



**THE EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATION PERFORMANCE:
THE CASE OF DEXIS CONSULTING GROUP ETHIOPIA**

By: - Sumeya Mohammed

**A Research Project Work Submitted to Addis Ababa University, School of Commerce in Partial
fulfillment of the Requirements for the Degree of Master of Business Leadership**

Advisor- Dr. Seifu Mamo

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

ADDIS ABABA ETHIOPIA

September 2022

**THE EFFECT OF ORGANIZATIONAL CULTURE ON
ORGANIZATION PERFORMANCE: THE CASE OF DEXIS
CONSULTING GROUP ETHIOPIA**

A Research Project Work Submitted to Addis Ababa University, School of
Commerce in Partial fulfillment of the Requirements for the Degree of Master of
Business Leadership

Advisor- Dr. Seifu Mamo

By: - Sumeya Mohammed

DECLARATION

I, the undersigned, declare that this project titled “THE EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATION PERFORMANCE: THE CASE OF DEXIS CONSULTING GROUP ETHIOPIA” work is my original work, has not been presented in any other university and that all sources of material used for the research have been duly acknowledged.

Declared by:

Confirmed by:

Name: Sumeya Mohammed

Name: Dr. Seifu Mamo

Signature: _____

Signature: _____

Date: _____

Date. _____

CERTIFICATION

This is to be certified that this research project titled “THE EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATION PERFORMANCE: THE CASE OF DEXIS CONSULTING GROUP ETHIOPIA” is based on original research work carried out by Sumeya Mohammed for partial fulfillment of Master of Business Leadership (MBL) at Addis Ababa University School of Commerce, under our supervision and that it has not been submitted for the award of in this or any other University.

Dr. Seifu Mamo

.....

Advisor

.....

Signature

.....

Date

.....

Internal examiner

.....

Signature

.....

Date

.....

External examiner

.....

Signature

.....

Date

ABSTRACT

The main aim of this research was to review the Effect of organizational culture on organizational performance in the case of Dexis Consulting Group Ethiopia. The paper adopted the four-dimension models of culture: power distance, collectivism vs. individualism, feminine vs. masculine, and uncertainty avoidance by Hofstede's. The study was conducted at Dexis Consulting Group country and field offices. The branch offices have 66 full-time employees, and the study uses a census mechanism to collect data. A qualitative research method was used, with structured questionnaires being distributed to all 66 employees, and out of them, 62 questionnaires were filled out and returned. The data was analyzed using descriptive and inferential statistics and techniques. The findings of the study reveal that all the four models have a positive and significant relationship with organizational performance. Among these factors, feminine vs. masculine has been shown as the most dominant factor in an employee's performance.

Key Words: Organizational Culture, Power distance, Collectivism vs. Individualism, Feminine vs. Masculine, Uncertainty avoidance, Organization performance

ACKNOWLEDGEMENTS

First and foremost, I'd like to thank Almighty GOD, the Compassionate, the Merciful, and the Source of Knowledge and Wisdom, for bestowing upon me the health, communication ability, and courage to complete this project, Alhamdulillah.

I would also like to sincerely thank my advisor, Dr. Seifu Mamo, for his constructive comments, valuable suggestions, and good guidance. His constructive comments are so valued. I also appreciate his punctuality, kindness, respect, and necessary encouragement he has shown me.

Special thanks go to the senior management team and the employees of Dexis Consulting Group, Ethiopia, for their delightful participation, sharing of supportive ideas, and moral construction through the paper.

Finally, I would like to express my deepest appreciation and thanks to my hero, my mother, W/ro Zehara Awol, who has been my biggest supporter through my years in education and helped along the way.

Table of Contents

DECLARATION	iii
CERTIFICATION	iv
ABSTRACT	v
ACKNOWLEDGEMENTS	vi
LIST OF ACRONYMS	x
LIST OF TABLES	xi
LIST OF FIGURES	xii
CHAPTER ONE	13
INTRODUCTION	13
INTRODUCTION	13
1.1. Background of the study	13
1.2. Statement of the problem	14
1.3. Research questions	15
1.4. Research Hypothesis of the Study	15
1.5. Objectives of the study	15
1.4.1. General Objective of the Study	15
1.4.2 Specific Objectives	15
1.6. Scope of the study	16
1.7. Significance/Benefits of the study	16
1.8. Organization of the study	16
1.9. Operational Definition	17
CHAPTER TWO	18
LITERATURE REVIEW	18
INTRODUCTION	18
2.1. Literature Review on Organizational Culture	18
2.1.1. Definition of Culture	18
2.1.2. Organizational culture	18
2.1.3. G. Hofstede Model of Organizational Culture	19

2.1.4. The importance of organizational culture	20
2.1.5. Organizational Performance	21
2.1.6. The Relationship between Organizational Culture and Performance	21
2.1.7. Effect of Organizational Culture on Organizational Performance	22
2.2. Conceptual Framework	23
CHAPTER THREE	25
RESEARCH METHODS.....	25
INTRODUCTION.....	25
1.1. Background of the company.....	25
1.2. Research Design	25
1.3. Research approaches	26
1.4. Sample and Sampling Techniques.....	26
1.4.1. Data Type and sources of Data	27
1.4.2. Method of data collection	27
1.4.3. Methods of Data Analysis.....	28
1.4.4. Reliability and Validity.....	29
CHAPTER FOUR.....	30
4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	30
INTRODUCTION.....	30
4.1. The Questionnaire Response Rate.....	30
4.2. Descriptive Statistics	30
4.2.1. General Information about the Respondents.....	30
4.3. Testing of the Research Instruments	32
4.3.1. Validity and Reliability Test	32
4.3.2. Descriptive Analysis of the Variables of the Study.....	34
4.4. Correlation Analysis	38
4.4.1. The Assumptions for Testing Regression Analysis.....	40
4.4.2. Multi co-linearity.....	40
4.4.3. Test of Normality	41

4.4.4. Linearity.....	43
4.5. Multiple Linear Regression Analysis	43
4.6. Discussion of the Result.....	47
CHAPTER FIVE.....	50
5. SUMMARY, CONCLUSION, AND RECOMMENDATION	50
INTRODUCTION.....	50
5.1 Summary of major findings	50
5.2 Conclusion.....	51
5.3 Recommendation.....	52
REFERENCES.....	54
 The Organizational Culture Assessment Instrument	57

LIST OF ACRONYMS

SPSS – Statistical Package for Social Sciences

SD – Standard Deviations

ROA – Return on Asset

US – United States

USAID - United States Agency for International Development

OTI – Office of Transition Initiation

LIST OF TABLES

Table 3.2.1. Sample respondents and method of data collection

Table 4.1: General Information about the Respondents

Table 4.2: Cronbach's Alpha Test for Reliability

Table 4.3 Descriptive Statistics Power Distance

Table 4.4 Descriptive Statistics Collectivist

Table 4.4 Descriptive Statistics Feminine vs. masculine

Table 4.5 Descriptive Statistics Uncertainty avoidance

Table 4.6 Descriptive Statistics Organization performance

Table 1.7: Pearson Correlation Matrix

Table 4.8: Collinearity Diagnosis

Table 4.9: Normality of Distribution Using Descriptive Statistics (Skewness and Kurtosis)

Table 4.10: Model summary

Table 4.11 Model Summary

Table 4.12: ANOVA

Table 4.13: Summary of Regression Coefficient on organization performance

Table 4.14: Summary of the Research Hypothesis Test Result

LIST OF FIGURES

Figure 1: Normal Point Plot of Standardized Residuals

Figure 2: Frequency Distribution of Standardized Residuals

Figure 3: Frequency Distribution of Standardized Residuals

CHAPTER ONE

INTRODUCTION

INTRODUCTION

In this chapter, background of the study and statement of the problem are described. The research questions and objectives of the study are also stated. The significance, scope, limitations and organization of the study are all composed in detail.

1.1. Background of the study

Now a days, there is a broad agreement concerning the importance of culture on defining the Organization performance of a given company (Moormann and Grau, 2017). New ideas and concepts presented to a firm or other organizations, which will be impacted by the cultural features of the organization, have a significant Effect on the performance of the organization. This is mostly due to the fact that an organization's performance will be determined by the fundamental behavior of its people and processes, which can be summed up as its culture. The performance of the organization as a whole is influenced by organizational culture in addition to employee performance. (Sengke, 2015; Kandula, 2006).

The beliefs of the organization's founders, group members' learning experiences, and newcomers' beliefs and presumptions can all be sources of an organization's culture. It is acknowledged to have an effect on the success of the organization because it determines how employees interact within the company. According to Moormann and Grau (2017), companies should be aware of their culture because it happens to have a positive effect on the process performance of companies. Pungcharoenpong and McLean (2014) supported the idea that organizational culture is one of the most important determinants of organizational performance. According to these authors, the existence of family culture within the organization plays an important role in creating attitudes and. Behaviors are defines the organizational culture Which in turn influences performance of an organization.

In order to provide a professional service with the goal of resolving the most urgent societal concerns in the complicated contexts, Dexis Ethiopia was founded in 2001. This paved the path for a safer and more prosperous world. The consultancy company serves top international engagement organizations and operates in 18 different

nations, including Ethiopia. The company has had double-digit growth over the past 20 years. Despite the company's rapid international expansion, it is unclear how Dexis Ethiopia's organizational performance and culture have impacted the company overall. Determining how organizational culture affects Dexis Ethiopia's success as an organization is crucial.

1.2. Statement of the problem

Culture can be broadly understood as a set of basic assumptions about how the world is and ought to be that a group of people share and determines their perceptions, thoughts, feelings, and to some degree, their overt behavior (Schein, 1996). Bringing this definition to an organization, Peterson and Smith (2000) asserted that organizational culture reflects individuals' interpretations of events and situations in organizations. It also refers to a system of shared meaning of values held by members of an organization that distinguishes the organization from other organizations (Robbins, 2001). Considering this definition, different organizations can be regarded as having their own cultures, which affect or influence the attitudes and the behaviors of their employees (Flamholtz, 2001).

Organizational culture has a significant effect on Organization performance of an organization. The interaction of employees within an organization is one of the determining factors of Organization performance of the organization. Leaders affect their subordinates both directly through their interactions and also through the organization's culture (Li, 2004). Therefore, organizational culture is likely to affect Organization performance of an organization.

Dexis has shown continuous double-digit growth for over a decade. According to Dexis consulting group (2021), agile and digital-forward workforce and robust organization platforms ensure adaptive management. These factors might be a subset of the overall organizational culture of the firm, but a continuous increase in its organization performance may not be attributed to the organizational culture. Therefore, this research aims to find out the relationship between the organization culture and performance and identify which cultural attributes affect the organization performance.

1.3. Research questions

Based up on the research problem identified above, the following research questions are developed for this study. The study is aimed at answering the following research questions:

1. What are the main indicators and attributes of organizational culture at Dexis consulting group?
2. What is the extent of relationships between organizational culture attributes with organization performance in Dexis consulting group?
3. What is the effect of organizational culture attributes on organization performance of Dexis consulting group?

1.4. Research Hypothesis of the Study

- I. H1 – Power distance has a positive and significant effect on organization performance
- II. H2 – Collectivist has a positive and significant effect on organization performance
- III. H3 – Feminine vs. masculine has a positive and significant effect on organization performance
- IV. H4 – Uncertainty avoidance has a positive and significant effect on organization performance

1.5. Objectives of the study

1.4.1. General Objective of the Study

The main objective of the study is to investigate the effect of organizational culture on the organization performance of Dexis Ethiopia consulting group.

1.4.2 Specific Objectives

The achievement of the above objective requires the achievement of the specific objectives. Accordingly, the study has the following specific objectives.

- To identify the main indicators and attributes of organizational culture at Dexis Ethiopia consulting group.

- To analyze the extent of relationships between Organization culture attributes with Organization performance Dexis Ethiopia consulting group.
- To identify the effect of organizational culture traits on the organization performance of Dexis Ethiopia consulting group.

1.6. Scope of the study

Conceptually, this research was conducted to examine the effect of organizational culture on organization performance of Dexis consultancy group in Ethiopia by taking attributes of organization culture namely power distance, collectivist, Feminine vs. masculine and uncertainty avoidance were taken as independent variables and organization performance as dependent variable. As well as this research was conducted from employee perceptive only.

Geographically, the researcher restricts the scope of this research to Dexis Consulting Group offices in Ethiopia. Though the company has many branch offices across the world, due to time and finance constraints, the researcher was unable to widen the scope to other countries as well. (Organizational culture and organization performance indicators will be observed at the country office level in Ethiopia.)

Methodologically, the main source of this data was a questionnaire and secondary data. The questionnaire was distributed to and collected from employees of Dexis Ethiopia. Both descriptive and inferential statistics were employed to analyze the data and reach conclusions.

1.7. Significance/Benefits of the study

The significance of this study is to understand the effect of organization culture on the organization performance in the case of Dexis consulting group. The findings of this research would be helpful to higher and middle level management that are involved in decision making and formulating organization culture to take notice of the organization culture trait that influence Dexis consulting group performance. In addition, other organizations with similar characteristics can use the study to improve their work culture, and by implication their organization performance. Finally, the result from this study can also add values to the body of existing knowledge on organizational culture and organization performance.

1.8. Organization of the study

The study report has five chapters. The first chapter introduces the paper and contains the background, statement of the problem, scope of the study, significance of the study, and objectives of the study. Chapter Two presents a review of both theoretical and empirical literature on organizational culture and employee job performance. Chapter three discusses the research methodology and how the researcher completes the entire research work from data collection to analysis. Chapter Four interprets or discusses the result or findings, and finally, Chapter Five points out conclusions and gives necessary recommendations or suggestions based on the findings.

1.9. Operational Definition

Organizational Culture: - Organizational culture refers to the basic values, beliefs and principles that help as a basis for an organization's management system, in addition to the set of management practices and behaviors that both demonstrate and support those basic principles (Denison and Neale, 2011).

Performance - It is the process or action of performing a function or task. It is also the completion of a given duty measured against a given standard.

Financial Performance - It is the process of measuring the results of a firm's policies and operations in monetary terms. These results are reflected in the firm's return on investment, return on assets, value added etc.

Non-Financial Performance - A quantitative measures that cannot be expressed in monetary units which refers to service quality, market share and customers satisfaction

CHAPTER TWO

LITERATURE REVIEW

INTRODUCTION

In this chapter, the study attempts to review other similar research that were conducted in relation to organization culture and its effect on organizational performance. It describes theories, findings, opinions, principles, and recommendations from related research of different individuals. It presents general facts from previous findings using literature and empirical review, additionally incorporated conceptual framework summarized from the findings.

2.1. Literature Review on Organizational Culture

2.1.1. Definition of Culture

Culture can be defined as a combination of values, sets, beliefs, communications, and simplification of behavior which gives direction to peoples. Sharing of learning processes, which is founded on the wise use of resources, is how the fundamental idea of culture emerges. (1959; Titiev) The organizational culture affects a person's capacity to think clearly and make good decisions. (Pettigrew)

Culture, according to Schein (1990), is a collection of diverse beliefs and practices that can serve as a roadmap for achievement. According to (Kotter & Heskett, 1992), culture is a collection of attitudes, actions, and values that make up a typical society. Simply said, culture can be defined as the information, explanations, values, beliefs, communication, and behaviors of numerous individuals at the appropriate time and location. The idea of culture is employed as an organizational notion in the modern world (Kotter & Heskett, 1992). Organizational culture may include two significant social group components: the structural stability of the population and the assimilation of a single item to a high level (Schein, Organizational culture, 1995). The rules and ideals of an organization have a significant influence on individuals who are fully committed to it, claims Stewart (2010). He contends that while standards cannot be seen, they must be taken into account if firms wish to boost employee productivity and revenues.

2.1.2. Organizational culture

Organizational culture was defined by Moon et al. (2011) as the values, assumptions, and beliefs that individuals within an organization have and that enable shared meanings and regulate behavior at various levels of awareness inside the organization. However, Hofstede (2011) defined it as a unique characteristic that sets one member apart from the others. Organizational culture, in his own words, is "the collective programming of the mind that separates the member of one group or category of individuals from the other." According to these definitions, organizational culture can be defined as the way members or employees of an organization choose to engage in a certain activity inside the organization. The organizational ideology in terms of internal communication and external connections is determined by these beliefs, values, norms, and consistent actions. This affects how businesses react to incidents as well.

Berg and Wilderom's definitions add to those given above (2004). They assert that even though values are essential elements of organizational culture, values are only expressed in organizational practices and that organizational culture is more a product of how people generally view organizational practices. They also found that corporations disagree more over behaviors than beliefs. Instead of including values in their definition, they define organizational culture as "shared conceptions of organizational work practices inside organizational work practices."

2.1.3. G. Hofstede Model of Organizational Culture

Hofstede distinguished between four cultural dimensions. Individualism against collectivism, power distance, uncertainty avoidance, and masculinity and femininity are the four dimensions (Che et al, 2008). Hofstede's Four dimension of organizational culture are as follows:

i. Power Distance

It describes the degree to which members of a society routinely accept an imbalanced power structure. Power distance describes the degree to which a country embraces the idea that differences in the mental and physical capacities of its individuals exacerbate welfare disparities.

ii. *Individualism versus. Collectivism*

Individualism is a characteristic of national cultures that defines a flexible social structure where people place a strong emphasis on protecting themselves and their families.

Collectivism vs. Individualism: A national cultural characteristic that describes a close-knit social structure in which individuals depend on the other members of the community to look out for and protect them.

iii. *Masculinity/Femininity*

The masculinity stands for a preference for success through achievement, bravery, assertiveness, and money gain. While femininity denotes a tendency for balance, feelings, helping the weak, and a high quality of life.

IV. *Uncertainty Avoidance*

A characteristic of a country's culture that describes how much a society tries to shun new situations because it feels threatened by them.

2.1.4. **The importance of organizational culture**

Different authors write about the importance of organizational culture, among those Mullins (1999) demonstrate that differences between companies and managers, both locally and globally, can be explained in part by culture. Different groups of individuals have different perspectives and behaviors from other groups, which can be explained in part by culture. Complexity and ambiguity can be lessened with the aid of culture. It enables the decision-making, coordination, and control processes and offers uniformity in outlook and values. Strengths within cultures are not accidental.

Therefore, organizational culture:

Supplements rational management

Facilitates induction and socialization in the organization

promotes a code of conduct

Moreover, with the increased competition, globalization, mergers, acquisitions and alliances, organizational culture is necessary for coordination and integration across organizational units to improve efficiency, quality, and speed of designing, manufacturing, and delivering products and services; Product and strategy innovation;

Process innovation and the ability to successfully introduce new technologies and program.

2.1.5. Organizational Performance

Why some businesses flourish while others fail has been one of the key issues in business. For every organization, whether for profit or non-profit, performance has been the most crucial concern. Knowing the elements that affect an organization's success has been crucial for managers to implement the necessary changes. However, it has not been simple to define, conceptualize, and measure performance. Different definitions of performance are held by researchers among themselves, and this continues to be a contentious issue among organizational researchers. (Barney, 1997). According to Hefferman and Flood (2000), organizational performance has been hampered by both a definitional and a conceptual issue. In many ways, the idea of organizational performance in contemporary management lacked conceptual clarity. The first was the definitional area, and the second was the measurement area. Performance and productivity can occasionally be used interchangeably.

The notion of organizational performance is affiliated to the endurance and success of an organization. In service organization as well as in manufacturing organizations the computation of the organization performance is critical (Brynjolfson, 1993).

There is a distinction between performance and productivity, says Ricardo (2001). Productivity was a ratio that showed how much work was done in a certain length of time, but performance was a more inclusive metric that could take productivity as well as quality, consistency, and other elements into account. According to Denison (2008) Performance is described as both the accomplishment of financial and non-financial goals that allow an organization to continue to be viable and sustainable over the long term.

2.1.6. The Relationship between Organizational Culture and Performance

Every firm has a culture, but not every culture has an equal impact on how people behave and act. Employees are more impacted by strong cultures than by lesser cultures, which lack deeply ingrained and widely acknowledged core principles. (Robbins and Coulter, 2012)

According to Denison (2008), Organizational performance and effectiveness are strongly influenced by organizational culture. According to Denison's analysis of 34 sizable American corporations, enterprises with participatory cultures typically experience a Return on Investment (ROI) that is approximately twice as high as those in organizations with less effective cultures. The actual data from Denison's study shows how closely linked organizational culture and behavior are to both short- and long-term survival. Denison investigated the link between organizational culture and productivity.

For an organization to fulfil its goals efficiently and effectively, organizational culture and employee performance are related in this regard (Stephen, 2016). He added that most employees want to feel proud of their company, have positive relationships with managers and other staff members, and think their employment is valuable.

In order to sustain its place in the market, a firm must build an organizational culture. Because it is necessary to create an organizational culture that supports an organization and fosters continual improvement (Salihu et al., 2016).

2.1.7. Effect of Organizational Culture on Organizational Performance

Organizational culture has ability to increase job satisfaction, and awareness about problem solving and organization performance (Kotter, 2012). If the organizational culture becomes incompatible with the dynamic expectations of internal and/or external stakeholders, the organization's success will decrease as it has happened with some organizations (Ernst, 2001).

Organizational performance and culture have a clear relationship. (Kopelman, Brief, & Guzzo, 1990), even if there are other sources of evidence for this relationship's perfection. According to research, there is no long-term relationship between numerous cultural traits and good performance. (Denison & Sorenson, 1990, 2002) We can state that four key concepts underlie how company culture affects employee behaviour and performance. (Bulach, Lunenburg, & Potter, 2012), First of all, understanding the organizational culture enables employees to comprehend the background and operation of the company. This information offers details about anticipated behaviour in the future. Second, organizational culture increases adherence to the company's guiding principles and ideals. This dedication fosters a

sense of accomplishment among all those involved. It implies that businesses can succeed more when their personnel hold the same beliefs. Thirdly, corporate culture acts as a control mechanism to nudge behaviour in the direction of desired behaviours and away from undesirable behaviours through its norms. This can also be accomplished by choosing, hiring, and keeping staff members whose values align with those of the company. The efficiency and performance of a company may be closely correlated with its organizational culture.

2.2. Conceptual Framework

A conceptual framework is the diagrammatic presentation of variables, showing the relationship between the independent variable and the dependent variables. It was intended to examine the effect of organizational culture on Organization performance. Therefore, in this study, organizational culture in terms of power distance, collectivist, Feminine vs. masculine and uncertainty avoidance is taken as independent variable while organization performance as dependent variable (Hofstede, 1980). This relationship is presented schematically as:

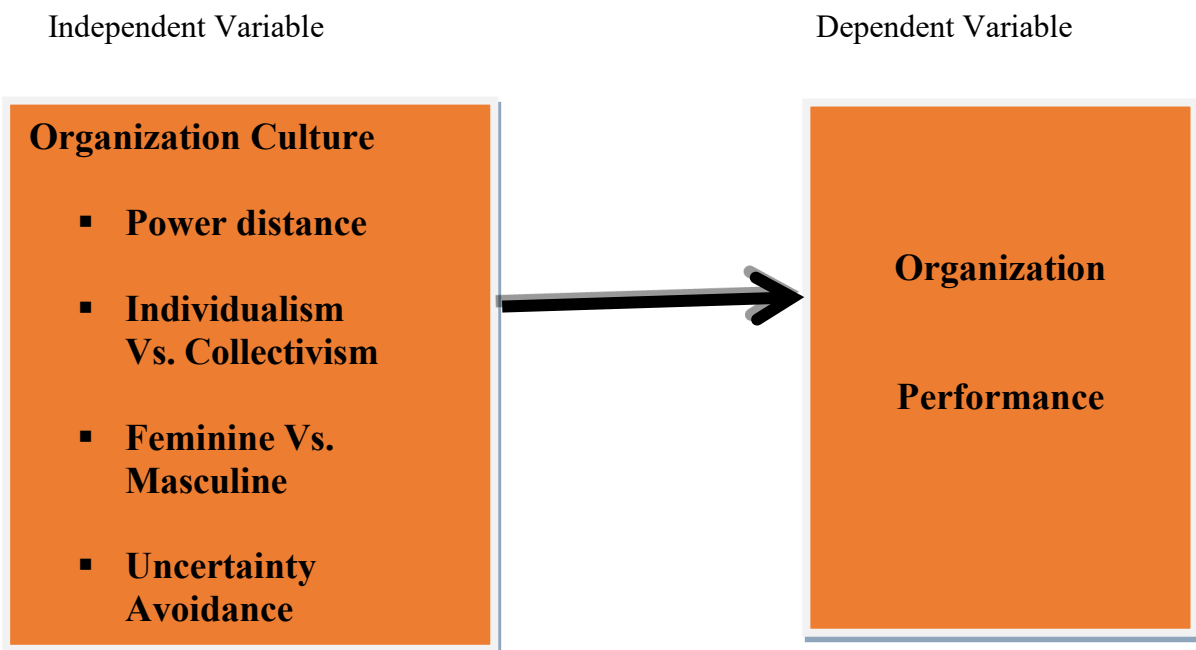


Figure 1: A conceptual framework based on (Hosftede, 1980)

Power Distance: - It refers to the extent to which people of a society accept the unbalanced distribution of power frequently. Power distance refers to the extent in

which a nation accepts the factors that dissimilarity in its citizens' mental and physical capabilities increase the inequalities for their welfare.

Individualism vs. Collectivism: - A national culture quality which define a close-knit social framework in which people require from the others people of the group to take care of them and protect them.

Feminine vs. Masculine: - The masculinity represents a preference for achievement, heroism, assertiveness, and material reward for success. While femininity, stands for a preference for coordination, emotions, caring for the weak and quality of life.

Uncertainty Avoidance: - A national culture quality that describes the extent to which a society feels threatened by unknown situations and try to avoid them.

CHAPTER THREE

RESEARCH METHODS

INTRODUCTION

This chapter describes the methodology used for this research. It indicates: the type and source of data that is required to address the research problems and questions; how the target population, sampling technique and sample size is selected; how the data is analyzed, and it also covers the reliability and validity of the research

1.1. Background of the company

Dexis is a professional consultancy firm established in 2001 in New York City to advance the mission of advancing the leading global engagement agencies. The company specializes in stabilization and conflict mitigation, security sector assistance, rule of law, anti-corruption, and inclusive economic growth.

Currently, the company has more than 500 employees in over 80 countries, including Ethiopia since the 2019 G.C. The company has also had a double-digit growth rate for the last two decades. As a result, Dexis has graduated from the small organization and managed to join a middle-market company. Based on the company's growth trend indicated on its website, USAID, the US Department of Defense, and the US Department of Health and Human Services are the main clients so far. However, it has expanded to more than 80 countries because, with its rapid growth, it planned to reach a new range of customers all over the world. This study focuses on the Ethiopian branch of the global Dexis. Dexis has been in Ethiopia since the end of 2019 and officially launches its work in 2020 as an implementing partner for USAID to work on the project of OTI, which has four main objectives: making youth part of the national consensus building, including women in the national consensus building, inter- and intra-dialogue, and working to improve misinformation. Ever since then, the company has opened sub-offices in Hawassa, Dire Dawa, and Bahir Dar to try and address the country's current pressing issues.

1.2. Research Design

(Creswell, 2009) defines research design as the general plan of how the research questions had been answered. Research designs are classified into three categories: exploratory, descriptive, and explanatory. Exploratory research does not have a

formalized set of objectives, sample plan, or questionnaire. Descriptive research design is undertaken to describe answers to questions of who, what, where, when, and how. The third one is explanatory, studying a problem with the purpose to explain the relationships or dependencies between variables. Taking this into account, this study was using both descriptive (describing and summarizing the characteristics of respondents) and explanatory research designs (cause-and-effect relationships between variables) namely power distance, collectivist, Feminine vs. masculine and uncertainty avoidance variables and organization performance as dependent variable.

1.3. Research approaches

According to Creswell, John W. (2005) Quantitative, qualitative, and hybrid research methodologies are the three main categories. A method for investigating and comprehending the meaning that individuals or groups assign to a social or human situation is qualitative research. A method for testing objective hypotheses by looking at the relationship between variables is quantitative research. Inquiry through mixed methods involves gathering both quantitative and qualitative data and integrating the two types of information. This study uses quantitative research methods to determine how organizational cultural attributes affect performance (power distance, individualism vs. collectivism, Feminine vs. masculine, and Uncertainty avoidance). Organizational culture served as the independent variable.

1.4. Sample and Sampling Techniques

Sampling is important because of constraint on resources (time, money, and energy). The larger the samples size, the larger the reliability based on the suggestion of Deborah Cole (2009). There are 66 fulltime employees at the head office of Dexis Ethiopia. Out of which, 6 of them are senior management, 10 of them are line managers and the remaining 50 are staff members. Since the population is relatively small, the researcher has decided to take a census rather than taking a sample. The following table summarizes the number of people the study is considering and the data collection techniques to be utilized.

Table 3.2.1. Sample respondents and method of data collection

No	Position	Number of employees	Data collection tools
1	Senior Managers	6	Constructed Questionnaires
2	Line managers	10	Constructed Questionnaires
3	Staff	50	Constructed Questionnaires
Total		66	

1.4.1. Data Type and sources of Data

There are essentially two categories of data sources: primary sources and secondary sources. Malhotra (2005) asserts that the researcher creates primary data with the express intent of solving the issue at hand. Secondary data are those that are gathered for a reason aside from the current issue.

Both primary and secondary data sources were employed in this study in order to address the research questions that were posed. A structured, closed-ended questionnaire will be delivered to Dexis Ethiopia workers as the main technique of data gathering. Secondary data will be gathered from financial reports, annual and semi-annual performance reports, and documents linked to the company.

1.4.2. Method of data collection

A survey questionnaire was used to collect the primary data. As suggested by (Creswell, 2009), administering questionnaires allows the researcher to collect data with low cost even when the universe is large and is widely spread geographically. The questionnaire has two sections. The first section covered the demographic profile of the participants; the second section is structured on a 5-point Likert scale (1- strongly disagreed, 2- disagreed, 3- neutral, 4- agreed and 5- strongly agreed) to show their degree of agreement to the sentences about the constructs under study. Study variables are identified as independent (power distance, collectivist, Feminine vs.

masculine and uncertainty avoidance) variables and dependent (Organization performance).

1.4.3. Methods of Data Analysis

The collected data was analyzed by SPSS software by using both descriptive and inferential statistics. Firstly, a descriptive statistical tool was used in order to summarize the demographic characteristic of respondents. Particularly, descriptive statistical tools such as frequencies, percentages, mean, standard deviations, and cross tabular presentation that helps the data to be as accurate as possible are employed in order to describe and interpret the demographic and other related information of the respondents.

Regarding the inferential statistics, multiple regression analysis is performed using the four selected organizational culture attributes as independent variables and organizational performance as dependent variables. Regression analysis is a statistical method to deal with the formulation of mathematical models depicting relationships amongst variables which can be used for the purpose of prediction of the value of a dependent variable, given the value of the independent variable (Kothari, 2004). The basic aim was to see the extent to which the organizational performance is affected by the organizational culture dimensions in terms of coefficient of determination (r^2 value), the regression coefficient (beta coefficient) and the p-values for the significance of each relationship. Correlation coefficients were used to quantitatively describe the strength of the association between the variables. According to hair (2016) the Pearson correlation coefficient measures the degree of linear association between two variables. It varies between -1.00 to +1.00, with 0 representing absolutely no association between the two variables.

Empirical model, applied in this study, is formulated by the study applied multi-regression analysis model for testing the hypotheses drawn from the conceptual framework. To evaluate the relation, the multi-regression analysis for testing the formulated hypotheses is formulated as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where: y = organization performance; x_1 = power distance; x_2 = collectivist; x_3 = Feminine vs. masculine; x_4 = uncertainty avoidance; e = error term; β_0 = constant, term; $\beta_1, 2, 3, 4$ = coefficient terms of the corresponding listed variables

1.4.4. Reliability and Validity

Saunders et. al., (2003), also defines validity as the extent to which data collection method or methods accurately measure what they were intended to measure. Which means it is to check that the questions evaluate what it is planned to measure. Reliability refers to consistency. For a questionnaire to be valid, it must be reliable. Saunders et. al., (2009). Reliability is a means that a measure or a questionnaire should consistently reflect the construct that it is measuring. Field (2009). A reliability test has been carried out on the questionnaire using the Cronbach's alpha test. It is a coefficient of reliability used to measure its consistency of the scale; it represents as a number between 0 and 1. According to Field (2009) scales with coefficient alpha between 0.6 and 0.7 or higher are considered adequate to determine reliability. The Cronbach's alpha result of each item used in the questionnaire is shown in the following Table.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

INTRODUCTION

This chapter describes how the raw data is analyzed and interpreted to summarize the findings. The information retrieved from the questionnaire is transcribed into different statistical methods. The demographic information of the respondents; the descriptive statistics; the correlation analysis test and the regression analysis test are described in this chapter.

The effect of organizational culture on organization performance in the case of Dexis consulting group is evaluated by the research findings obtained and analyzed using descriptive and inferential statistics of the responses given. The interpretation and summary of the analysis are also presented accordingly. The results provide a detailed analysis of the data collected by a self-administered questionnaire which has two parts. The first part is the personal information of the respondents such as gender, age, marital status, educational status, and years of experience. The second section contains the attributes of the study variables such as organization culture dimensions and organization performance.

4.1. The Questionnaire Response Rate

In order to make the collected data suitable for the analysis, all questionnaires were screened to be complete. All unreturned questionnaire and returned incomplete questionnaires were considered as errors and removed from the survey data. Out of the 66 distributed 62 were found to be usable and used for final analysis. Thus, 93.9% response rate had been obtained.

4.2. Descriptive Statistics

4.2.1. General Information about the Respondents

This part elaborates the characteristics of the respondents (employees) in terms of gender, age, marital status, educational status, and years of experience. Accordingly, the respondents were summarized and described in the subsequent part.

Table 4.2: General Information about the Respondents

Demographic Information			
Items	Alternative	Frequ ency	Percent age
Gender	Female	22	35.5
	Male	40	64.5
	Total	62	
Age	18-30	17	27.4
	28-37	24	38.7
	38-47	14	22.6
	48 and above	7	11.3
	Total	62	
Marital status	Single	19	30.6
	Married	29	46.8
	Divorced	9	14.5
	Widow	5	8.1
	Total	62	
Education Level	Certificate	4	6.5
	Diploma	9	14.5
	Degree	34	54.8
	Masters and above	15	24.2
	Total	62	
Years of service at the current position	below 1 year	8	12.9
	1+ year	19	30.6
	2+ year	11	17.7
	3 years	24	38.7
	Total	62	

Source: Own Survey, 2022

Referring Table 4.1, male respondents constituted the highest percentage 40 (64.5%) while their female counterparts shared the rest 22 (35.5%). This shows that most of the respondents were males as they are involved in the consulting group.

Regarding the age group, majority 24 (38.7%) was found to be within the age range of 28-37 years followed by 17 (27.4%) within 18-30years. Whereas those respondents whose age fall within 38-47 years and 48 and above years old belonged to 22.6% and 11.3% respectively. From the result we can say that the significant majority of respondents were young aged and middle-aged personnel 's.

The frequency of the marital status of the respondents are 29 (46.8%) were married, 19 (30.6%) are single and 9 (14.5%) were divorced and the other 5 (8.1%) are Widow. This implies that majority of the respondent were married.

Regarding the educational background of the respondents, the majority 34 (54.8%) has first degree, 15 (24.2%) has master's and above holders, 9 (14.5%) were diploma holders and the remaining 9(14.5%) were certificate. This shows that, the majorities of respondents which are participating in the study were well educated and have the ability to understand the questionnaire easily.

It was also found that, 24 (38.7%), of the respondents have 3 years of experience while 19 (30.6%) from 1+ year years and the rest 11(17.7%) served for 2+ year years and 8(12.9%) have experience of above below 1 year. This implies that most of the employees stayed for a long year at Dexis Ethiopia consulting group so that they have good understanding about their organizational culture.

4.3. Testing of the Research Instruments

4.3.1. Validity and Reliability Test

Saunders et. al., (2003), also defines validity as the extent to which data collection method or methods accurately measure what they were intended to measure. Which means it is to check that the questions evaluate what it is planned to measure. Reliability refers to consistency. For a questionnaire to be valid, it must be reliable. Saunders et. al., (2009). Reliability is a means that a measure or a questionnaire should consistently reflect the construct that it is measuring. Field (2009). A reliability test has been carried out on the questionnaire using the Cronbach's alpha test. It is a coefficient of reliability used to measure its consistency of the scale; it represents as a number between 0 and 1. According to Field (2009) scales with coefficient alpha between 0.6 and 0.7 or higher are considered adequate to determine reliability. The Cronbach's alpha result of each item used in the questionnaire is shown in the following Table.

Table 4.2: Cronbach's Alpha Test for Reliability

Reliability Statistics		
Variables	Cronbach's Alpha (α)	N of Items
Power distance	.743	4
Collectivist	.704	4
Feminine vs. masculine	.754	4
Uncertainty avoidance	.927	4
Organization performance	.853	9
Overall Reliability	.915	25

Source: Own Survey, 2022

The result was found to be in the acceptance range, alpha greater than 0.7. This shows as an indication of the acceptability of the scale for further analysis since all the four items of organization culture attributes (power distance, collectivist, Feminine vs. masculine and uncertainty avoidance) and organization performance attributes were above 0.7. The overall reliability score of the variables yielded $r = 0.915$ as shown in the above table.

4.3.2. Descriptive Analysis of the Variables of the Study

This study constitutes organization culture (independent) attributes and organization performance (dependent variable). To attain the objectives, a total of 16 questions were grouped into the four attributes of organization culture namely power distance, collectivist, Feminine vs. masculine and uncertainty avoidance. For the organization performance variable, 9 questions were designed. Thus, a total of 25 questions were entertained to carry out the analysis.

To compare the respondents' perception of the before mentioned study variables, descriptive statistics (mean and standard deviation) are used. The mean indicates to what extent the sample group averagely agrees or disagrees with the different statements of the self-administered questionnaire. As designed by best (1977), the mean scored value within the range of 1.00 – 1.80 is considered as strongly disagree, 1.81 – 2.80 disagree, 2.81– 3.40 moderate, 3.41 – 4.20 agree, and 4.21 – 5.00 mean strongly agree. The results of the analyses presented as follows.

Power distance

Table 4.3 Descriptive Statistics Power Distance

	N	Mean	Std. Deviation
Employees more often expect to be told what to do by their supervisors or bosses	62	2.79	1.857
There is a wide salary gap between high level middle level and lower-level employees	62	3.63	1.691
Important decisions are made at the higher level	62	3.50	1.808
There are more supervisor personnel so that they can help and assist during the day-to-day work time	62	2.76	1.666
POD	62	3.1694	1.32115

Valid N (listwise)	62		
--------------------	----	--	--

The result shows that the respondents disagreed on the idea that respondents expect to be told (mean 2.79), there are personnel to assist the work (2.76). But they agree on gap in salary (mean 3.63), decisions made at higher level (mean 3.50) loan procedure is complicated and time consuming (mean 3.52). This implies that there is absence of supervisors to assist during the day-to-day work time and there is a believe among employees that there is wide salary gap between high level middle level and lower-level employees.

Collectivist

Table 4.4 Descriptive Statistics Collectivist

	N	Mean	Std. Deviation
There is trust with in a group of employees who is assigned together to perform a certain task	62	3.05	1.604
Employees performance is discussed privately	62	3.44	1.724
Incentive and bonuses are given according to group performance	62	2.66	1.609
In Dexis Ethiopia, I feel like I am part of a team.	62	4.27	1.217
COL	62	3.35	1.128
Valid N (listwise)	62	48	57

The above table shows that the respondents strongly agreed that feeling part of the team (mean 4.27). Meanwhile, they also agreed that the private discussion on the performance (mean 3.44). But neither agree nor disagree regarding on trust among the employees (mean 3.05). this implies that there is lack of trust and employees feels that incentive and bonus are not according to group performance.

Feminine vs. masculine

Table 4.4 Descriptive Statistics Feminine vs. masculine

	N	Mean	Std. Deviation
Employees give more value for relationship among colleagues	62	3.34	1.810
Conflict among employees is solved by negotiation and compromise	62	3.81	1.763
work is acceptable excuse to neglect family	62	2.77	1.824
Employees are concerned about the quality of work life	62	3.98	1.604
FVM	62	3.4758	1.32960
Valid N (listwise)	62		

Agreed on negotiation for conflict (mean 3.81) and concerned about the quality (mean 3.98). they show their disagreement on acceptability of the work (mean 2.77). However, respondents neither agreed nor disagreed on value for relationship (mean 3.34).this is an indication of that employees have low attitude about the relationship among colleagues and acceptable excuse.

Uncertainty avoidance

Table 4.5 Descriptive Statistics Uncertainty avoidance

	N	Mean	Std. Deviation
There is a strong emotional need for rules among employees even if the rules don 't work	62	2.73	1.960
Top managers are concerned with daily operations	62	2.79	1.934

There is an emotional need to be busy and inner urge to work harder	62	2.77	1.868
There is a belief among employees' expert and technical solution for any work-related difficulty	62	3.23	1.868
UNA	62	2.8790	1.72716
Valid N (listwise)	62		

Majority of respondents disagree on strong emotional need, daily operation gave concern from top managers, need to be busy with mean value of 2.73, 2.79 and 2.77 respectively. Besides they neither agree nor disagreed on belief in solution for any difficulties (mean 3.23). This has an implication that managers gave less consideration regarding to the managers frequently mentored their subordinates.

Table 4.6 Descriptive Statistics Organization performance

	N	Mean	Std. Deviation
Return on assets (ROA, %) in our company is well above the industry average	62	3.74	.922
Value added per employee in our company is well above the industry average.	62	4.31	1.236
Productivity of employees is much higher than industry average	62	3.71	1.372
employees' trust into leadership is low.	62	4.29	1.165
Work organization is efficient	62	3.71	1.372
Employees dont feel special commitment to the organization.	62	3.79	.960
employees are not prepared to go an extra mile for the company.	62	4.31	1.236
Absenteeism is in our company (relative to competition) very high	62	3.74	.922

Employees are dissatisfied with the situation within the company	62	4.29	1.165
ORP	62	3.987 5	.78776
Valid N (listwise)	62		

The above tables indicates that there's is gap in the trust of the employees, special commitment, extra effort for the organization, satisfaction of employees as well as there is absenteeism problem.

Inferential statistics

The inferential statistics comprises a correlation test among study variables; an assumption (normality, Co linearity, and homoscedasticity) test of the collected data for their suitability or fitness to the intended multiple regression model; and finally, the regression analysis.

4.4. Correlation Analysis

A correlation is used to analyze the relationship between two variables, and the statistic that provides an index of that relationship is called a correlation coefficient r , which is a measure of the relationship between two interval or ratio variables using the Pearson correlation. The four attributes of organization culture were taken as independent variables and organization performance was used as a dependent variable in this study. As per the guideline suggested by Field (2005), the strength of relationship 0.1 to .29 shows weak relationship; 0.3 to 0.49 is moderate; >0.5 shows the strong relation between the two variables. Hence, in this study correlation analysis was used to examine the relationship between dependent and independent variables.

Table 3.7: Pearson Correlation Matrix

Correlations

	POD	COL	FVM	UNA	ORP
--	-----	-----	-----	-----	-----

P O D	Pearson	1	.496*	.305*	.437*	.699*
	Correlation		*	*	*	*
	Sig. (2-tailed)		.000	.016	.000	.000
C O L	N	62	62	62	62	62
	Pearson	.496*	1	.295*	.515*	.677*
	Correlation	*		*	*	*
Sig. (2-tailed)	.000	.020		.000	.000	
F V M	N	62	62	62	62	62
	Pearson	.305*	.295*	1	.325*	.481*
	Correlation	*	*		*	*
Sig. (2-tailed)	.016	.020	.010		.000	
U N A	N	62	62	62	62	62
	Pearson	.437*	.515*	.325*	1	.656*
	Correlation	*	*	*		*
Sig. (2-tailed)	.000	.000	.010	.000		
O R P	N	62	62	62	62	62
	Pearson	.699*	.677*	.481*	.656*	1
	Correlation	*	*	*	*	
Sig. (2-tailed)	.000	.000	.000	.000		
	N	62	62	62	62	62

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Own Survey, 2022

The result in Table -8 shows that attributes of organization culture had a positive and significant relationship with organization performance. Specifically, power distance had a positive and relatively the strongest relationship with organization performance ($r = .699$, $p < 0.05$). Following collectivist ($r = .677$, $p < 0.05$) with organization performance and next uncertainty avoidance also had a positive and strong ($r = .656$, $p < 0.05$). Whereas, Feminine vs. masculine had a positive but moderate relationship with organization performance ($r = .481$, $p < 0.05$). Having a significant relationship is an indication that the organization culture attributes are good predictors of organization performance. The more the company works on

developing its organization culture, the organization performance of employees would increase as well.

4.4.1. The Assumptions for Testing Regression Analysis

Multiple linear regression is an analysis that assesses whether one or more predictive variables (predictors) explain the dependent (criterion) variable. The regression assumptions are correlation (linear relationship), Multi co-linearity, multivariate normality, and linearity.

4.4.2. Multi co-linearity

Multi co-linearity – Multi co-linearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are Multi co-linearity there is “overlap” or sharing of predictive power. Thus, the impact of Multi co-linearity is to reduce any individual independent variable’s predictive power by the extent to which it is associated with the other independent variables. “Tolerance” and “variance inflation factors” (VIF) values for each predictor are a means of checking for Multi co-linearity A tolerance value below 0.1 and a VIF value over 10 percent indicate a Multi co-linearity problem, (Robert, 2006).

Table 4.8: Collinearity Diagnosis

Coefficients

Model	Collinearity Statistics		
	Tolerance	VIF	
1	POD	.694	1.442
	COL	.637	1.569
	FVM	.853	1.172
	UNA	.671	1.491

a. Dependent Variable: ORP

Source: Own Survey, 2022

The result from table 4.7 shows the VIF is below ten and the tolerance result didn't exceed 0.10. Hence, we have not violated the multi collinearity assumption.

4.4.3. Test of Normality

Normality test examines whether the data is normally distributed in normal distribution curve or not. There are two ways of testing the normality, by graphical method and statistical method. A common rule to thumb test for normality is to run descriptive statistics to get skewness and kurtosis, then use the criteria that kurtosis should be within the mean +2 to -2 range when the data are normally distributed (Field, 2005).

Table 4.9: Normality of Distribution Using Descriptive Statistics (Skewness and Kurtosis)

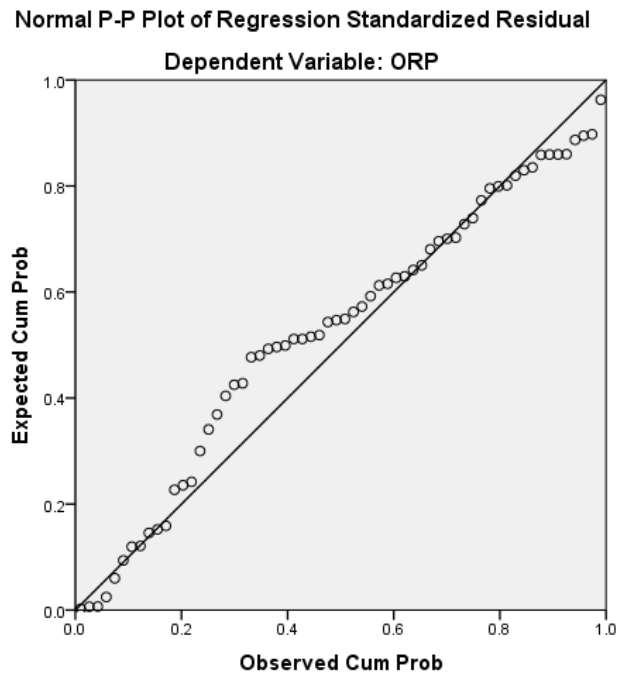
Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
POD	62	-.125	.304	-1.163	.599
COL	62	.086	.304	-1.094	.599
FVM	62	-.561	.304	-.745	.599
UNA	62	.102	.304	-1.784	.599
ORP	62	-.228	.304	-.339	.599
Valid N (listwise)	62				

Source: Own Survey, 2022

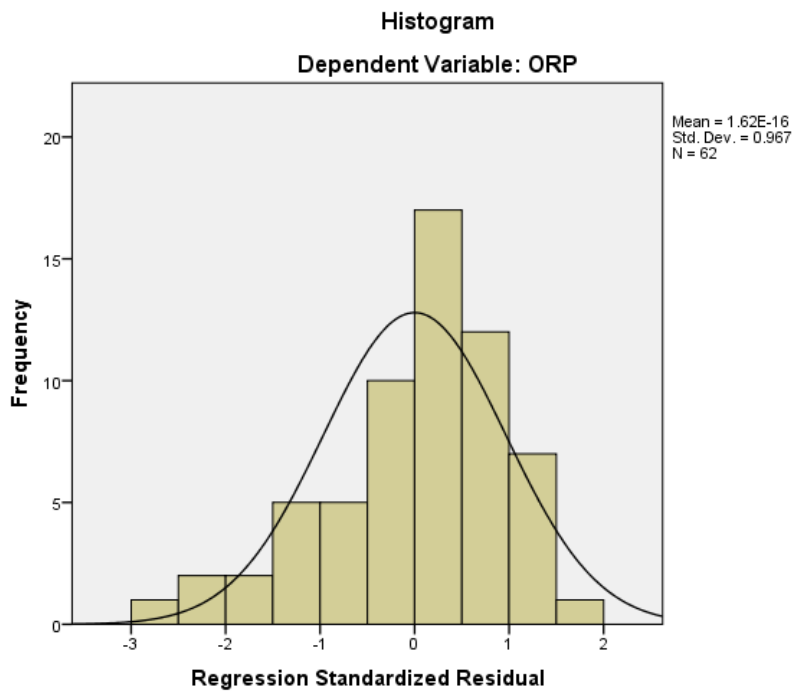
As it can be seen in table 4.4 all the absolute values of skewness and the kurtosis are between -2 and +2.

Figure 1: Normal Point Plot of Standardized Residuals



Source: Own Survey, 2022

Figure 2: Frequency Distribution of Standardized Residuals

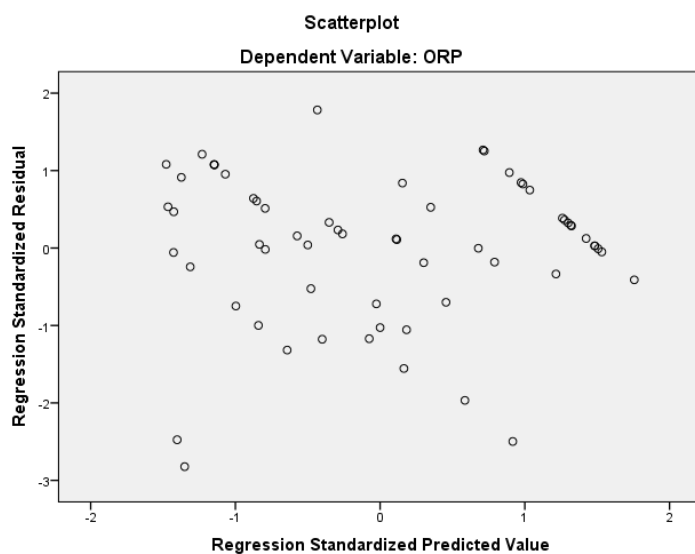


Source: Own Survey, 2022

4.4.4. Linearity

The first assumption of multiple linear regressions is that there is a linear relationship between the dependent variable and each of the independent variables. The best way to check the linear relationships is to create scatter plots and then visually inspect the scatterplots for linearity. In a simple sense, linear models predict values falling in a straight line by having a constant unit change (slope) of the dependent variable for a constant unit change of the independent variable (Hair et al., 1998). The linearity assumption can easily be checked using scatterplots or residual plots: plots of the residuals vs. either the predicted values of the dependent variable or against (one of) the independent variable(s).

Figure 3: Frequency Distribution of Standardized Residuals



Source: Own Survey, 2022

4.5. Multiple Linear Regression Analysis

Multiple regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. Regression analysis is a statistical method to deal with the formulation of a mathematical model depicting relationships amongst variables which can be used for the purpose of predicting the values of

dependent variables and given the values of the independent variables (Kothari, 2004). In this study, multiple regression analysis was conducted to identify the effect of organization culture variables that influenced the organization performance in Dexis consulting group.

Table 4.10: Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 ^a	.734	.715	.42053

a. Predictors: (Constant), UNA, FVM, POD, COL

Source: Own Survey, 2022

The model summary table shows an R-Square value is 0.734 which means that 73.4% of the organization performance was explained by the variation of the four dimensions: Namely (power distance, collectivist, Feminine vs. masculine and uncertainty avoidance). 26.6% of the dependent variable cannot be explained by the four attributes and that there must be extraneous variables that have an influence on the outcome.

No auto correlation

Regression analysis is based on uncorrelated error/residual terms for any two or more observation (Kothari, 2004). This assumption is tested for each regression procedure with the Durbin-Watson test, which test for correlation between variables residuals. It expresses whether the assumption of independent errors is acceptable or not and the desired result is when the value is closer to 2 (Field,2009).

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	.857 ^a	.734	.715	.42053	1.610
---	-------------------	------	------	--------	--------------

a. Predictors: (Constant), UNA, FVM, POD, COL

b. Dependent Variable: ORP

Source: Own Survey, 2022

In this study the Durbin-Watson value was 1.610, which is very close to 2, therefore it can be confirmed that the assumption has met.

Table 4.12: ANOVA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	27.774	4	6.944	39.263	.000 ^b
1 Residual	10.080	57	.177		
Total	37.854	61			

a. Dependent Variable: ORP

b. Predictors: (Constant), UNA, FVM, POD, COL

Source: Own Survey, 2022

As indicated in Table 4.11 of the ANOVA test, the F-value of 39.263 is significant at $p < 0.001$. Therefore, organization culture is significant, and the model appropriately measures the dependent variable – organization performance.

The regression coefficient

The regression coefficient explains the present the contributions of each variable to the model.as well as it explains the average amount of change in the dependent variable that is caused by a unit change in the independent variable.

Table 4.13: Summary of Regression Coefficient on organization performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.841	.200		9.201	.000
1 POD	.223	.049	.374	4.563	.000
COL	.202	.060	.290	3.384	.001
FVM	.112	.044	.190	2.564	.013
UNA	.128	.038	.282	3.374	.001

a. Dependent Variable: ORP

Source: Own Survey, 2022

Referring to the coefficient, the regression model predicts overall organization performance and has been significantly explained by the four independent variables of organization culture. It represents the output for the coefficients of each organization culture attributes. The regression equation for this research is presented below.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where: y = organization performance; x1 = power distance; x2 = collectivist; x3 = Feminine vs. masculine; x4 = uncertainty avoidance; e = error term; β_0 = constant, term; $\beta_1, 2, 3, 4$ = coefficient terms of the corresponding listed variables

The regression model of this study can now be properly written in an equation as follows:

$$ORP = 1.841 + 0.223POD + 0.202COL + 0.112FVM + 0.128UNA$$

The regression model from the above table shows that keeping other variables constant, a one-unit increase in power distance will bring a 0.223-unit increase in organization performance, a one-unit increase in collectivist will bring a 0.202-unit increase in organization performance, a one-unit increase in Feminine vs. masculine will bring a 0.112-unit increase in organization performance and a one-unit increase in uncertainty avoidance will bring 0.128-unit increase in organization performance.

The regression analysis showed that each organization culture attributes has a positive and significant effect on overall organization performance. power distance dimension ($\beta = .223$) has relatively the highest effect followed by collectivist ($\beta = .202$) and then uncertainty avoidance ($\beta = .0.128$). lastly, Feminine vs. masculine ($\beta = .112$) have relatively lower contributions to the prediction model.

4.6. Discussion of the Result

This study was aimed to investigate the effect of organizational culture on organization performance in the case of Dexis consulting group. Based on the ANOVA analysis and coefficient Tables, all the four dimensions of organization culture (power distance, collectivist, Feminine vs. masculine and uncertainty avoidance) have a positive and statistically significant effect on organization performance as the F-value = 39.263. In these regards, the four proposed (alternate) hypotheses are supported by the fact that:

Hypothesis 1: states that power distance has a positive significant effect on organization performance in the case of case of Dexis consulting group.

The first hypothesis (H1) was supported as the beta coefficient of power distance equates to .223 at $p < .01$. Therefore, the null hypothesis is refuted as $p < .05$ and confirmed that power distance had a positive and statistically significant effect on organization performance.

Hypothesis 2: states that collectivist has a positive significant effect on organization performance in the case of Dexis consulting group.

The second hypothesis (H2) was also supported as the beta coefficient of collectivist equates to. 202 at $p < .01$. Therefore, the null hypothesis is refuted as $p < .05$ and confirmed that collectivist had a positive and statistically significant effect on organization performance.

Hypothesis 3: states that Feminine vs. masculine has a positive significant effect on organization performance in the case of Dexis consulting group.

Similarly, the third hypothesis (H3) was also supported as the beta coefficient of Feminine vs. masculine equates to. 112 at $p < .01$. Therefore, the null hypothesis is refuted as $p < .05$ and confirmed that Feminine vs. masculine had a positive and statistically significant effect on organization performance.

Hypothesis 4 states that uncertainty avoidance has a positive significant effect on organization performance in in the case of Dexis consulting group.

Finally, the fourth hypothesis (H4) was also supported as the beta coefficient of uncertainty avoidance equates to .128 at $p < .01$. Therefore, the null hypothesis is refuted as $p < .05$ and confirmed that uncertainty avoidance had a positive and statistically significant effect on organization performance.

Thus, the finding indicates that the four attributes of organizational culture (power distance, collectivist, Feminine vs. masculine and uncertainty avoidance) have positive and significant effect on organization performance. This study is supported by (Hofstede, 1980).

Table 4.14: Summary of the Research Hypothesis Test Result

Alternate	Hypothesis	Result	Reason
H1	Power distance has positive and significant effect on organization performance	Accepted	$\beta=0.223$, $p < 0.05$
H2	Collectivist has positive and	Accepted	$\beta=0.202$,

	significant effect on organization performance		$p < 0.05$
H3	Feminine vs. masculine has positive and significant effect on organization performance	Accepted	$\beta = 0.112$, $p < 0.05$
H4	Uncertainty avoidance has positive and significant effect on organization performance	Accepted	$\beta = 0.128$, $p < 0.05$

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATION

INTRODUCTION

This chapter describes how the result of the research analysis is summarized and suggests for further research areas. The research problem is restated and all the findings are summarized under the conclusion part.

5.1 Summary of major findings

Research was carried out to find out the effect of organizational culture on organization performance in the case of Dexis consulting group. Based on the results of the analysis findings, all the four specific objectives of the study are achieved. The major findings are summarized as follows:

Demography

Male dominant (64.5%),

Adults (38.7%) between the age of 28-37 years,

Marital (46.8%) were married

Educated (54.8% first-degree holder),

38.7% year of experience for 3 years in Dexis consulting group

Objective – 1 Description of Identified Study Variables

The descriptive analysis revealed that the average mean of power distance, collectivist, and uncertainty avoidance in the descriptive statistics is 3.16, 3.35 and 2.87 respectively. This indicates that the stated variables are practiced moderately in Dexis consulting group. On the other hand, Feminine vs. masculine has mean value of 3.47 it was perceived as slightly positive.

Objective – 2 Relationship between organizational cultures attributes with organization performance

The correlation result indicates that, there is positive and strong relationship between power distance and organization performance ($r= 0.699$, $p< 0.01$), collectivist and organization performance ($r= 0.677$, $p< 0.01$) as well as uncertainty avoidance and organization performance ($r= 0.656$, $p< 0.01$). On the other hand, there is moderate positive correlation among Feminine vs. masculine and organization performance ($r= 0.481$, $p<0.01$).

Objective – 3 Effect of organizational culture attributes on organization performance

The coefficients matrix also indicates that power distance, collectivist, Feminine vs. masculine and uncertainty avoidance had significant relation to organization performance at 95% confidence level, since their p-values 0.000, 0.001, 0.013 and 0.001 respectively less than the significance level 0.05.

The model summary table shows an R-Square value is 0.734 which means that 73.4% of the organization performance was explained by the variation of the four dimensions: Namely (power distance, collectivist, Feminine vs. masculine and uncertainty avoidance).

All organization culture dimensions have a significant effect on organization performance, so the stated hypotheses are accepted.

5.2 Conclusion

Basically, this study was conducted to investigate the effect of organizational culture on organization performance in the case of Dexis consulting group. The permanent employees of the company were taken under investigation so as to examine whether each dimension of organizational culture had a positive and significant effect on the organization performance. Organizational culture plays an important role in achieving the organizational objective. Based on the results of the analyses, the following conclusions have been made.

- The result show that there is a high-Power distance among employees this is an indication of the presence of hierarchal structure and a more centralized power on decisions Results also indicate that is a difference between the power of the manager and the employees. When there is a power distance employee seeks their problem solved by the management. In this situation employees respect their supervisors by enhancing the performance in return.

- There are lack of trust and employees feels that incentive and bonus are not according to group performance regarding to collectivist.
- In Feminist culture the employees have low attitude about the relationship among colleagues and acceptable excuse they care about the quality of work life this is a very good culture that impact performance
- Uncertainty avoidance culture result show that there is less consideration regarding to the managers frequently mentored their subordinates, emotional need to be busy.
- Culture is being investigated to impact miscellany of organizational process. Organizational culture has a deep Effect on the performance of employees that can cause to improve in the productivity and enhance the organizational performance.

The adoption of culture of the organization is helpful for the employees to done their work efficiently and effety. Performance of the employees caused for the increase in net profit of the organization. The strong organizational culture is very helpful for the new employees to adopt the organizational culture and to get the competitive advantage under the conditions.

Strong culture has almost considered as a driven force to improve the performance of the employees. It enhances self-confidence and commitment of employees and reduces job stress and improves the ethical behaviour of the employees.

5.3 Recommendation

Based on the findings and conclusions of the study, the researcher recommends and suggests the following.

- Power distance had a significant and positive effect on organization performance. The management should assign supervisors to assist the daily work that increase the efficiency of the employees indirectly this leads to the incremental of the organization performance. As well as due attention on on the salary gap. The presence of hierarchal structure and practice of a centralized power decisions making process needs to be changed decision making process should have to be more inclusive of employees.

- Collectivist in the group also had a positive and significant effect on organization performance. The concerned management should sacrifice their effort to build trust among employees and the management should provide incentive and bonus according to group performance of employees.

- It was also found that Feminine vs. masculine practice had a positive and significant effect on organization performance. Besides, the concerned management encouraged their employees to exercise good relationship among colleagues this leads to their belongingness and commitments in the long run.

- Lastly, uncertainty avoidance had had a positive and significant effect on organization performance. Nurturing the positive ones and minimizing the negative aspects and encouraging employees to be innovative and risk taker to face new situations is important.

- Thus, the concerned management should sacrifice their effort on the development of individual staff according to their skill or knowledge to make them more committed and loyal to the company.

Generally, the management should build trust, create belongingness to make employees give special commitment to the work and increase their satisfaction on their organization this decrease the absenteeism number of employees in the organization.

REFERENCES

Andrew Brown (1995) *Organisational Culture* London: Pitman Publishing. *Journal of the Australian and New Zealand Academy of Management*, [online] 1(01), p.57.

Andrew Gelman and Hill, J. (2018). *Data analysis using regression and multilevel/hierarchical models*. Verlag: Cambridge [U.A.] Cambridge Univ. Press.

Badawy, M., El-Aziz, A., Idress, A., Hefny, H. and Hossam, S., 2016. A survey on exploring key performance indicators. *Future Computing and Informatics Journal*, 1(1-2), pp.47-52.

Barney, J. (1991). *Firm Resources and Sustained Competitive Advantage*, *Journal of Management*, 17(1): 99-120

Berg, P., & Wilderom, C. (2012). A longitudinal study of the effects of charismatic leadership and organizational culture on objective and perceived corporate performance. *The Leadership Quarterly*, 23, 835-848

C Radhakrishna Rao and S Sinharay (2007). *Psychometrics*. Amsterdam; Boston: Elsevier.

Cooper, D.R. and Schindler, P.S. (2014). *Business research methods*. 12th ed. New York, Ny: Mcgraw-Hill Education.

Creswell, J., & Plano Clark, V. (2009). *Designing and Conducting Mixed Methods Research*. Thousand Oaks, CA: Sage. *Organizational Research Methods*, 12(4), pp.801–804.

Deal, T.E. and Kennedy, A.A. (1983). *Corporate cultures: The rites and rituals of corporate life*. *Business Horizons*, 26(2), pp.82–85.

Deal, Terrence, and Allan Kennedy. 1982. *Corporate Cultures: The Rites and Rituals of Corporate Life*. Reading: Addison-Wesley. Denison, Daniel, and Aneil Mishra. 1995. *Toward a Theory of Organizational Culture and Effectiveness*.

Organization Science 6: 204–23.

Denison, D. and Mishra, A., 1995. Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), pp.204-223.

Denison, D., Janovics, J., y Young, J. (2005). Diagnosing Organizational Cultures: Validating a Model and Method. Working paper. New York: Denison Consulting Group

Dexis Consulting Group. (n.d.). About. [online] Available at: <https://dexisonline.com/about>

Field, A.P. (2009). *Discovering statistics using SPSS*. 3rd ed. London: Sage.

Field, A.P. (2005). *Discovering statistics using SPSS*. London: Sage

Flamholtz, E. (2001). Corporate culture and the bottom line. *European Management Journal*, 19(3), pp.268–275.

Gerald Sengke, S.G, (2015) The effect of organizational culture towards organizational performance at dinas preindustrial dan perdagangan provinsisulawesi utara (disperindag), Volume.3 No.4 December 2015, Hal. 567-575

Gert Jan Hofstede, Hofstede, G. and Pedersen, P.B. (2012). *Exploring culture: exercises, stories and synthetic cultures*. Boston: Intercultural Press.

Hair, J.F. Jr.Anderson, R.E. and Tatham, R.L. (1998). *Multivariate data analysis*, 5th ed. Upper Saddle River, NJ: Prentice-Hall.

Hofstede, G. (1998). Identifying organizational subcultures: An empirical approach. *Journal of Management Studies*

Hofstede, G., & Hofstede, G. (2005). *Cultures and Organizations, Software of the Mind*. United States: McGraw Hill.

John Martin, J. 2001. *Organizational behavior* (2nd ed). London: Thomson Learning, 2005

Li, 2004. A citation analysis of management and organization research in the Chinese context: 1984-1999. *Asia Pacific Journal of Management*, 19(1): 87-107

McGuire, S.J.J. 2003. Entrepreneurial Organizational Culture: Construct Definition and Instrument Development and Validation, Ph.D. Dissertation, TheGeorge Washington University: Washington, DC, ProQuest information and learning

Moon, H., Quigley, N.R. and Marr, J.C. (2012). How interpersonal motives explain the influence of organizational culture on organizational productivity, creativity, and adaptation. *Organizational Psychology Review*, 2(2), pp.109–128.

Moormann, J. and Grau, C. Impact of Organizational Culture on Organization Process Performance: An Investigation in the Financial Services Industry. *Advances in Social Science, Education and Humanities Research (ASSEHR)*, volume 68 2017 International Conference on Advanced Technologies Enhancing Education (ICAT2E 2017)

Ricardo,R, & Wade,D. (2001). *Corporate Performance Management: How to Build a Better Organization Through Measurement Driven Strategies Alignment*. Butterworth Heinemann.

Robbins, S. (Ed.). (2001). *Organizational behavior: Concepts, controversies, applications*. Englewood Cliffs, NJ: Prentice-Hall.

Salihu, Jiddah, A.,Rayyan, B.M., & Umar, I.M. (December 2016). Impact of Organizational Culture on Employee Performance in Nigeria, *International Journal of Novel Research in Marketing Management and Economics* Vol. 3, pp: 48-65

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2004). *Research methods for business students*. Harlow, England: Financial Times/Prentice Hall.

Schneider, B. (1990). *Organizational climate and culture*. San Francisco: Jossey-Bass.

Stephen,E.N.(2016). Organizational Culture and its impact on employee performance and job satisfaction. A case study of Niger Delta University. *Higher education of social science*. Volume 11, pp.36-45

Van den Berg, P.T. and Wilderom, C.P.M. (2004). Defining, Measuring, and Comparing Organizational Cultures. *Applied Psychology*, 53(4), pp.570–582.

Questionnaire

The purpose of this questionnaire is to collect data for Master of Business Leadership (MBL) thesis on the title “**The Effect of organizational culture on organizational performance**”. I thank you to spend your precious time to fill this questionnaire as reasonable as possible. The information you provide will be consumed for academic purpose only. It will be handled in a confidential manner and will not be used to identify you in any way.

Thank you very much in advance for your cooperation!! General Instructions

1. Please indicate your answer for general information among the alternatives.
2. Please indicate your answer by choosing among the options
3. Please select only one among the options given from S.D up to S.A to reflect the ranges from strongly disagree to strongly agree.

S. D=strongly disagree

D= Disagree

N= neutral

A= Agree

S. A= strongly agree

General information.

1. Please indicate your Sex

a. Male

b. Female

2. Age

a.18-27

c.38-47

b.28-37

d.48 and above

3. Level of education

A. Certificate C. Degree

B. Diploma D. Masters & Above

4. Years of service at the current position

A. Below 1years

C. 3 to 5 years

B. 1-3 years

D. above 5 years

The Organizational Culture Assessment Instrument

Instruction II: Please evaluate the organization culture assessment using following bi-polar scales:

Power distance	S. A	A	N	S. D	D
1. Employees more often expect to be told what to do by their supervisors or bosses					
2. There are more supervisor personnel so that they can help and assist during the day-to-day work time					
3. Important decisions are made at the higher level					
4. There is a wide salary gap between high level middle level and lower-level employees					
Collectivist vs. Individualism					
1. Incentive and bonuses are given according to group performance					
2. Employees performance is discussed privately					
3. There is trust with in a group of employees who is assigned together to perform a certain task					
4. In dexis ethiopia, I feel like I am part of a team.					
Feminine vs. masculine					
1. work is acceptable excuse to neglect family					
2. Conflict among employees is solved by negotiation and compromise					

3. Employees give more value for relationship among colleagues					
4. Employees are concerned about the quality of work life					
uncertainty avoidance					
1. There is a strong emotional need for rules among employees even if the rules don 't work					
2. There is a belief among employees' expert and technical solution for any work-related difficulty					
3. There is an emotional need to be busy and inner urge to work harder					
4. Top managers are concerned with daily operations					

Organizational performance

Instruction III follow similar instruction to organizational performance and answer the following questions

FINANCIAL PERFORMANCE	S. A	A	N	S. D	D
Return on assets (ROA, %) in our company is well below the industry average					
Value added per employee in our company is well below the industry average.					

NON-FINANCIAL PERFORMANCE					
Relations with suppliers are very poor and unstable.					
We change suppliers very often.					
We do not involve our suppliers in research and development processes at all.					
The net fluctuation of employees due to internal reasons is very high within our company.					
Productivity of employees is much lower than industry average					
employees' trust into leadership is low.					
Work organization is inefficient					
Employees do not feel special commitment to the organization.					
employees are not prepared to go an extra mile for the company.					
Work costs per employee are well above the industry average.					
Absenteeism is in our company (relative to competition) very high					
Employees are very dissatisfied with the situation within the company					