other word, these organizational culture types are basic assumptions, beliefs, values, and elements that make up a culture. None of this organizational culture is inherently better than the others. However, some culture type may be more appropriate in some context

than others may. The secret in using organizational culture to improve organizational performance is to adapt, or certain component element, to achieve organizational objective.

Many organizations are rarely characterized by single organizational culture type. They tend to develop a dominant organizational culture as they adapt and respond to environmental challenge & changes. Those organizations that meet all four organizational culture types are considered to be “Balanced” able to achieve performance (Gray & Densten, 2007).

2.1.4 Characteristics of Organizational Culture

Organizational culture has a number of important characteristics. From this, the dominant organizational culture type’s characteristics are summarized below:

Table 2.1 Characteristics of Organizational Culture

<p>Clan Culture</p> <ul style="list-style-type: none"> • Friendly like extended family • Loyalty, tradition, commitment, teamwork, and participation • human resource development, high cohesion and morale • Sensitivity to customers, concern for people 	<p>Adhocracy Culture</p> <ul style="list-style-type: none"> • dynamic, entrepreneurial, creative • take risks, ready for change, meet new challenges, initiative • commitment to experimentation and innovation • growth, acquirement of new resources
<p>Hierarchy Culture</p> <ul style="list-style-type: none"> • formalized, structured • procedure governed • formal rules and policies • stability, predictability, efficiency 	<p>Market Culture</p> <ul style="list-style-type: none"> • result-oriented • competitive, goal oriented • competitive actions, achievement of measurable goals, targets • market share and penetration, market leadership

Source: Characteristics of Culture Types (Cameron & Quinn 1999:222)

2.1.5 Models of Organizational Culture

Models in human resources provide the ability to measure organizational culture to improve performance. In addition, a validated measure would provide a good foundation for useful studies that aim to relate organization culture with other concepts of interests (Prem, 2011).

Organizational culture researchers have long debated whether cultures can be compared and measured (Denison, 1996; Hatch, 1993; Hofstede, Neuijen, Ohayv, & Sanders, 1990; Martin, & Schein, 1992). Several organizational culture models and dimensions affect the organizational performance, effectiveness, job satisfaction, innovation, creativity, and others according to the nature of organizations. The focus of organizational culture models was to promote successful management, improvement of organizational efficiency and creation of values for the organization. In this regard, there are different researchers explaining the organizational culture and some researchers have developed models. The well-known scholars and their models of organizational culture have discussed as follows;

2.1.5.1 Denison Model of organizational culture

This model highlights both the need of the employees' internal integration and the importance of the external adaptation process, providing an opportunity to shape a certain cultural profile of the organization. In addition, it recognizes that cultural traits, organizational strategies, managerial behavior, set of beliefs and assumption about the organization and its environment. Denison (1990) model measures four broadly defined cultural traits of involvement, consistency, adaptability, and mission.

He further specifies that each trait be measured by different indexes or values of dimensions. The involvement trait, for instance, is composed of the component indexes of empowerment, team orientation, and capability development. In addition, consistency trait contains core values, agreement, coordination, & integration. involvement trait is considered norms, and beliefs that enhance an organizations ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes will promotes its survival, growth , and development(Salihu et al, 2016). In other hand, the adaptability trait concerns how the organization copes with external contingencies and changes. This trait includes the component indexes of “creating change,” “customer focus,” and “organizational learning.” in addition, the adaptability trait facilitates the transformation of external signals and customer expectation in

to internal changes, and improves the organization's ability to cope with the increasing dynamism and volatility in its environments (Yilmaz & Ergun, 2008).

Finally, the mission trait defines the organization's goals and provides the organization's members with a sense of purpose and meaning. As such, the mission trait emphasizes direction and stability, and helps the organization to manage its relationships with the external world.

These four traits collectively facilitate an organization's capabilities for integrating and coordinating internal resources as well as its adaptation the external environment, thereby leading to superior organizational performance (Yilmaz & Ergun, 2008).

2.1.5.2 Edgar Schein's Model of organizational culture

Edgar Schein is an American management professor who developed an organizational culture model to make culture more visible within an organization in 1980. E. Schein emphasizes that organizational culture exists to some extent in order to answer two kinds of problems, concerning each organization: these are problems related to the adjustment to the organization's environment and problems related to its internal integration (Schein, 1983). This model mainly consists of three domains; basic underlying assumption, espoused beliefs and values, and artifacts.

According to Schein (2004), Artifacts are the surface level of organization culture, tangible, easily seen, and felt manifestations such as physical environment, language, clothing, myths, and stories, published values, rituals etc. In other hand, Espoused beliefs and values are the next level of organizational culture, including strategies, goals, shared perceptions, norms, beliefs, and value instilled by founder and leaders. Basic underlying assumptions are the base level of organizational culture, and are the deeply embedded, unconscious, take for granted assumptions that are shared with others. Furthermore, Schein gave numerous definitions about organizational culture. Organizational culture was "the pattern of basic assumption that a given group has invented, discovered, or developed in learning to cope with its problems of external adaption and internal integration (Zhang & Li, 2016)..

2.1.5.3 G. Hofstede Model of organizational culture

Hofstede identified four dimensions of culture and their differences. The four dimensions are individualism versus collectivism, power distance, uncertainty avoidance and masculinity and femininity (Che et al, 2008). These were discussed as follows. Individualism in this dimension difference between organization interests and self-interests has perfectly matched. Power distance refers to a degree of employees and management behavior that have been based upon perfect relationship between formal and informal set of planning action.

In other hand, Uncertainty avoidance refers to the uncertainty and ambiguity based upon tolerance helps in mitigating willingness of people. In addition, this dimension refers to the degree to which individuals require set boundaries and clear structures. A high uncertainty culture allows individuals to cope better with risk and innovation; a low uncertainty culture emphasizes a higher level of standardization and greater job security (Prem, 2011). Masculinity and femininity: It comes in avoidance of caring and promotion rather than level of success based upon challenge, insolence, and ambition.

Moreover, G. Hofstede proposed a model of organizational culture, which orders the elements of culture hierarchically, comparing them metaphorically with onion layers. Values are located at the core of the onion, rituals and heroes are in the middle layers, while symbols form the outermost layer of the model. Heroes are people who symbolize the features most valued in a given culture, becoming role models. Rituals are repetitive activities that express and emphasize the basic values of an organization. They can be found in gestures, ways of greeting, religious and social ceremonies. Symbols, heroes and rituals form practices, which are clear only to the members of a given culture, while values are the ideas of what is important in a given environment and society.

2.1.5.4 Cameron and Quinn Model of organizational culture

According to Quinn and Rohrbaugh (1983) there are two major dimension to determine culture in organization and Competing Values Framework combines these two dimensions, creating a 2x2 matrix with four clusters. This model has adopted by Cameron and Quinn (1999) and conducted research on organizational effectiveness and success based on the Competing Values

Framework. The Competing value framework has two major dimensions organized into four main clusters. These are the values of flexibility, discretion, and dynamism dimension at first place and scale with stability, order, and control on the second dimension.

Moreover, Quinn and Cameron developed the Organizational Culture Assessment Instrument (OCAI), a validated survey method to assess current and preferred organizational cultures. This model classifies organizational culture in to four culture types namely: clan culture, adhocracy culture, market culture, and hierarchy culture. The following framework explains how these four organizational cultures compete with one another.

Table 2.2 Competing Values Framework

Flexibility and Discretion		
Internal focus and integration	Clan (Collaborate) culture	Adhocracy (Create) culture
	Friendly like Extended family	Dynamic
	Participation	innovation
	Nurturing	Entrepreneurial
	Mentoring	Risk taking
	Hierarchy (Control) culture	Market (Compete) culture
	Structure	Result oriented
	Control	Get the Job done
	Coordination	Values completion
	Efficiency	Achievement
	Stability and Control	
		External focus and differentiation

Source: Cameron and Quinn (1999)

2.1.6 Concept of Employee performance

The issues of performance and organizational performance have received much attention since the early 1990s. The concept of performance were started in the private sector and concepts quickly transferred to the public sector, in order to make them more output oriented and accountable to stakeholders (Peterson et al, 2003).

In this regard, the employee performance would be considered as backbone of any organization as it leads to its development effectively (Weeraratna & Geengage, 2014).

Employee performance refers to the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed (Kotter & Heskett, 1992). In addition, Employee performance is originally, what an employee does or does not and how those activities were executed. It plays an important role for organizational performance. As a result, the effective evaluation of performance is a necessary condition for organizational success. Through continuous evaluation, the management is able to collect data necessary for defining priorities, formulating the necessary policies, and then taking corrective actions to continuously upgrade the quality of work produced, and the potentials of administration (Isychou et al, 2016).

Individual work performance (IWP) is an important aspect of organization and individuals because organization needs individuals with high work performance to achieve organizational goals (Tria & Rahmat, 2018). However, a study has shown that there is no consensus on the indicators used to measure these dimensions (Koopmans et al, 2013). He further revealed that to measure overall employee performance the heuristic framework of individual work performance (IWP) was suggested in different literatures and this study also adopted , which is consisted of four broad and generic dimensions, these are; task performance, contextual performance, adaptive performance, and counterproductive work behavior.

According to Koopmans (2014), Task performance: refers to the proficiency (i.e. competency) with which an employee performs central job tasks. Contextual performance concerns aspects of an individual's performance that maintains and enhances an organization's social network and the psychological climate that supports technical task.

In other hand, Adaptive performance refers to the ability of employees to change his or her behavior to requirement of work situation or new events. Counterproductive work behavior refers to behavior that is harmful to the well-being of the organization. The above four dimensions of individual work performance was vital to assess the effect of individual work performance in organization.

2.1.8 The Relationship between organizational culture and Employee Performance

The association between employee's job performance and culture of organization is an imperative research subject because it is proven by different studies that individuals work performance is crucial for success of organization (Shaszad, Iqbal, & Gulzar, 2013). The key to good performance is strong culture (kandula, 2006). He further maintains that appositve and strong culture can make an average individual perform and achieve brilliantly where as a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement.

In addition, research show that if employees are committed and having the same norms and values as per organizations have can increase the performance toward achieving the overall organization goals (Misigo,Were, & Odhiambo, 2019). In order to achieve their goals, organizations are driven by their own kind of culture, which has significant influence on employee's attitude and behaviors (Amah, 2012).

In this regard, Organizational culture and employee performance are inter-related for an organization to achieve its goals efficiently and effectively (Stephen, 2016). He further maintained that most employees' want to proud of their organization, to have a good relationship with other employees and manager and heads of organizations and to believe they have worthwhile jobs.

Therefore, it is very necessary for an organization to establish an organizational culture to maintain its position in market. Because the organizational culture has to be developed to provide support to an organization and bring continuous Improvement (Salihu et al., 2016).

2.2 Empirical Review

This section outlines the result of different researchers on the topic of "the effect of organizational culture on employee performance "in different countries and organization.

A high degree of organization performance is related to an organization that has a strong culture with well-integrated and effective set of values, beliefs, and behaviors (Cameron & Quinn, 1999). The literature on organizational culture and performance revealed that organizations that know how to develop their cultures in an effective way was most probably have the benefit of advancement in productivity and the quality of work life among employees (Rehman,2012).

Karamipour et al (2015), investigate that Culture affects formulation of goals, strategies, organizational performance, motivation, job satisfaction, creativity, & innovation, entrepreneurship, the way of decision-making, the level of employee participation in affairs, the level of satisfaction and commitment, and the level of anxiety. Kumar (2016) confirmed that on his Peer Reviewed International Research Journal on a topic “Redefined and Importance of Organizational Culture” clarify that Organizational culture directly affects organization and its employees and it is helpful in to determine and devolve employee turnover and job performance.

Klimas (2015) in his part clarify that an organizational culture that promotes and facilitates collaboration is important for establishing long-term inter-organizational relationships. In addition, Strong organizational culture always drives the organization towards to the excellent employee performance (Weerathna & Geeganage, 2014). Furthermore, organization can boost employee job performance through enhancing better communication, knowledge and understanding of tasks, and time management (Salihu et al., 2016).

Vasantha et al (2017) also made a study on the “Organizational culture and its effect on organizational performance” and the major findings of the researchers were clan culture and hierarchy cultures have a positive effect on performance. In contrast, adhocracy culture has negative effect on performance. Naranjo et al (2015) argue that Adhocracy culture has appositive effect and hierarchy culture have a negative effect on performance. He also confirmed that clan culture has appositive effect on performance. Patricia (2016) in his study showed that the type of organizational culture was significantly related to stress, productivity, and enjoyment of work.

2.2.1 Clan Culture and Employee Performance

Teamwork, loyalty, personal commitment, extensive socialization, and social influences are features of clan culture (Wanjiku & Agusioma, 2014). These Researchers argued that Clan culture encourages team spirit and synergies. Therefore, employees value recognition and cohesion with colleagues, has a highest influence on performance. The study found that there is appositive relationship between clan culture and motivation of employees (Panagiotis, Alexanderos, & George, 2014).

According to Vasantha et al (2017) a study on the “Organizational culture and its effect on performance” and the major findings of the researchers were clan culture have a positive effect on performance. In addition, Beyene (2018) in his study also found that clan culture has a positive effect and a significant relation with the performance of employees. Based on the evidence provided above, the following hypothesis is suggested.

Hypothesis 1 (H1): Clan Culture has positive and significant effect on employee's performance.

2.2.2 Hierarchy Culture and Employee Performance

According to Alas and Ubius (2015), the organizational culture compatible with hierarchy culture is characterized by formalized and structured place at work, Effective leaders are good coordinators and organizers, maintaining a smooth running organization are important, and the long-term concerns of the organization are predictability, stability, and efficiency.

Vasantha et al (2017) made a study on the “Organizational culture and its effect on performance” and the major findings of the researchers were hierarchy cultures have a positive effect on performance. Beyene (2018) in his study also found that hierarchy culture has a positive effect and a significant relation with the performance of employees. Therefore, hypothesis derived from these theoretical and empirical studies would be as follow;

Hypothesis 2 (H2): Hierarchy Culture has positive and significant effect on employee's performance.

2.2.3 Adhocracy Culture and Employee Performance

A well- built organizational culture serves as a powerful tool to execute innovative ideas, influences employees behavior, and increase performance (Lee & Yu, 2004). When an individual’s values and organizational practices well integrated, it will largely affect the level of individual and organizational output (Isa & Ugheoke, 2016). They confirmed that the adhocracy culture creates self-motivated, entrepreneurial, and innovative work settings, encouraging individual initiatives and provide autonomy for those individuals who are prepared to take risks.

The expectation for the adhocracy culture, the characteristics of organization that are innovative, which stimulate entrepreneurial mindset, imitative, creativity and a risk taking , is that it would

have a positive effect on performance (Valencia, Jemenez, & Valle, 2016). In addition, adhocracy culture among other factors plays a significant role in organization performance and success as it affects job contentment and performance of employees (Misigo, Were, and Odhiambo, 2019). Naranjo et al (2015) confirm that Adhocracy culture has a positive effect and significant relation with performance. Based on these arguments, the following hypothesis is developed.

Hypothesis 3 (H3): Adhocracy Culture has positive and significant effect on employee's performance.

2.2.4 Market Culture and Employee Performance

According to (Cameron & Quinn, 2006), a market culture is regarded as a result oriented workplace with emphasis on winning and outpacing the competition. In this culture the organization is increasing its competitive position, and the major task of management is to drive the organization toward productivity (Wanganci, 2015). Market oriented culture has been increasingly considered as a key element of superior performance (Han et al., 1998). Also in their study, they found that market oriented culture facilitates organizational innovativeness, which in turn affects performance. Fekete and Borcskei (2011), found the positive effect of market culture on performance. These researchers argued that market culture emphasizes outer surroundings and focuses on effectiveness, efficiency and competitiveness, which in turn improve the performance outcomes.

According to Ogbanna and Harris (2000), market or competitive cultures had a direct relationship with employees' performance. It also creates a work environment through hard driving competitiveness, and result oriented organizations (Tseng, 2010). Therefore, hypothesis derived from these theoretical and empirical studies would be as follows;

Hypothesis 4 (H4): Market culture has positive and significant effect on employee's performance.

2.3 Conceptual framework of the study

There are different models for organizational culture studies. In this study, the researcher preferred K. Cameron and Quinn (1999) organizational culture model.

The reason for adoption of this model as a conceptual framework was it clearly indicates the organizational culture of the study organization and its effect on performance. This model also measures different types of organizational culture such as clans, hierarchy, market and adhocracy culture which taken as independent variables and employee performance (task performance, contextual performance, counter- productive behavior and adaptive performance) would be taken as dependent variable. A conceptual model is developed based on their relationship with a view to analyze which type of organizational culture is most appropriate to improve the performance of employees in Ethiopian Institute of agricultural research.

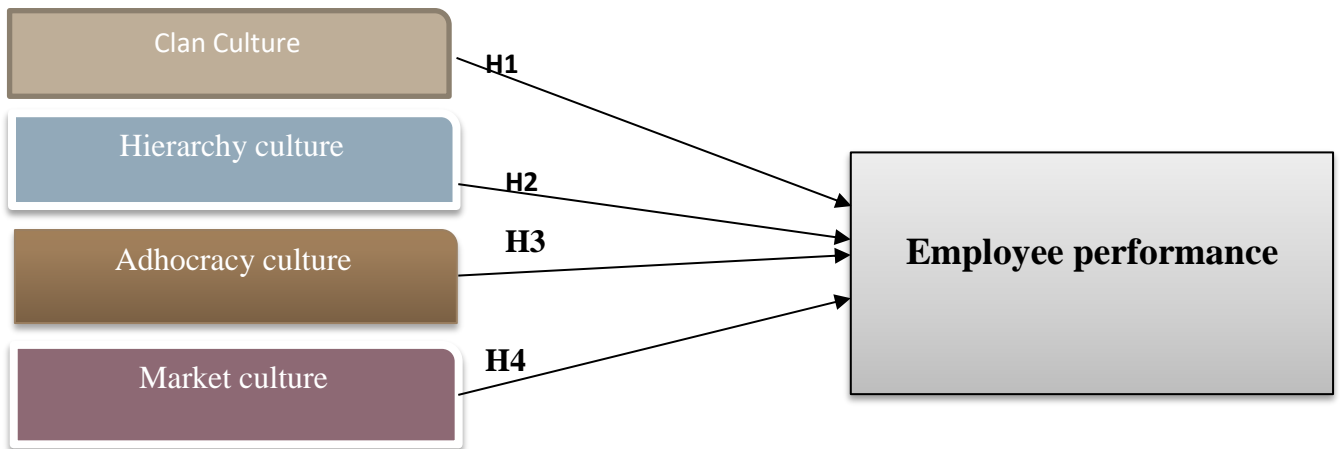
The variables under study have represented diagrammatically to show the relationship between them in order to give coherence to the research.

Figure 2.1 Conceptual Framework

Independent Variables

Dependent Variable

Organizational culture



Adapted from Cameron and Quinn (1999)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology used in this study to address the research questions. It explains the research design, sample design, target population, sample size and sampling techniques, data collection methods and data analysis. Furthermore, this section discusses reliability and validity of data and finally the ethical considerations.

3.2 Procedures and Activities undertaken

The study on the topic of the effect of organizational culture on employee performance in Ethiopian institute of agricultural research encompasses different activities such as proposal development, related literature review, questionnaire design, and development, sampling procedure, selection of participants, data collection, and data analysis, conclusion, and recommendation.

3.3 Research design and approach

Research design refers to a plan for a study, providing the overall framework for collecting data in order to answer the research question (Leedy, 1997). This study employed a survey design through structured questionnaire to determine the effects of organization culture on employee performance the case of Ethiopian institute of agricultural research. This method is preferred because it is a scientific method of investigation and it is economical.

The study was adopting a quantitative method design approach. This method is a growing area of methodological choice for many academics and researchers from across a variety of discipline areas (Cameron, 2008).

For this study for quantitative approach the organizational culture questionnaire was adopted from organizational culture assessment instrument (OCAI) developed by Cameron and Quinn and the employee performance questionnaire from (Heuristic frame work of individual work

performance) dimensions for measuring the effect of organizational culture on employee performance at Ethiopian institute of agricultural research.

3.4 Target Population and Sample design

This study used two sampling stages. The first one is to sample out the research centers within the institute; a purposive sampling technique were used to select the research centers among twenty research centers of Ethiopian Institute of Agricultural Research. Secondly, to select respondents (Researchers and administrative staffs) within the selected research centers, simple random sampling technique was adopted.

The total target population from selected research centers (Debrezeit, Holleta and Jimma) and head quarter was 1850 employees both Researchers and administrative staffs of Ethiopian Institute of Agricultural Research. Hence, the respondents were sampled out of 1850 total population of employees at head quarter and three research centers by using Kothari (2004) formula at confidence level 95% and confidence interval (margin of error) of 5% .

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

Where N= Total number of Employees

n= Sample size

e = standard Error

$$n=1850/1+1850(0.05)^2 = \underline{\underline{327}}$$

Table 3.1: Proportionate Sampling Determination

No.	Research center	Location	Sample size	
			Total no of employees	Proportion of sample
1	EIAR, Head quarter	Addis Ababa	330	[(330/1850) x 327]= 58
2	Holleta Agricultural Research center	Holleta	557	[(557/1850) x 327]= 99
3	Jimma Agricultural Research center	Jimma	521	[(521/1850) x 327]= 92
4	Debrezeit Agricultural Research center	Bishofitu	442	[(442/1850) x 327]= 78
			1850	327

Source: EIAR, Human resource and development directorate (2019)

3.5 Sampling Techniques

In this research, purposive sampling technique was used to select the research centers among twenty research centers of Ethiopian Institute of Agricultural Research. The selected centers are containing the largest number of employees including researchers and administrative staffs with diversified educational level and disciplines.

Based on this sampling technique the researcher was used proportional sampling from each four stratum or research centers (Head Quarter, Debrezeit, Holleta and Jimma). Hence, to select each respondent from stratum the researcher was used simple random sampling techniques.

3.6 Data Sources and Data Collection Methods

The researcher was used primary sources of data from employees of the head quarter and three research centers through questionnaires. In addition, Secondary Sources of data was used from books, directives, reports, and journals, published and unpublished documents. These additional sources of information provide useful theoretical foundation for the study.

3.7 Data Gathering Tool

The researcher used closed ended questionnaire and survey questionnaire administered to collect data. The researcher selected this tool because it is a common method of primary data collection.

The primary data collection instruments design for this study is a five-item Likert scale, Strongly Disagree (1), Disagree (2), Neither Disagree nor Agree (3), Agree (4), and Strongly Agree (5).

3.8 Data Analysis Techniques

The data analysis is used through both descriptive and inferential statistics (correlation and regression analysis), to examine the relationship between organizational culture types and employee performance. So, multiple linear regressions were used to find the F. Pearson Correlation, Analysis of variance, and a significance test of the variables. The findings were present through table, charts, and graphs. The collected data was analyzed by using Statistical Software Package for Social Sciences (SPSS) version 20. Some of the SPSS tools, which are

reliability analysis, descriptive statics, correlation analysis, and regression analysis, have analyzed the data.

3.9. Validity and Reliability of the Instrument

To make sure the research’s validity, the researcher used reliable sources such as published books and different articles that support the study topic. The OCAI’s questionnaire validity were checked by many scholars for example (Quinn & Spreitzer, 1991; Quinn & Cameron, 1999) for organizational culture study. In this regard, for this study to measure the instrument measured the four organizational culture type questionnaire was adopted from Quinn and Cameron (1999). Whereas, the employee performance questionnaire were adopted from Koopmans et al (2013). In addition, prior to data collection, a pilot data collection has been conducted by distributing the 30 questionnaires to employees and management staff at head quarter.

The reliability of the instrument used in this research was tested using Cronbach alphas for the different variables separately. Because Cronbach’s alpha is most commonly used to assess internal consistency of questionnaire including likert scale type. A Cronbach’s alpha higher than 0.7 indicates internal consistency on the instrument (Pallant, 2013). Prior to actual data collection, pilot test was conducted by the researcher-distributing questionnaire to 20 respondents. Accordingly, the Cronbach’s alpha analysis result was presented below

Table 3.2: Reliability Test result

	Cranach’s Alpha	Cronbach’s Alpha Based on standardized Items	N of Items	Comment
Clan Culture	.731	.742	5	Reliable
Adhocracy Culture	.718	.708	5	Reliable
Market Culture	.735	.738	5	Reliable
Hierarchy Culture	.757	.763	6	Reliable
Employee Performance	.827	.843	22	Reliable

Source: Own Survey, SPSS output, 2019

The above test results of reliability show that the data was valid and reliable. Meaning the data was relatively high internal consistency.

3.10 Research Model

Variable considered in this study were the following. The dependent variable is the employee's performance, whereas the independent variables are the organizational culture types such as clan culture, adhocracy culture, market culture, and hierarchy culture. These variables were selected based on reviewed literature.

In this study, The linear multiple regression model were used to find the significance contribution of each organizational culture types (independent variables) to the employee performance (dependent variable) indicated in the model below. A model were illustrated as

$$EMP = \alpha + \beta_1 \text{Clan} + \beta_2 \text{Adhocr} + \beta_3 \text{Mark} + \beta_4 \text{Hie} + \varepsilon_i \dots\dots\dots \text{Figure 3.1}$$

- Where
- EMP Employee performance
 - Clan Clan culture
 - Adhocr Adhocracy culture
 - Mark Market culture
 - β Coefficient of slope of regression model
 - α = Constant
 - ε_i = Error term

Since the output obtains from the regression analysis are presented in chapter four.

3.11 Ethical Considerations

Ethical issues are very vital in research these days. This is because of honesty of the researcher is a critically important aspect of ensuring that the research process and a researcher's findings are trustworthy and valid. Therefore, in this study the researcher considers the ethical issues by applying the following study procedures.

Firstly, in the study area approval for data collection was asked from the human resource and development directorate at the head quarter of the Ethiopian Institute of Agricultural Research and Center directors from selected research centers. Secondly, before the questionnaires were distributed to respondents the researcher explains the purpose of the study. Finally, the researcher follows the principles of ethical issues like confidentially and dignity of the respondents and never fabricating data.

CHAPTER FOUR

RESULT AND DISSCUSION

4.1 Introduction

To address the research objectives and to answer the research questions the finding of the study were analyze and discuss in this chapter. The chapter covers different section, which includes the response rate, demographic characteristics of respondents, and characteristics of organizational culture, correlation, and regression analysis of effect of organizational culture on employee performance in Ethiopian Institute of Agricultural Research. The data presentation was done in the form of tables, charts, and percentages.

4.2 Response Rate

The response rate deals about the distributed questionnaire and number of questionnaire returned from four stratums or research centers (Head quarter, Debreziet, Holleta, & Jimma research centers) of study areas within Ethiopian Institute of Agricultural Research.

Table 4.1: Response Rate of Respondents

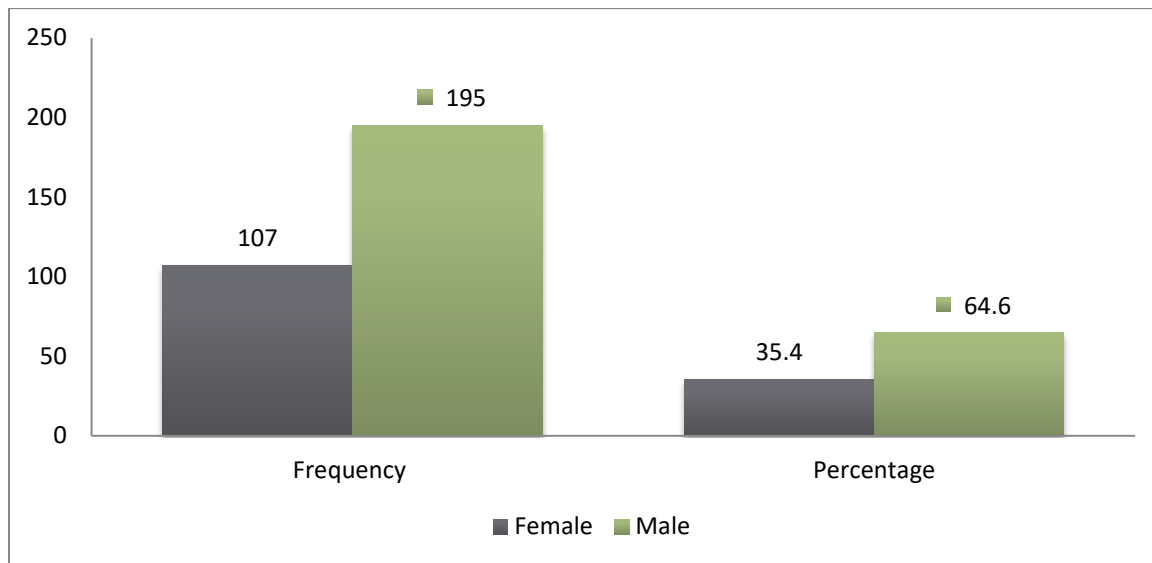
Description	Respondents
Target Population	327
Questionnaire distributed	327
Questionnaire returned	302
Response rate (%)	92.3 %

4.3 Descriptive Analysis

4.3.1 Demographic characteristics of respondents

This part of data was intended to describe demographic data consist of age, sex, marital status, education level, years of experience and employment category of the respondents. The frequency analysis was used to examine the demographic characteristics of respondents.

Figure 4.1: Gender of Respondents



Source: Own Survey, SPSS output, 2019

Table 4.1 indicates that 107 (35.4%) of the respondents were female and 195(64.6%) of the respondents were male. This shows that, the majority of the respondents were male.

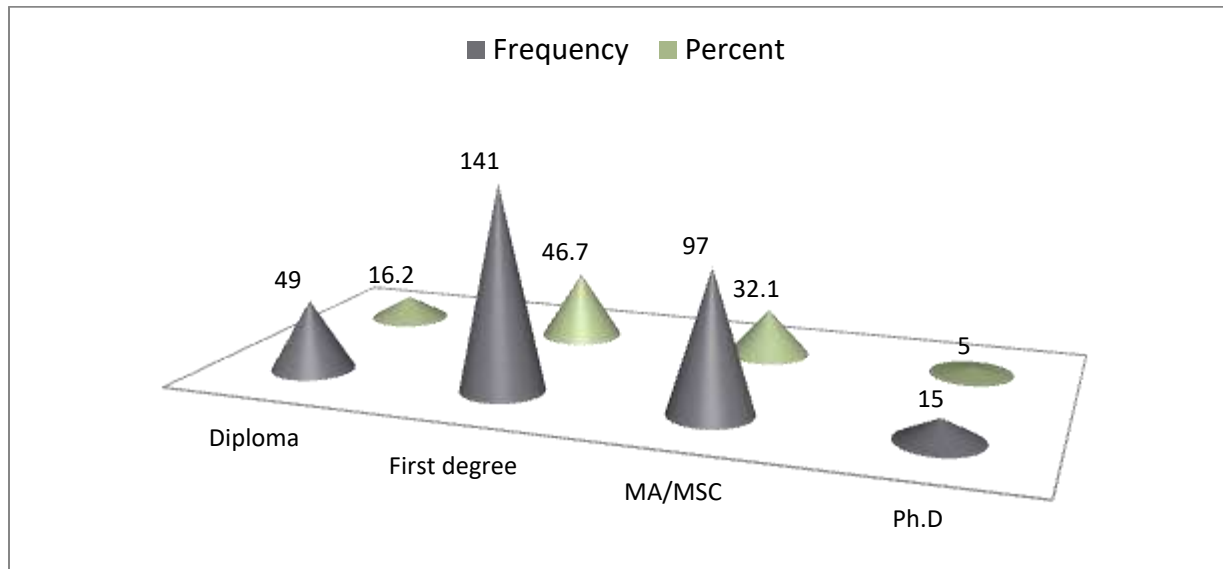
Table 4.2: Respondent by Age

Age	Frequency	Valid percent	Cumulative percent
20-30	108	35.8	35.8
31-40	101	33.4	69.2
41-50	61	20.2	89.4
above 50 years	32	10.6	100.0
Total	302	100	

Source: Own Survey, SPSS output, 2019

As indicated in the above table 4.2 showed that 108 (35.8%) of the respondents were between the age of 20 - 30, 101(33.4%) of the respondents were between age of 31- 40, 61(20.2%) of the respondents were between the age of 41 - 50, and 32(10.6%) of the respondents were above the age 50 years old. In this regard, it can be observed that above half of the population (69.2%) in the institution is below 40 years of age group.

Figure 4.2 Educational Qualifications of Respondents



Source: Own Survey, SPSS output, 2019

The academic qualification of the respondents in figure 4.2 indicates that 49 (16.2%) were Diploma holders, 141(46.7%) respondents were First-degree holders, Master degree holders were 97(32.1%), and PhD holders were 15(5%). Overall, the respondents appear to be educated professionals with 83.8% holding a First degree and above.

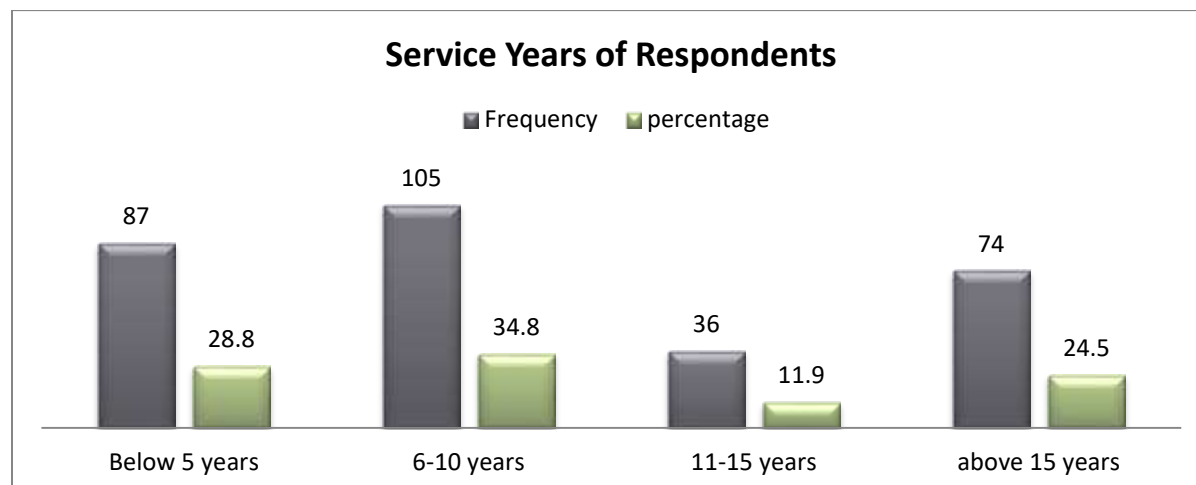
Table 4.3: Marital status of Respondent

Marital status	Frequency	Valid percent	Cumulative percent
Single	101	33.4	33.4
Married	193	63.9	97.4
Divorced	6	2.0	99.3
Widow	2	0.7	100.0
Total	302	100	

Source: Own Survey, SPSS output, 2019

Table 4.3 revealed that 101(33.4%) of respondents were single, 193(63.9%) of respondents were married, six (2%) of respondents were divorced, and two (0.7%) were widow marital status. This shows large number of employees was married made up 63.9%.

Figure 4.3 .Service Years of Respondents



Source: Own Survey, SPSS output, 2019

Regarding service years of respondents in Figure 4.3 shows that 87 (28.8%) respondents were service years of below 5 years, 105(34.8%) respondents were service year ranges 6 to 10, 36(11.9%) respondents were service years between 11 to 15 years, and 74 (24.5%) respondents were a service years above 15 years. The result indicates that respondents are from different years of services and most of the respondent’s years of experience were between 6 to 10 years. It implies that they are aware about the organizational culture of Ethiopian institute of agricultural research.

Table 4.4: Employments Category of Respondents

Employment category	Frequency	Valid percent	Cumulative percent
Supporting staff	111	36.8	36.8
Researcher	136	45.0	81.8
Process director	5	1.7	83.4
center process coordinator	24	7.9	91.4
Technical Assistant	26	8.6	100
Total	302	100	

Source: Own Survey, SPSS output, 2019

Table 4.4 shown above about the employment category of respondents. These implied that 111(36.8%) of respondents were a category of supporting staff, 136(45%) were within a category

of researcher, 5 (1.7%) were within a category of process director at Head quarter of the institute, 24 (7.9%) were within a category of center process coordinators, 26(8.6%) were within a category of technical assistant. Both process director and research center process coordinators respondents are a management staff members of the study. This implies that the respondents were from different employment category and they are aware about organizational culture and employee performance of the organization.

Table 4.5: Respondents working Research Centers within Ethiopian Institute of Agricultural Research

Research Center	Frequency	Percentage	Cumulative Percentage
Head Quarter	55	18.2	18.2
Hollela	95	31.5	49.7
Jimma	94	31.1	80.8
Debrezeit	58	19.2	100.0
Total	302	100.0	

Source: Own Survey, SPSS output, 2019

As summarized in the above table 4.5 showed that, 55(18.2%) of the respondents were from Head quarter, 95(31.5%) were from Holleta research center, 94(31.1%) were from Jimma research center, and 58 (19.2%) were from Debrezeit research center. This is an indication that the respondents were participated from different research centers within the institute including Head quarter.

Generally, the demographic data showed that male respondents representing 64.6% of the sample and the majority of respondents fell into the age groups below 40 that constitute 69.2% of the sample and considerably large numbers of employees were married made up 63.9%. Majority of respondent's service years less than 10 years (63.6%). Lastly the majority of respondents educational level o were degree and above (83.8%).

4.3.2: Descriptive analysis of Organizational culture Measures

In order to see general perception of the respondents this section of the study presents the descriptive statistics (Mean & Standard deviation) of Independent variable of the study. Thus, the mean indicates to what extent the sample group averagely agrees or disagree with different statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more respondents agree with the statements. On other hand, the standard deviation indicates the variability of observed responses from a single sample.

Table 4.6: Descriptive analysis of clan culture Characteristics

Clan Culture	N	Mean	Std. Deviation
My organization is a very personal place. It is like an extended family. Employees seem to share a lot of themselves.	302	4.0397	.61413
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	302	3.6192	1.08019
The management style in my organization characterized by teamwork, consensus, and participation.	302	3.9536	.60274
The glue that holds the organization together is loyalty, mutual trust, and Commitment.	302	3.5762	1.00124
The organization emphasizes human development, High trust, openness, and participation.	302	3.7483	.87580
Average		3.7874	.59542

Source: Own Survey, SPSS output, 2019

Table 4.6 shows the descriptive statistics result of clan culture measures. The finding shown that the organization was a very personal place like extended family and people seems to share themselves had the mean score of 4.03 (SD =0.61) . The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing had the mean score of

3.61(SD = 1.08). The management style in my organization characterized by teamwork, consensus, and participation had the mean score value of 3.95 (SD = 0.60). The glue that holds the organization together is loyalty, mutual trust, and Commitment had the mean score of 3.57 (SD = 1.00), and the organization emphasizes human development, High trust, openness, and participation had the mean score value of 3.74(SD =0.87). Specifically, from clan culture measures items the organization was a very personal place like extended family and people seems to share themselves had score a higher mean (4.03). This implies majority of the respondents agree that the institute was a very personal place like extended family.

Table 4.7: Descriptive analysis of Adhocracy culture characteristics

Adhocracy culture	N	Mean	Std. Deviation
The organization is a very dynamic innovative place, where Employees are willing to stick their necks out and take risks.	302	3.7517	.60004
The management style in the organization characterized by individual risk-taking, innovation, freedom, and uniqueness.	302	3.7086	.83598
The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	302	3.5397	.77121
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	302	3.6954	.99162
The leadership in the organization enhances entrepreneurship, innovating and visionary.	302	3.3775	.86067
Average		3.6146	.56361

Source: Own Survey, SPSS output, 2019

Table 4.7 shows the descriptive statistics analysis results of adhocracy culture characteristics. The organization is a very dynamic innovative place, where Employees are willing to stick their necks out and take risks were the mean score value of 3.75 (SD = 0.60). The management style in the organization characterized by individual risk-taking, innovation, freedom, and uniqueness were the mean score value of 3.70 (SD = 0.83). The glue that holds the organization together is

commitment to innovation and development. There is an emphasis on being on the cutting edge were the mean score value of 3.53 (SD = 0.77). The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued were the mean score value of 3.69 (SD = 0.99), and the leadership in the organization enhances entrepreneurship, innovating and visionary were the mean score value of 3.37(SD = 0.86). Specifically, items from adhocracy culture measures the organization was a very dynamic innovative place, where employees are willing to stick their necks out and take risks had score a higher mean (3.75). This implies majority of the respondents agree that the institute was a very dynamic innovative place. The item with the lowest mean score (3.37) refers to the leadership in the organization enhances entrepreneurship, innovating and visionary. This indicates that majority of the respondents have slight agreement on the statement.

Table 4.8: Descriptive analysis of Market culture characteristics

Market culture	N	Mean	Std. Deviation
The organization is very result oriented, Employees are very competitive, and achievement oriented.	302	3.7053	.96925
The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement	302	3.2947	.98286
The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	302	3.1192	.97767
The leadership in the organization is focuses on aggressive, results-oriented out comes.	302	3.4636	1.11334
The organization defines success on the basis of winning in the marketplace and outpacing the competition.	302	3.1159	1.27712
Average		3.3397	.74598

Source: Own Survey, SPSS output, 2019

Table 4.8 presented the respondent's response analysis results of market culture indicators. These are: the organization is very result oriented, Employees are very competitive, and achievement oriented was the mean score value of 3.75 (SD = 0.96). The management style in the organization characterized by hard driving competitiveness, high demands, and achievement was the mean score value of 3.29 (SD = 0.98).The glue that holds the organization together is the emphasis on

achievement and goal accomplishment. Aggressiveness and winning are common themes was the mean score value of 3.11 (SD = 0.97). The leadership in the organization is focuses on aggressive, results-oriented out comes was the mean score value of 3.46 (SD = 1.11), and the organization defines success on the basis of winning in the marketplace and outpacing the competition was the mean score value of 3.11 (SD = 1.27). Specifically, items from market culture measures the organization is very result oriented, Employees are very competitive, and achievement oriented had score a higher mean (3.70). This implies majority of the respondents agree that the institute was very result oriented. The items with the lowest mean score (3.11) refers to the glue that holds the organization together is the emphasis on achievement and goal accomplishment. Although, the organization defines success on the basis of winning in the marketplace and outpacing the competition was the lowest mean score (3.11). This indicates that majority of the respondents have neither agree or disagree on the two statements.

Table 4.9: Descriptive Analysis of Hierarchy culture characteristics

Hierarchy Culture	N	Mean	Std. Deviation
The organization is a very controlled and structured place.	302	3.6887	.81257
The leadership in the organization generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	302	3.4901	1.00409
The management style in the organization characterized by security of employment, conformity, predictability, and stability in relationships.	302	3.3278	1.05110
The glue that holds the organization together is formal rules and policies.	302	3.5000	1.04627
The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.	302	3.4205	1.17786
The organization defines success on the basis of efficiency, Dependable delivery, smooth scheduling and low-cost production	302	3.3609	.93236
Average		3.4647	.61289

Source: Own Survey, SPSS output, 2019

Table 4.9 indicated that the descriptive analysis result of hierarchy culture characteristics. Thus, study found that the organization is a very controlled and structured place. Formal procedures

generally govern what Employees do was the mean score value of 3.68 (SD = 0.81).The leadership in the organization generally considered to exemplify coordinating, organizing, or smooth-running efficiency was the mean score value of 3.49 (SD = 1.00). The management style in the organization characterized by security of employment, conformity, predictability, and stability in relationships was the mean score value of 3.32 (SD = 1.05). The glue that holds the organization together is formal rules and policies was the mean score value of 3.50 (SD = 1.04). The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important was the mean score value of 3.42 (SD = 1.17), and the organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production was the mean score value of 3.36 (SD = 0.93). Specifically, items from hierarchy culture measures the organization is a very controlled and structured place had score a higher mean (3.68). This implies majority of the respondents agree that the institute was a very controlled and structured place. The items with the lowest mean score (3.32) refers to the management style in the organization characterized by security of employment, conformity, predictability, and stability in relationships.

Table 4.10: Summary of Descriptive Statistics for Independent Variables

Organizational Culture	N	Mean	Standard deviation
Clan Culture	302	3.7874	.59542
Adhocracy Culture	302	3.6146	.56361
Hierarchy Culture	302	3.4647	.61289
Market Culture	302	3.3397	.74598
Valid N (listwise)	302		

Source: Own Survey, SPSS output, 2019

The above table 4.10 illustrated about the descriptive analysis summary result of organizational cultures types mean and standard deviation. Accordingly, the result indicate that clan culture categorical summative was a mean value of 3.78 (SD=0.59), Adhocracy culture was a mean value of 3.61 (SD=0.56), market culture was a mean value of 3.33 (SD=0.74), and hierarchy culture was a mean value of 3.46 (SD=0.61).

According to summary result in the above table 4.10, from the four organizational culture types, the overall mean score value of clan culture was relatively higher (3.78). This implies that majority of the respondents agreed with the measures of clan culture items. It showed that Ethiopian Institute of Agricultural Research had implemented more of clan culture. The finding also revealed that next to clan culture, the mean score of adhocracy was relatively higher (3.61). It means that adhocracy culture was practiced in the institute next to clan culture. Besides, the study indicated that market culture scores a mean of 3.33 and hierarchy culture a mean value of 3.46. This indicates that majority of the respondents are less agreement on practices of market culture and hierarchy culture in the institute. Based on the result, clan culture was a dominant culture type in Ethiopian Institute of Agricultural Research followed by adhocracy, hierarchy, and market culture types respectively.

4.3.3 Descriptive Analysis of Employee performance Measures

This section presents the descriptive statistics (Mean & Standard deviation) of dependent variable of the study; thus are four-employee performance scales namely task performance, Contextual performance, Counterproductive behavior, and adaptive performance.

Table 4.11: Descriptive analysis of Employee performance

Employee performance dimensions	N	Mean	Standard deviation
task performance	302	3.7874	.59542
Contextual performance	302	4.0998	.69507
Counterproductive behavior	302	2.3682	.91980
Adaptive performance	302	4.2046	.45689
Average		3.615	.66679

Source: Own Survey, SPSS output, 2019

Table 4.11 revealed about the mean score and standard deviation of four dimensions, which measures employee performance (dependent variable). Thus, respondent rated task performance has scored a mean value of 3.78 and standard deviation of 0.59 , contextual performance has scored a mean value of 4.09 and standard deviation of 0.69 , counterproductive behavior has

scored a mean value of 2.36 and standard deviation of 0.91, and Adaptive performance scored a mean value of 4.20 and standard deviation of 0.45.

The findings showed that contextual and adaptive performance had a high mean value. This implies that majority of the respondents were agreed with the statements of contextual and adaptive performance measures. Besides, counterproductive behavior has lower mean score. This indicate that majority of the respondents are disagree with the statements of counterproductive scale measures. The overall mean and standard deviation of employee performance was 3.61 and 0.66 respectively.

Generally, we can observe that for all of the employee performance scales the mean score is above the average mean score that clearly indicate a high level of employee performance in the case area.

4.4 Analysis of Inferential statistics

4.4.1 Correlations Analysis

Correlation is the term used to measure the association or relationship between two or more variables (Marczyk, Dematteo & Festinger, 2005). The result of correlation analysis is a correlation coefficient whose value ranges from - 1 to +1. A correlation coefficient of +1 indicates that the two variables are perfectly positively related and a correlation coefficient of -1 indicates that the two variables are negatively related. While, a correlation coefficient of zero indicates that there is no relationship or association between two variables. The relationship gets stronger; the correlation gets closer to either -1 or +1. As the relationship gets weaker, the correlation gets closer to zero.

Pearson correlation coefficient is statistical measure of strength of the relationship or association between two variables. Evans (1996) suggests the strength of correlation as follow

- 0.00 - 0.19 “ very weak” , 0.20 - 0.39 “ weak” , 0.40 - 0.59 “ Moderate” , 0.60- 0.79 “ Strong” , 0.8 -1.00 “ Very Strong”

Table 4.12: Correlation Analysis of each Predictors Variables with employee performance

		Clan culture	Adhocracy Culture	Market Culture	Hierarchy Culture	Employee performance
Clan culture	Pearson Correlation	1				
	Sig. (2-tailed)					
Adhocracy Culture	Pearson Correlation	.453**	1			
	Sig. (2-tailed)	.000				
Market Culture	Pearson Correlation	.354**	.421**	1		
	Sig. (2-tailed)	.000	.000			
Hierarchy Culture	Pearson Correlation	.202**	.151**	.295**	1	
	Sig. (2-tailed)	.000	.008	.000		
Employee performance	Pearson Correlation	.580**	.511**	.667**	.355**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	302	302	302	302	

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

Source: Own Survey, SPSS output, 2019

Table 4.12: above shows the level of correlation between the dependent variable employee performance and independent variable clan culture, adhocracy culture, market culture and hierarchy culture.

Clan culture is positively correlated with a Pearson coefficient of $r = 0.58$ and sig. (2-tailed) is 0.000 which is <0.05 . So that, there is a moderate relationship between two variables. In addition, Adhocracy culture is positively correlated with a Pearson coefficient of $r = 0.51$ and sig. (2-tailed) is 0.000 which is <0.05 . So that, there is a moderate relationship between two variables. The Pearson correlation coefficients showed that Market culture ($r = 0.66$), and Hierarchy culture ($r = 0.35$) were positive correlation with employee performance and sig. (2-tailed) is 0.000 and 0.001 respectively which is <0.05 .

According to Evans (1996), the result of finding shows that clan culture and adhocracy culture has a moderate relationship, Market culture has a strong relationship, and hierarchy culture has a weak relationship with employee performance.

Table 4.13: Correlation Analysis of overall Predictors Variables with employee performance

		Employee performance	Organizational culture
Employee performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	302	
Organizational culture	Pearson Correlation	.790**	1
	Sig. (2-tailed)	.000	
	N	302	

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

Source: Own Survey, SPSS output, 2019

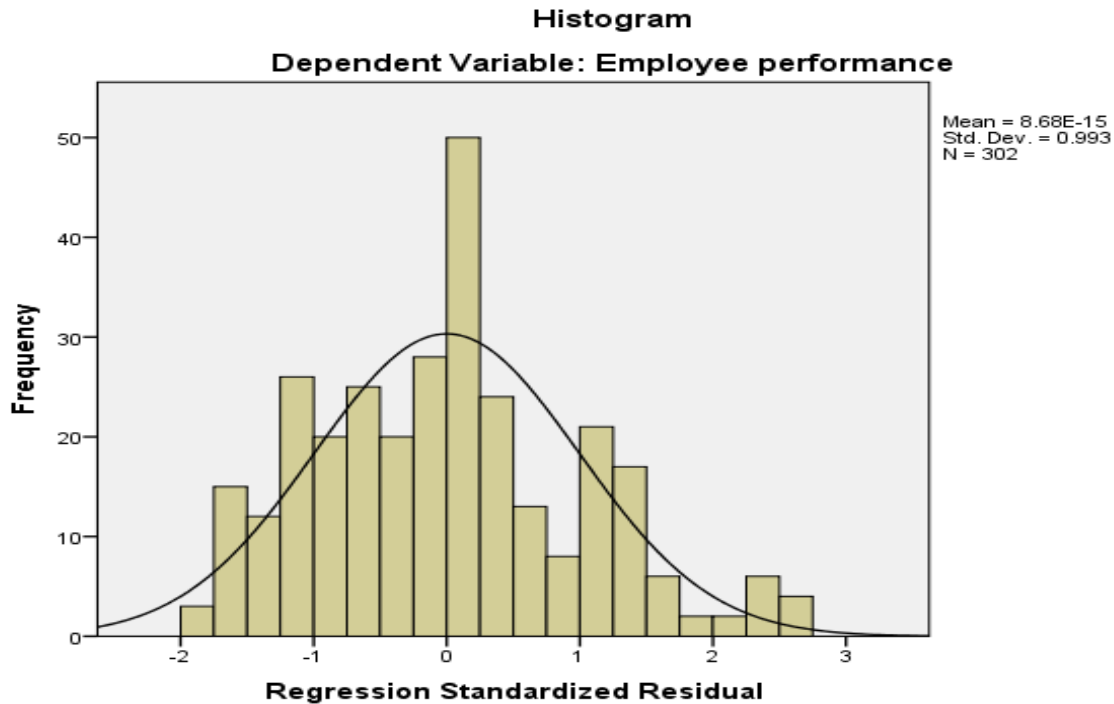
Table 4.13 shows the overall correlation between organizational culture and employee performance of Ethiopian Institute of Agricultural Research. The correlation result in this study concluded that organizational culture is a positive strong correlation ($r = 0.79$) with employee performance. In addition, the result of correlation showed that the four organizational culture types such as clan culture, adhocracy culture, market or competitive culture, and hierarchy culture had significant positive relationship with employee performance.

4.4.2 Statistical Assumption testing

Before applying regression analysis to test the effect of organizational culture types (Clan culture, Adhocracy culture, Market culture, and Hierarchy culture) on employee performance; Normality test, linearity test, and multi co linearity test were conducted in order to assured appropriateness of data. This is because violation of these assumptions changes the conclusion of the research and interpretation of the results.

4.4.2.1 Testing for Normality

Figure 4.4 frequency distribution of regression standardized residual



Source: Survey data, SPSS output (2019)

The figure 4.4 frequency distribution of regression standardized residual result shows that the histogram is a bell shaped curve and data are normally distributed. Normality can be visually assess by looking at a histogram of frequencies output (Garson, 2012). Therefore, there are no data problem that would lead to assumption have violated.

4.4.2.2. Testing for Multi-co linearity

Table 4.14: Multi-co linearity test

Coefficients ^a			
SN		Co linearity Statistics	
		Tolerance	VIF
1	Clan culture	.853	1.173
2	Adhocracy culture	.811	1.233
3	Market culture	.683	1.464
4	Hierarchy culture	.900	1.111

a. Dependent Variable: Employee performance

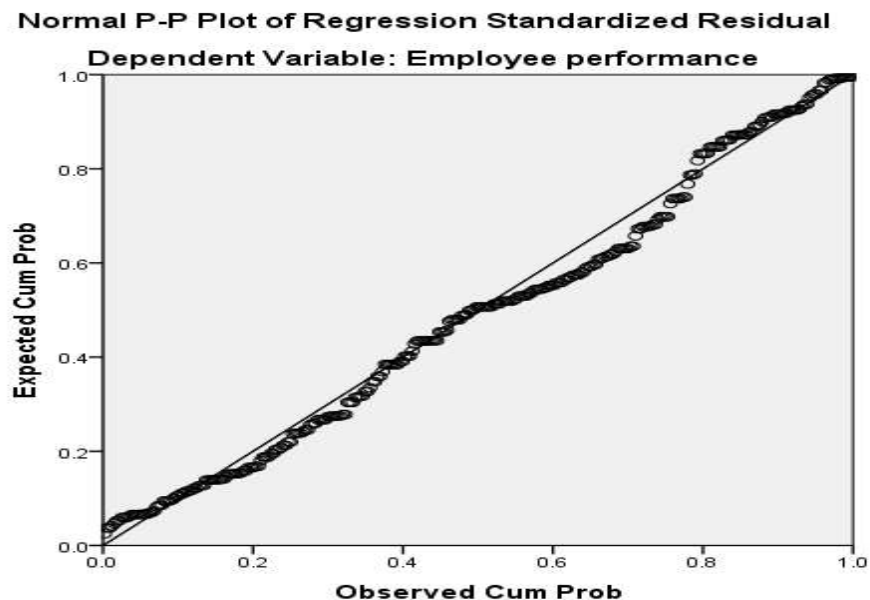
Source: Own Survey, SPSS output, 2019

In multiple regression analysis, multi-co linearity refers to the correlation among the independent variables (Matt et al., 2013). In addition, multi-co linearity is the existence of a linear relationship among of the independent variable.

The variance inflation factor (VIF) is one of a popular measure of multi-co linearity. According to Robert (2007), the variance inflation factor (VIF) and tolerance are both widely used to measure the degree of multi-co linearity of independent variable with other independent variables in regression model. According to Menard (1995) unlikely should be a problem if the tolerance is greater than 0.2 and the variance inflation factor should be less than 10. In Table 4.14, values of variance inflation factor and tolerance of all independent variables are given. As the values of VIF for each independent variable is less than cut point 10 (in this case, the maximum is 1.464) and tolerance value of each independent variable is greater than cut point 0.2 (the minimum in this case is 0.683). Therefore, these confirm that there is no evidence of occurrence of multicollinearity in the regression estimates that would lead to assumption have violated.

4.4.2.3 Testing for Linearity

Figure 4.5: Normal P-P plot of regression standardized residual



Source: Own Survey, SPSS output, 2019

The above scatter plot is a check on linearity; the plotted points should follow the straight line. This indicated that there is a linear relationship between the dependent and independent variable. Similarly, the above figure showed the normal distribution of residual around mean of zero. Hence, the assumption was valid based on the above figure. Therefore, Standard multiple regression accurately estimate the relationship between dependent and independent variables if the relationship are linear in nature (Jason & waters, 2014).

4.4.3 Regression Analysis

Regression is particularly useful to understand the predictive power of the independent variables on the dependent variable once a casual relation has been confirmed (O'Brien & Scott, 2012). They also brief that regression helps a researcher understand to what extent the change of the value of the dependent variable causes the change in the value of the independent variables, while other independent variables held unchanged.

Moreover, Regression analysis is deal about the relationship between the dependent variable and one or more independent variables.

Table 4.15: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.103 ^a	.011	.006	.40926
2	.828 ^b	.686	.676	.23227

a. Predictors: (Constant), Service years, Education level, Gender, Marital status, Age
b. Predictors: (Constant), Service years, Education level, Gender, Marital status, Age, Adhocracy culture, Clan culture, Hierarchy culture, Market culture

Source: Own Survey, SPSS output, 2019

From the table 4.15 the demographic characteristics statistically predicted employee performance. From this finding, the R is equal to 0.103, which showed that the presence of weak correlation between the demographic factors and dependent variable. In addition, the result

revealed that R Square is 0.011, which indicated that demographic characteristics explain 1.1% of the variations on employee performance of the dependent variable with unexplained factors of 98.9%.

According to the above table 4.15, the independent variables statistically predicted employee performance of Ethiopian Institute of Agricultural Research employee's. The result in the model summary $R = 0.828$ indicated that there is a strong correlation between independent variables and dependent variable. The value of $R^2 = 0.686$ which indicated that the independent variables explains or the model summary predictive ability is 68.6% of the variations on employee performance with unexplained factors of 31.4%.

Table 4.16: ANOVA of the Variables

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.533	5	.107	.637	.672 ^b
	Residual	49.577	296	.167		
	Total	50.111	301			
2	Regression	34.358	9	3.818	70.764	.000 ^c
	Residual	15.753	292	.054		
	Total	50.111	301			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Service years, Education level, Gender, Marital status, Age						
c. Predictors: (Constant), Service years, Education level, Gender, Marital status, Age, Adhocracy culture, Clan culture, Hierarchy culture, Market culture						

Source: Own Survey, SPSS output, 2019

Table 4.16 showed the analysis of variance (ANOVA) of the variables. The analysis of variance shows the overall significance of the model from statistical significance. The result of analysis indicated that the F ratio, $F(9, 292) = 70.764$, $P = 0.000$ was statistically significant at $p < .05$, implies the model is significant. This shows that organizational culture types of adhocracy culture, clan culture, market culture, and hierarchy culture has statistically significant effect on employee performance. It shows that the combination of the variables significantly predicts the dependent variable.

However, in above table 4.16 the demographic variables such as Service years, Education level, Gender, Marital status, and Age had insignificant effect on employee performance.

Table 4.17: Regression Coefficients analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.460	.122		28.362	.000
	Gender	.038	.050	.045	.757	.450
	Age	.000	.036	.000	-.004	.996
	Marital status	.064	.048	.085	1.331	.184
	Education level	.015	.031	.028	.479	.632
	Service years	-.003	.030	-.007	-.083	.934
2	(Constant)	.811	.140		5.787	.000
	Gender	-.009	.029	-.011	-.311	.756
	Age	.010	.020	.024	.491	.624
	Marital status	.039	.027	.051	1.421	.157
	Education level	-.008	.017	-.015	-.440	.660
	Service years	-.025	.017	-.068	-1.421	.156
	Clan culture	.290	.025	.423	11.757	.000
	Adhocracy culture	.235	.026	.324	8.868	.000
	Market culture	.189	.022	.346	8.676	.000
	Hierarchy culture	.079	.023	.118	3.394	.001

a. Dependent Variable: Employee performance

Source: Own Survey, SPSS output, 2019

According to regression coefficient analysis result, the regression equation we get from model 2 was used to estimate the relationship between the independent variable (clan culture, adhocracy

culture, market culture, & hierarchy culture) and the dependent variable (employee performance).

The values for the regression weights are as follows:

$$\mathbf{EMP} = 0.811 + 0.290 \text{ Clan} + 0.235 \text{ Adhocr} + 0.189 \text{ Mark} + 0.079 \text{ Hie} + \varepsilon_i$$

The above table 4.17 shows the value of regression coefficient and the constant, which is the expected value of the dependent variable when the values of independent variables equal to zero. Results indicated that all of the independent variables have statistically significant positive relationship with the dependent variable. All result was statically significant at p-value less than 0.05. Similarly, the study revealed that clan culture, adhocracy culture, market culture, and hierarchy culture were significant predict employee performance with beta value of 0.290, 0.235, 0.189, and 0.079 respectively. The variable with the largest beta coefficient make the strongest contribution in explaining the dependent variable (employee performance).

Therefore, the study found that clan culture is the most contributing organizational culture type in the prediction of employee performance with beta value 0.290. The other three organizational culture types, in their descending order of standardized coefficients, are adhocracy culture (B=.235), market culture (B=.189) and hierarchy culture (B=.079) that the variables are making significant to the prediction of employee performance.

The t-values in the coefficients indicate the variables statistical significance. A t- value of two or higher indicates statistical significance. Therefore, the all independent variables t-value in the above table were greater than two and it indicates statistically significant.

In addition , the finding revealed that all of the organizational culture types such as clan culture, adhocracy culture, market culture, and hierarchy culture were positive and significant relationship with employee performance in Ethiopian Institute of Agricultural Research. In addition, Clan culture, adhocracy culture, and market culture was statically significant at p-value of 0.000, and hierarchy culture has significant level at p= 0.001, which are less than 0.05. Hence, alternative hypotheses related to clan culture, adhocracy culture, market culture, and hierarchy culture were not rejected.

However, in above table 4.17 model one result showed that demographic variables such as Service years, Education level, Gender, Marital status, and Age had insignificant effect on employee performance.

4.5 Summary and Discussion of findings

According to the research question raised, the study found that a clan culture is a most dominant organizational culture types in Ethiopian Institute of Agricultural Research followed by Adhocracy culture, hierarchy culture, and market culture with descriptive analysis result cumulative mean value of 3.78 (SD=0.59), 3.61 (SD=0.56), 3.33 (SD=0.74), and 3.46 (SD=0.61) respectively. The leading culture in the research institute was clan culture, which is characterized by the organization is a very personal place like an extended family. The leadership in the organization considered to exemplify mentoring, facilitating, teamwork, consensus, and participation. In addition, the glue that holds the organization together is loyalty, mutual trust, and commitment. Furthermore, the organization emphasizes human development, high trust, openness, and participation.

According to the descriptive analysis result the second leading organizational culture type in the organization is adhocracy culture, which is characterized by the organization is a very dynamic innovative place, management of the organization is emphasis on individual risk taking, innovation, freedom and uniqueness , the glue that holds the organization together is commitment to innovation and development. Furthermore, the organization emphasizes acquiring new resources and creating new challenges and the leadership in the organization should be enhances entrepreneurship, innovating, and visionary characterizes this culture.

The third, dominant leading organizational culture type in Ethiopian Institute of the Agricultural Research is hierarchy culture, which is characterized by the organization is a very controlled and structured place, Formal procedures generally govern what Employees do , the management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships. The glue that holds the organization together is formal rules and policies. In addition, the leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.

The Fourth, dominant organizational culture type in the organization is market culture , which is characterized by the organization is very result oriented and Employees are very competitive and achievement oriented, the management style in the organization is characterized by hard driving competitiveness, high demands, and achievement. In addition, the glue that holds the organization together is the emphasis on achievement and goal accomplishment and the leadership in the organization is focuses on aggressive, results-oriented out comes characterizes this culture.

Furthermore, in these study four dimensions such as task performance, contextual performance, counterproductive performance, and adaptive performance measured employee performance of Ethiopian Institute of Agricultural Research. Thus, the finding show that task performance has scored a mean value of 3.78 (SD: 0.59), contextual performance has scored a mean value of 4.09 (SD: 0.69), counterproductive behavior has scored a mean value of 2.36 (SD: 0.91), and Adaptive performance scored a mean value of 4.20 (SD: 0.45). This could explain as contextual and adaptive performance had a high mean value. In other hand, counterproductive behavior has high standard deviation of 0.91 it indicates a high variability. The descriptive analysis result of overall mean and standard deviation of employee performance was 3.65 and 0.40 respectively. This indicates that employees have rating high level their performance in Ethiopian Institute of Agricultural Research. Therefore, according to the perception of employees; the employee performance level in Ethiopian institute of agricultural research was high.

The overall correlation between organizational culture and employee performance of Ethiopian Institute of Agricultural Research result showed that organizational culture is a positive strong correlation ($r = 0.79$) with employee performance. Similarly, result of correlation also showed that there is significant positive relationship between organizational culture types such as clan culture, adhocracy culture, market culture, and hierarchy culture with employee performance.

In other hand, the findings in Table 4.17 Regression Coefficients analysis indicated that unstandardized coefficient value for clan culture is 0.290 with p value of 0.000, which means that holding the other variable as constant one-unit increase characteristics of clan culture in the organization a 0.290 unit increase of employee performance. It implies that the clan culture were statistically significant positive relationship with employee performance. Therefore, the study was accepted H1; There is significant relationship between Clan Culture and employee's

performance. These findings were supported by Vasantha et al (2017) a study on the “Organizational culture and its impact on organizational performance” and the major findings of the researchers were clan culture have a positive relationship with employee performance. Likewise, (Naranjo et al, 2015; Beyene, 2018) confirmed that clan culture has appositve effect on performance. Klimas (2015) supported that an organizational culture that promotes and facilitates collaboration is important for establishing long-term inter-organizational relationships.

The Regression Coefficients analysis result revealed that Hierarchy culture were positive relationship with employee performance and statically significant $p = .001$, which is p-value less than 0.05. Unstandardized coefficient value for hierarchy culture is 0.079; this implies that holding the other variable as constant one-unit increase characteristics of hierarchy culture in the organization a 0.079 unit increase of employee job performance. Therefore, the study was accepted H1: There is significant relationship between Hierarchy Culture and employee's performance. Similarly, Vasantha et al (2017) also made a study on the “Organizational culture and its impact on organizational performance” and the major findings of the researchers were hierarchy culture have a positive relationship with employee performance. In addition, (Vasantha et al., 2017; Beyene, 2018) supported the finding of the study.

The adhocracy culture variable shows (Unstandardized Coefficient = 0.235, $P=0.000$) positive sign of Unstandardized Coefficient representing that adhocracy culture were a positive relationship with performance of an individual in Ethiopian Institute of Agricultural Research. Unstandardized coefficient value of 0.235 implied that, holding the other variable as constant one-unit increase characteristics of adhocracy culture in the organization a 0.235 unit increase of employee job performance. Moreover, the finding indicates that it is statically significant at p value of 0.000. Therefore, the study was accepted H1: There is significant relationship between Adhocracy Culture and employee's performance. Naranjo et al (2015) found the same result that Adhocracy culture has appositve effect on performance. In addition, the finding is consistent with (Valencia, Jemenez, & Valle, 2016).

Market culture variable in the above regression output (Table 4.17) of unstandardized Coefficient illustrate that, holding the other factor constant, a unit increase in market culture would lead to 0.189 increases in employee performance. The positive sign of the coefficient signifies employee performance would increase by 0.189 for every unit in market culture. It is statically significant at p value of 0.000. Furthermore, market culture was a positive and

significant relationship with employee performance. Hence, the research has accepted H1: There is significant relationship between market culture and employee's performance. Beyene (2018) in his study similarly found that market culture has a positive effect and a significant relation with the employee performance. This finding was supported by (ogbanna & Harris, 2000; Fekete & Borcskei 2011).

In general, the finding revealed that all of the organizational culture types namely; clan culture, adhocracy culture, market culture, and hierarchy culture were positive relationship with employee performance in Ethiopian Institute of Agricultural Research. Similarly, the result shows that Clan, adhocracy, and market culture types were statically significant at p-value of 0.000. However, hierarchy culture has $p = .001$, which is p-value less than 0.05, which is also statically significant.

Table 4.18 Hypotheses Testing and Result

S.N	Hypotheses	Result	Reason
1	H1: Clan Culture has positive and significant effect on employee's performance	H1:Not Rejected	Sig = 0.000, P < 0.05
2	H2: Hierarchy Culture has positive and significant effect on employee's performance	H2:Not Rejected	Sig = 0.001, P < 0.05
3	H3: Adhocracy Culture has positive and significant effect on employee's performance	H3:Not Rejected	Sig = 0.000, P < 0.05
4	H4: Market Culture has positive and significant effect on employee's performance	H4:Not Rejected	Sig = 0.000, P < 0.05

Source: Own analysis, 2019

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the conclusions of the findings, relevant recommendations, and the chapter ends by emphasizing limitations of the study followed by future implications for researchers.

5.2 Conclusions

The study found that a clan culture is a most dominant organizational culture type in Ethiopian Institute of Agricultural Research followed by Adhocracy culture, hierarchy culture, and market culture.

In addition, this study was found that all of the organizational culture types such as clan culture, adhocracy culture, market culture, and hierarchy culture were positive relationship with employee performance. Clan culture, adhocracy culture, and market culture was statically significant at p-value of 0.000 which is significant at $P < 0.01$ level. However, hierarchy culture has statically significant at 95% confidence level at p value of 0.001, which is statically significant at $P < 0.05$ level. The overall result showed that all organizational culture types have effect on employee performance in Ethiopian Institute of Agricultural Research.

According to descriptive analysis, result of overall employee performance in Ethiopian Institute of Agricultural Research indicated that mean value of 3.65 and standard deviation of 0.40. Meaning, employees have rating their performance as high level. Therefore, according to the perception of employees; the employee performance level in Ethiopian Institute of Agricultural Research was high.

The findings in correlation analysis of Pearson coefficient correlation result indicated that all organizational culture types such as clan culture, adhocracy culture, market culture, and hierarchy culture have appositve correlation with employee performance within the range of 0.355 to 0.667 (weak to strong correlation). All correlation result are significant at the $P < 0.01$ level. Additionally, the Pearson coefficient correlation of overall organizational culture and

employee performance indicated that organizational culture is a positive strong correlation ($r = 0.79$) with employee performance which is significant at the $P < 0.01$ level.

In addition, based on the finding the multiple regression analysis result showed that all organizational culture types (Clan, adhocracy, market, and hierarchy culture) influence employee performance. From these organizational culture types, the clan culture and adhocracy culture had a greatest effect on overall employee performance with the value of regression coefficient 0.290 & 0.235 respectively. This implies that both variables (clan culture and adhocracy culture) leads to 29% and 23.5% increase the employee performance.

5.3 Recommendations

Based on the findings the researcher recommends the following points.

To achieve the vision and mission of the organization the management of the organization should be understood their organizational culture in depth in order to put strategy in to action. Because, studies shows that one strategy can yield different result as organizational culture may respond differently.

Additionally, as a research institute, Management of the organization is emphasis on individual risk taking, innovation, trying new things and prospecting for opportunities. Furthermore, the leadership in the organization should be enhances entrepreneurship, innovating, and visionary.

The results of the study in market culture imply that the management needs to do more in result and achievement oriented, as well as employees to become competitive. Likewise, the organization should be somehow would improve their hierarchy culture types that keep the institute from different problems as per the rule and regulation.

Furthermore, all management and employees have a responsibility to maintain a dominant culture of the organization. Hence, a researcher recommends that for promoting the dominant culture and meets the other cultures a top management will expected to support for continued learning and growth. Finally, the researcher recommends that to adapt and respond to environmental challenge & changes Ethiopian Institute of Agricultural Research will balance all four organizational culture types in order to achieve performance.

5.4 Limitation of the Study

In this study, there are various limitations, which are opportunities for future research. First, the study was a case study with selected research centers within Ethiopian Institute of Agricultural Research. Hence, the result of the study was limited within the boundary of the study organization.

Secondly, as indicated in chapter three this study used only the quantitative research approach by using closed ended questionnaire. The other limitation of the study was several questions remain unanswered because this study focused only on Quinn and Cameron model and did not considered different models; therefore, this provides possibilities for future research to expand this study.

5.5 Implications for Future study

This study concentrated on the effect of organizational culture on employee performance in Ethiopian Institute of Agricultural Research. The results therefore were limited with regard to generalizations. Hence, a researcher recommended for further studies in different governmental and non-governmental organizations.

In addition, this study used quantitative research approach by employing closed ended questionnaire. However, future researchers may employ both qualitative and quantitative research approach and additional data collection methods like interview, focus group discussion and observation.

Besides, this study focused on Quinn and Cameron model and did not considered different models like Denison model, Edger schein model, Hofstede model and others. So, in order to broaden the understanding, on the same organization, and other organization additional research will be needed to address the above models on effect of organizational culture on employee performance.

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COLLEGE OF BUSINESS AND ECONOMICS
DEPARTEMENT OF MANAGEMENT

APPENDIX A: SURVEY QUESTIONNAIRE

Dear Respondents,

I am Takele Embilo, a student at Addis Ababa University studying a degree of Master of Science in management specialization in innovation management and entrepreneurship. I have designed the following questionnaire for the study of the effect of organizational culture on employee performance; a case of Ethiopian institute of agricultural research.

The questionnaire has three parts. Part I deals with demographic characteristics, part II about four dominant organizational culture types and part III deal about employee performance.

This study is only for academic purpose. Hence, I assured that your responses will be treated utmost confidentially. The soundness and the validity of the findings highly depend on your genuine responses. Therefore, I kindly request you to respond to each item as frankly as you can.

Instruction:-

- ❖ No need of writing your name
- ❖ Read each statements carefully
- ❖ please put your answer by using “√”sign in the corresponding boxes;
- ❖ Multiple responses are not possible.

For any problem and suggestion contact the researcher through the following addresses:

Email: takeleembilo@yahoo.com

Phone: +251917598287

Thank you very much for spending your valuable time!

Part I - Demographic Questionnaire

1. Name of Core process / support unit you are currently working _____

2. Gender: Female Male

3. Age

20-30 years 31-40 years

41-50 years above 50 years

4. Marital status

Single Married Divorced Widow

5. Your highest level of education

Diploma First-degree MA/MSc PHD Other

5. Service years in the organization

Below 5 years 6-10 years

11- 15 years above 15 years

6. Employment Category

Supporting staff Researcher Top Management

Process Director Center Process coordinator Technical assistant

Other

Part II. Organizational Culture Types Assessment Questionnaire

The following statements describe about four dominant cultural types in your organization. This part of the questionnaire consist items taken from the Organizational Culture Assessment instrument. Please indicate your agreement with the statement below.

Put “√” mark for each rating. 1: *Strongly Disagree*, 2: *Disagree*, 3: *Neutral*, 4: *Agree* and

5: *Strongly Agree*

No	Item	Rating				
		1	2	3	4	5
	1. Clan Culture					
1.1	My organization is a very personal place. It is like an extended family. Employees seem to share a lot of themselves.					
1.2	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
1.3	The management style in my organization is characterized by teamwork, consensus, and participation.					
1.4	The glue that holds the organization together is loyalty , mutual trust and Commitment.					
1.5	The organization emphasizes human development. High trust, openness, and participation.					
	2. Adhocracy Culture					
2.1	The organization is a very dynamic innovative place, where Employees are willing to stick their necks out and take risks.					
2.2	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
2.3	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
2.4	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
2.5	The leadership in the organization enhances entrepreneurship, innovating and visionary					
	3. Market Culture					
3.1	The organization is very result oriented and Employees are very competitive and achievement oriented.					
3.2	The management style in the organization is characterized by					

	hard driving competitiveness, high demands, and achievement.					
		1	2	3	4	5
3.3	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
3.4	The leadership in the organization is focuses on aggressive, results-oriented out comes.					
3.5	The organization defines success on the basis of winning in the marketplace and outpacing the competition.					
	4. Hierarchy Culture					
4.1	The organization is a very controlled and structured place. Formal procedures generally govern what Employees do.					
4.2	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
4.3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4.4	The glue that holds the organization together is formal rules and policies.					
4.5	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
4.6	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production					

Source: Quinn & Cameron (1999)

Part III. Performance Measurement Questionnaire

The following statements are prepared to measure performance of employees in your organization. Please rate the statements by selecting and putting a tick mark "√" in the box of your choice.

1= strongly Disagree, 2= Disagree, 3= Don't Know (Neutral), 4= Agree, 5= Strongly Agree.

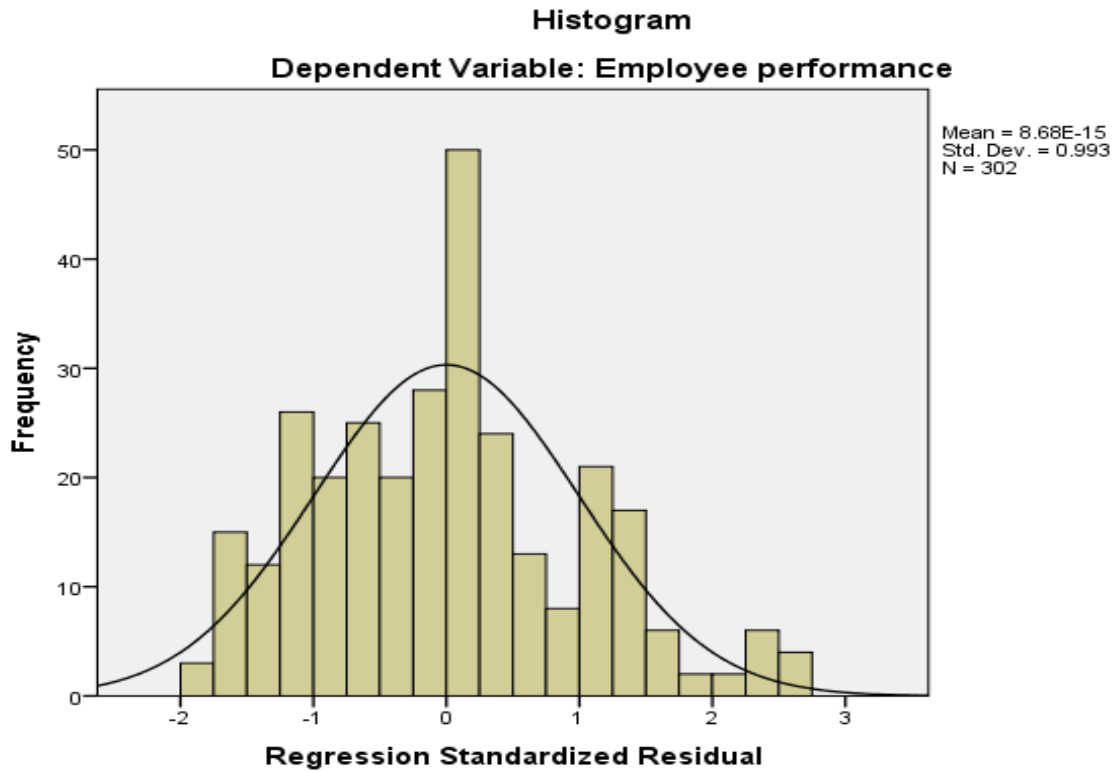
Employee Performance	Rating				
	1	2	3	4	5
1.Task performance (TP) scale					
1.1 I managed to plan my work					
1.2. My planning was optimal for last six months					
1.3. I kept in mind the results that I had to achieve in my work.					
1.4. The quality of my own work in the past six months was to the expectation					
1.5 The result of my own work achievement in past six months was to the expectation.					
2. Contextual Performance(CP)					
2.1. I took on extra responsibilities					
2.2 I started new tasks in myself, when my old ones were finished.					
2.3. I took on challenging work tasks, when available.					
2.4. I worked at keeping my job knowledge & skill up-to-date.					
2.5 I came up with creative solutions to new problems.					
2.6. I kept looking for new challenges in my job.					
2.7 I actively participated in work meetings.					
3. Counter Productive behavior					
3.1. I complain about unimportant matters at work.					
3.2. I make problems greater than they were at work.					
3.3 I focus on the negative aspects of a work situation, instead of on the positive aspects.					
3.4. I spoke with colleague about the negative aspects of my work					

3.5.I leave the work for others to finish					
4. Adaptive performance(AP)					
4.1. I remain open minded to others understanding other groups or cultures.					
4.2. I was able to cope well with difficult situations and setbacks at work					
4.3. I recovered fast, after difficult situations or setbacks at work					
4.4 I was able to cope well with uncertain and unpredictable situations at work					
4. 5. I easily adjusted to changes in my work					

Source: Koopmans et al (2013)

Appendix B: Statistical Assumption Test

Normality Test



Source: Survey data, SPSS output (2019)

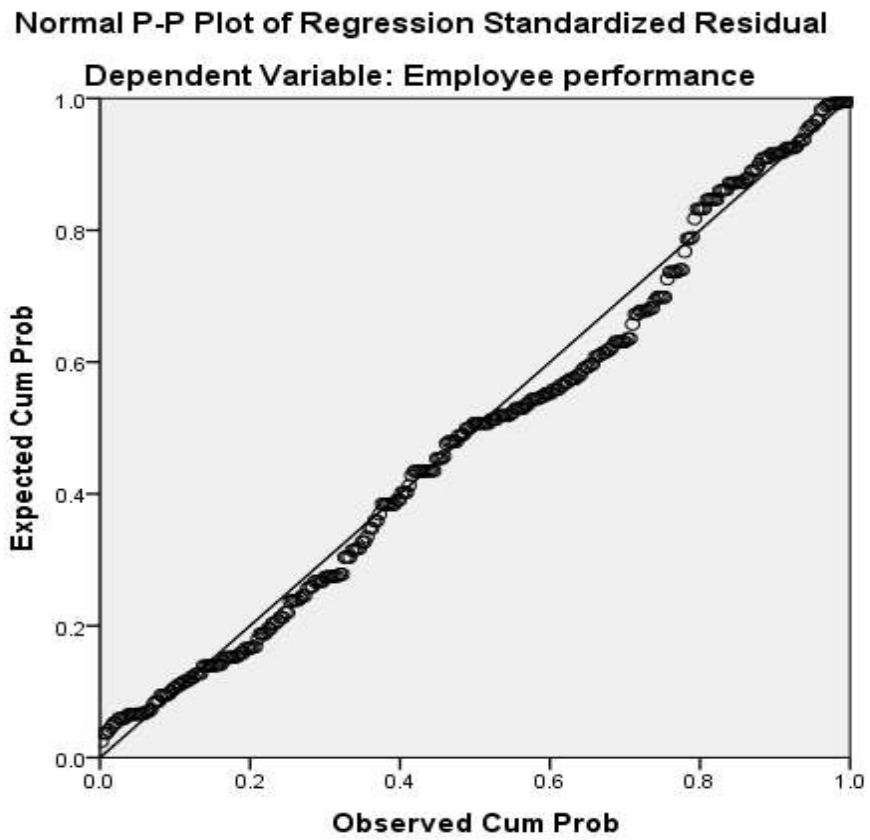
Multi-co linearity test

Coefficients ^a			
SN		Co linearity Statistics	
		Tolerance	VIF
1	Clan culture	.853	1.173
2	Adhocracy culture	.811	1.233
3	Market culture	.683	1.464
4	Hierarchy culture	.900	1.111

b. Dependent Variable: Employee performance

Source: Own Survey, SPSS output, 2019

Linearity test



Source: Own Survey, SPSS output, 2019