



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS SCHOOL OF COMMERCE GRADUATE STUDIES
PROGRAM DEPARTMENT OF PROJECT MANAGEMENT**

**ASSESSMENT OF ORGANIZATIONAL CULTURE OF
TECHNOSERVE**

**BY: NATNAEL ANDACHEW (GSE/0089/08)
ADVISOR: ABDUREZAK MOHAMMED (PHD)**

**RESEARCH PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR A MASTER
DEGREE IN PROJECT MANAGEMENT**

**JUNE, 2018
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BY: NATNAEL ANDACHEW (GSE/0089/08)

Approved Board Committee:

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Advisor

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Statement of Declaration

I, Natnael Andachew, declare that this research entitled “Assessment of Organizational Culture in NGOs in Case of TechnoServe” is the outcome of my own effort and study. All sources of materials used for the study have been fully acknowledged. This study has not been presented for a degree in any university.

Natnael Andachew

Signature: _____

Date: _____

Advisor: Abdurezak Mohammed (PHD)

Signature: _____

Date: _____

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Table of Contents

Acknowledgment	v
List of Figures	ix
List of Tables	x
Acronyms	xi
Abstract	xii
Chapter One	1
Introduction.....	1
1.1 Background of the Study	1
1.2 Background of the Organization.....	4
1.3 Statement of the Problem.....	4
1.4 Basic Research Question.....	6
1.5 Objective of the Study	6
1.6 Operational Definition	7
1.7 Significance of the Study	7
1.8 Scope of the Study	8
1.9 Organization of the Study	9

Chapter Two	10
Literature Review	10
2.1 Defining Culture	10
2.2 Culture in the Organization.....	11
2.3 Issues in Assessing Organizational Culture.....	15
2.4 The Competing Values Framework	17
2.5 Rationale, Reliability, and Validity of Competing Values Framework....	23
2.6 Non-Governmental Organizations (NGOs)	24
2.3.1 Historical Background of Non-Governmental Organizations in Ethiopia.....	27
Charter Three	35
Research Design and Methodology	35
3.1 Research Design.....	35
3.2 Research Methodology	36
3.2.1 Sampling and Sampling Method.....	36
3.2.2 Sources of Data Collection	37
3.2.3 Data Collection Tools and Instruments of Data Collection.....	38
3.2.4 Data Collection Procedure	40
3.2.5 Data Analysis.....	40

Charter Four	41
Presentation, Analysis and Interpretation of Data	41
4.1 Characteristics of Respondents	41
4.2 Results, Analysis and Interpretation of data from OCAI.....	45
4.2.1 The Current Dominant TechnoServe Culture	45
4.2.2 Discrepancy between Present and Preferred Culture.....	46
4.2.3 Cultural Congruence	46
Charter Five	54
Summary, Conclusion and Recommendation.....	54
5.1 Summary of Major Findings	54
5.2 Conclusion	54
5.3 Recommendation	57
5.4 Limitation of Study	59
5.5 Future Direction	60
Reference	62
Annex	69
Organizational Profile of TechnoServe Ethiopia.....	69
Questionnaire	74

List of Figures

Figure 1: Culture in the Organization – Adapted from Russell Consulting (2005).....	12
Figure 2: Observable Levels of Culture – Adapted from Cameron and Quinn (2011)	13
Figure 3: Organizational Culture Iceberg – Adapted from Herman (1978)	14
Figure 4: The CVF-- Extracted from Cameron & Quinn (2006 p.35)-modified	18
Figure 5: Gender of respondents.....	41
Figure 6: Age of respondents.....	42
Figure 7: Marital status of respondents.....	42
Figure 8: Educational background of respondents.....	43
Figure 9: Tenure of respondents	43
Figure 10: Project location of respondents	44
Figure 11: Respondents location.....	44
Figure 12: Current dominant culture of TechnoServe in comparison to the preferred culture.....	45
Figure 13: Dominant Characteristics of TechnoServe Culture as perceived by employees.....	47
Figure 14: Organizational leadership as perceived by employees.....	48
Figure 15: Management of employees as perceived by employees.....	49
Figure 16: Organizational glue as perceived by employees	50
Figure 17: StrategicEmphasis as percived by employees	51
Figure 18: Criteria for success as perceived by employees	52
Figure 19:TechnoServe Eth vs corporate country strategy.....	69
Figure 20: TNS logo	70
Figure 21: TNS logo explanation.....	71
Figure 22: TNS Ethiopia 2018 Strategic focus	72
Figure 23: TNS Ethiopia 2015-2018 goal.....	72
Figure 24: TechnoServe Theory of Change.....	73

List of Tables

Table 1: Dimensions of Organizational (Hofstede, Neuijen, Ohayv, and Sanders, 1990)	14
Table 2: The Four Culture Types of the Competing Values Framework	20
Table 3: Number of NGOs in Ethiopia from 1994 to 2000	28
Table 4: Average values allocated to current and preferred TNS culture.....	45
Table 5: Average values of dominant characteristics of TechnoServe Culture.....	47
Table 6: Average values of organizational leadership as perceived by employees	48
Table 7: Average values of management of employees	49
Table 8: Average values of organizational glue	50
Table 9: Average values of strategic emphasis.....	51
Table 10: Average values for criteria for success.....	52

Acronyms

AI:	Amnesty international
CRDA:	Christian Relief And Development Association
CSO:	Charity Society Organization
CVF:	Competing Value Framework
EPRDF:	Ethiopian People's Revolutionary Democratic Front
GTZ:	German Technical Cooperation Agency
HR:	Human Resource
ICT:	Information and Communication Technology
M&E:	Monitoring and Evaluation
NGOs:	Nongovernmental organizations
Norad:	Norwegian Agency for Development Cooperation
OCAI:	Organizational Culture Assessement Instrument
ODI:	Overseas development Institute
SNNP:	Southern Nations Nationaliteis and People
TNS:	TechnoServe
USA:	United States of America

Abstract

TechnoServe implemented a change initiative called “Lewet” to address employee concerns mainly professional development, organizational care and employee participation through the support of engaging leadership. After the change initiative was implemented, no assessment was carried out to see the “Lewet” initiative brought about the intended result. This study tried to identify the current dominant culture of TechnoServe as perceived by employees as well the congruence of the dominant culture with the six aspects of OCAI after the change initiative was implemented.

The study employed quantitative research design, descriptive in nature, to answer the research questions. Second category of managers were involved in the survey. All of the questionnaires (22) distributed managers were completed and returned back. OCAI standard questionnaire were utilized to collect data on current and preferred culture. The data obtained through the instrument were analyzed using graphs, charts and tables.

According to the result, the current dominant TechnoServe culture was clan culture followed by hierarchy culture. The Clan Culture is a very friendly place to work where people share a lot of themselves. The dominant culture in the preferred situation was clan followed by adhocracy. It is also evident from the result that employees wanted to decrease the hierarchy culture and to increase the adhocracy culture. Before the change initiative was implemented, TechnoServe used to be a market culture as evidenced from the strategic document. It is evident from this study that the change initiative was successful as the culture transformed from market culture where the focus was external adaptation to clan culture that emphasize internal integration, employee development and participation. Even if TechnoServe achieve its goal there is still cultural incongruence among the current dominant culture and the six aspects of OCAI that has to be addressed wisely. In effect, there is a mismatch between TechnoServe strategic orientation and the current culture. Therefore, there is a strong urgency from the management side to balance the strategic demand of the organization with the development needs of employees.

Key words: Organizational Culture, Dominant culture, Preferred culture, NGOs

Chapter One

Introduction

1.1 Background of the Study

It was not until the beginning of the 1980s that organizational scholars began paying serious attention to the concept of culture (Peters & Waterman, 1982). The reason organizational culture was ignored as an important factor in accounting for organizational performance is that it encompasses the taken - for - granted values, underlying assumptions, expectations, collective memories, and definitions present in an organization (Cameron & Quinn, 2006).

Since then the concept of culture has been the subject of considerable academic debate and there are various approaches to defining and studying culture (for example, those of (Hofstede G. , 1991); (Trice & Beyer, 1993); (Schultz, 1990); (Deal & Kennedy, 1984); (Cameron & Quinn, 2006); (Ashkanasy, Wilderom, & Peterson, 2000); and (Marthin, 2002)).

Although more than 150 definitions of culture have been identified (Kluckhohn, Kroeber, & Meyer, 1952), the two main disciplinary foundations of organization culture are sociological (organizations have cultures) and anthropological (organizations are cultures). Despite many and complex organizational culture definitions, most definitions recognize the importance of shared norms and values that guide the behavior.

Culture is defined as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Culture is to a group what personality or character is to an individual. It is possible to see the behavior that results, but often cannot see the forces underneath that cause certain kinds of behavior. Yet, just as our personality and character guide and constrain our behavior, so does culture guide and constrain the behavior of members of a group through the shared norms that are held in that group (Schein, 2004).

Organizational culture has a powerful effect on the performance and long - term effectiveness of organizations. Empirical research has produced an impressive array of findings demonstrating the

importance of culture to enhancing organizational performance. It is also a critical factor for financial success (Trice & Beyer, 1993). In addition to organization - level effects, the impact of organizational culture on individuals (employee morale, commitment, productivity, physical health, emotional well - being) is also well-documented (Kozlowski, Chao, Smith, & Hedlund, 1993).

Some organizations have over the years developed cultures which enhance their success, while others have been unable to do so (Robbins, 2005). In view of this, where the culture is strong enough, it will either have positive or negative implications for the organization. Without adequate knowledge and awareness of the nature and influence of the organizational culture, management may not sufficiently utilize this important factor in its decision making processes towards improved overall organizational performance.

It is imperative that the individuals charged with managing organizational culture be able to measure key dimensions of culture, develop a strategy for changing it, and begin an implementation process. Change in organizations is pervasive because of the degree and rapidity of change in the external environment. The conditions in which organizations operate demand a response without which organizational demise is a frequent result (Cameron & Quinn, 2006).

In spite of the significant impact culture has on performance, some organizations, especially non-governmental ones give it scant attention. Nongovernmental organizations (NGOs) have increasingly assumed prominence as major development partners whose activities greatly complement the efforts of government. Their contribution to the economic growth and development of African countries, for instance, has transited from the largely marginal role of providing peripheral welfare and relief services, which they played in the early post-independence days, to a more forceful role of campaign and support for systemic good governance and stronger public institutions. Apart from this, NGOs have served as the major conduit for disseminating western aid, particularly during periods of national crisis. The US government, for instance, channels about 40% of its aid programs through NGOs to Africa. Together, the NGOs operating in Africa account for the distribution of between 10% and 20% of all aid transferred to Africa (Njoku, 2006).

Ethiopia's long history as a feudal monarchy and its subjugation by a brutal and doctrinaire Marxist regime have left most structures of civil society stunted. Indeed, by the time the Derg collapsed in 1991 virtually all civil society entities had been co-opted or barred from meaningful existence by the regime. The progress realized since 1991 is impressive, the number of national, indigenous NGOs—is growing, and the capacity of those groups to play a serious role in addressing the country's complex development agenda is measurably expanding (Jeffrey, 2000).

NGOs in Ethiopia were first established as faith-based organizations in the 1930s, and beginning in the 1950s, welfare organizations like the Red Cross started to operate in Ethiopia. As a result of the 1973-74 and 1984-1985 famines, many more NGOs emerged with a focus on relief and humanitarian services. It was after the downfall of the Derg regime in 1991 that saw NGO numbers substantially increase (ICNL, 2018). By 1998, some 240 national and international NGOs were officially registered with the government, and a large number of additional groups awaited the recognition status offered through the registration process. The pace of registration continued to accelerate 310 in 2000 (Jeffrey, 2000). In December 2014, the number escalated to 3,181 (ICNL, 2018).

Indeed, the growing profile of NGOs in recent times has been most manifest in their role as a major development cooperation agent. They not only bridge the gap between government and the community, but also critically help in facilitating the supply of inputs into the governance and management processes, mediation between people, creation and sustenance of widespread political awareness, networking, information dissemination and policy reform (Togbolo, 2005). It is noteworthy that the performance of such organizations determines to a large extent their ability to attract and raise funding and other support from sponsors and development partners. To succeed in their overall goals, it is clear that these organizations need to understand the overall dynamics of the area and system in which they operate. They also must be able to assess, evaluate and even reshape their organizational culture for operational efficiency and effective performance (Reiman & Oedwald, 2002).

TechnoServe, an international NGO operating in Ethiopia, rolled out a global employee engagement survey in 2016. The purpose of the survey was to measure levels of engagement across the organization as well as to determine areas in which to focus attention and plan initiatives at the corporate, regional and country team level. The result of the survey necessitated the need to shift

the organizational focus to internal integrations without losing sight of external adaptation, mainly emphasizing on leadership and management engagement, reducing or avoiding inefficiency in processes and policies, and giving due emphasis for employee compensation, benefit and organizational care. To mitigate these issues the change management strategy (initiative) was drafted and implemented by TechnoServe. However, no subsequent action was pursued to measure the result of the change initiative.

1.2 Background of the Organization

TechnoServe is an international, nonprofit, nongovernmental organization with headquarters in Norwalk, CT USA and field operations in 20 countries worldwide. TechnoServe (TNS) helps farmers and entrepreneurs in developing countries to build businesses, create jobs, and increase the incomes of poor people. TechnoServe has been operating in Ethiopia in different sector since January 2009. TechnoServe Ethiopia have many programs and projects undertaking currently in the country. TechnoServe Ethiopia's country strategy builds on corporate objectives, i.e. TechnoServe's strength on building corporate and public partnerships and desire to move into a more facilitative role.

1.3 Statement of the Problem

Most organizations put more efforts on the focus of only intrinsic and extrinsic reward systems give less concern on the traditional cultural activities. According to Kandula (2006), the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual performance and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore, organizational culture has an active and direct role in performance management (Ahmad, 2012). Organizational culture is correlated with job satisfaction (Anis et al. 2011; Sharma & Bajpai, 2010), job performance (Bergman et al., 2000; Samad, 2007; Ward & Davis, 1995; Yousef, 2000) and employee retention (Anis et al. 2011)

Several reasons could be given for the failure of an organization but none of them parallel organizational culture. The most frequently sighted reason given for the failure was neglect of

the organization's culture. Congruence between individual and organizational culture contribute to higher level of performance (Cameron & Quinn, 2006). This could led organizations to achieve their goal.

Most of the studies conducted on organizational culture are on educational institutions, service sector, government and private organization. For instance, Haftu Hindeya (Hindeya, 2015) carried out a research on Academic Leader's Views of the Role of Organizational Culture in Implementing Management innovation with the main focus on understanding academic leaders' conception of the organization culture, and its role on implementation of management of innovation. Wondwosen Ketema (Ketema, 2014), conducted a research on the assessment of the organizational culture in the case of commercial bank of Ethiopia with the aim of providing solution to the prevailing problems in Commercial Bank of Ethiopia through understanding the current culture. Similar study was executed by Dr. Navjot Kaur (Kaur, 2017) with the purpose of examining the effect of organizational culture on organizational commitment public hospitals in Addis Ababa. Few studies has been carried out so far on non-governmental organizations (NGOs). This makes the study different from other studies.

Furthermore, TechnoServe rolled out a global employee engagement survey on 2016. The purpose of the survey was to measure levels of engagement across the organization and determine areas in which to focus attention and plan initiatives at the corporate, regional and country team level. Engagement is the discretionary effort an employee puts forth to help the company meet its goals. Research closely correlates organizational culture to key performance metrics such as retention, financial results and employee satisfaction. All full- and part-time employees were invited to participate. Contractors working with country teams were also receive invitations to complete the survey.

The findings of this survey depicted three main areas that needs the most improvement in the organization:-compensation and benefits, employee growth and issues with two-way communication and collaboration. Employees remarked organizational values, collegiality and meaning & impact as area of strength. On contrary, they stated leadership and management engagement, inefficiency in processes and policies, employee compensation and benefit and organizational care as area of improvement.

The survey has led TechnoServe to pursue the following priorities and investments. First commitment to provide new opportunities for professional development. TechnoServe offer all employees access to steeply discounted online professional certificate programs from Cornell, a top US university. Second, strengthening TechnoServe leadership effectiveness and communication at different levels. TechnoServe piloted new training for leadership team designed to improve supervisors' communication, feedback, coaching and accountability skills. The leadership team then finalize and roll out the training to supervisors in country teams starting this fall. At last, creating and communicating clearer structures for compensation and benefits. TechnoServe office has embarked a market-based approach to compensation, with a compensation structure that is benchmarked and updated once a year.

Despite these measures were taken no subsequent assessment were carried out to see the implemented solution brought the desired result. The purpose of this study is therefore, (1) to assess the current state of TechnoServe culture and to examine whether the implemented change plan has brought the desired impact (2) to provide a standard measurement framework that makes change comparison easier and serve as a basis to track change i.e. baseline. In addition, this study will provide a perspective on the organizational culture of NGOs.

1.4 Basic Research Question

This study will address the following questions

1. What is the current dominant TechnoServe culture?
2. What is the strength of current dominant culture in TechnoServe?
3. Is there any congruence of the culture generated on the six attributes OCAI?

1.5 Objective of the Study

The general objective of the study was to identify the current dominant TechnoServe culture, after the change initiative was implemented, and to provide impression on what TechnoServe staff consider important, the preferred culture. It was also intended to provide a consistent and comparable measurement framework that made change tracking possible across different timelines i.e. baseline, midline or endline.

Specific Objectives

1. To provide perspective on what TechnoServe employees consider important.
2. To identify the current dominant TechnoServe culture.
3. To provide a baseline for measurement. A second assessment can be made to see if there is change.
4. To understand the strength of the current dominant TechnoServe culture.
5. To assess if there a discrepancy between the present dominant culture and preferred culture.
6. Based on the current identified TechnoServe culture it is easier to predict which measures of change will turn out to be effective. In effect, this study will recommend a workable solution that better enhance cultural elements.

1.6 Operational Definition

NGOs: Associations formed with in civil society engaged in relief, service delivery, advocacy or development activities.

Organizational Culture: The existing and preferred culture in the context of TechnoServe as viewed by the employees based on Cameron and Quinn's OCAI.

Preferred Culture: A selected culture by employees on the context of the TechnoServe among clan, adhocracy, market and hierarchy cultures based on Cameron and Quinn's Competing Value Framework.

Dominant Culture: A culture what is currently being implied (going on) in an organization in the context of TechnoServe as perceived by employees based on Cameron and Quinn's Competing Value Framework.

1.7 Significance of the Study

The findings of this study will help TechnoServe become aware of the current and of the preferred culture; it helps to decipher where the organization is now and where the organization want to or have to go. It can also generate a momentum for change, in effect, based on identifying the current

dominant culture it is easier to predict which change initiative (strategy) will turn out to be effective. Resistance to change can be anticipated; it will not happen completely unexpected. As a result, it will make employees ready for any anticipated change and will offer starting points to encourage managers & employees and thus use their energy creativity that will lead to more support for change.

This study will provide the broader background of NGOs as a development actor and their contribution to government and community. It also sought to establish the extent to which organizational culture facilitates the performance of NGO, with Ethiopia as study area.

Moreover, the study serves as a base to those individuals who have the desire to deal with such similar issues as a starting ground and to encourage interested researchers for further investigation. It is my intention as well to contribute its part to minimize shortage of knowledge in the area.

1.8 Scope of the Study

TechnoServe, main office located in Addis Ababa, has currently implementing more than four programs in Ethiopia in different locations of SNNP, Oromia and Gambella region. The change initiatives mainly derived from the result of employee surveys were implemented across all programs and regions. It is difficult however, to track the effect of the change initiative at all regions due to geographical dispersion. This study focused on projects in two regions, Oromia and Gambella and three programs. In addition, only head of programs and support staff were involved in study due to time and logistic constraints.

Joanne Martin (1992) distinguishes three perspectives or approaches to culture .One perspective — the integration perspective — assumes that culture is what people share or serves as the glue that holds them together. Consensus about what culture exists in an organization can be detected. A second perspective — the differentiation perspective — assumes that culture is manifested by differences among subunits and that an organization’s culture is fraught with conflicts of interest. Consensus about what common culture exists is fiction. A third perspective — the fragmentation perspective — assumes that culture is ambiguous and unknowable and that it describes not an attribute of an organization but the inherent nature of the organization itself. This study biased toward the integration approach to culture because it is in the integration perspective that culture derives its power.

Three strategies are available for measuring culture at the organizational level of analysis: the holistic approach more like participant observation, metaphorical or language approach and quantitative approaches (Cameron & Quinn, 2006). The study employed the third approach because it allowed multiple viewpoints to be considered in evaluating the attributes of an organization's culture.

1.9 Organization of the Study

This research paper will be organized in five chapters. Chapter one deals with the introductory part which includes background of the study, background of the TechnoServe, objective, problem statement, research question, significance, scope and limitation of the study. Chapter two will be devoted to review of related literatures on the historical background of organizational culture, concepts and theories, background of NGOs. An overview of the research methodology that will be used to investigate the research problem will be presented under Chapter three. This chapter covers the research design, source of data, sampling method, data collection methods, instruments, and data analysis. Chapter four will be devoted to presenting the findings, analysis and discussion of the dominant culture of TechnoServe, the present culture and the preferred culture will also be presented. The last chapter is the conclusion and recommendation. The findings and recommendations and the effective measure of change will be presented in this final chapter

Chapter Two

Literature Review

To add context and a basic theoretical foundation of culture in organizations, I will briefly review the field of literature devoted to organizational culture and its role in organizational development. First, I will examine the evolution of organizational administration research to include organizational values, behaviors, attitudes and other intangible qualities that make up organizational culture. Next, I will summarize the research on organizational culture and its role in organizational effectiveness. Then, I will assess the development of methods of assessing and quantifying organizational culture. Finally, I will present the theoretical framework for the OCAI used to assess the organizational culture of TechnoServe.

2.1 Defining Culture

Culture comes from the Latin root *cultura* to connote a process of cultivation or improvement (Online Etymology Dictionary, 2018). Over the years, the term grew into a social anthropology concept to refer to the vast array of human understanding that is beyond any genetic inheritance, such as the way people think, feel, and act. In this sense, Hofstede (2013) provides a useful definition for culture as the “collective programming of the mind distinguishing the members of one group or category of people from another.” The category can broadly refer to nations, regions, ethnicities, religions, occupations, organizations, or genders. Hofstede simplifies this definition of culture as the “unwritten rules of the social game.”

The human culture is the result of hundreds of thousands of years of evolution that has sharpened our social and intellectual skills. The cultural programming begins early in our human development and continues in phases of our life as we absorb information and follow the patterns of those that make up our social environment. From the small nuclear family, to a place of employment, to a whole nation, all human groups will develop their own unique culture overtime, as part of the basic human issues relating to group membership, authority, gender roles, morality, emotions, and values. In essence, culture influences all aspects of our personal and professional lives and enables groups to function smoothly (Hofstede, 2013).

Culture in the organization, considered a unique attribute that is specific to each organization and ingrained in its behaviors, is managed, shaped, and measured independently from other aspects of the organization. In a sense, culture is an attribute of the organization itself and is a predictor for future organizational behavior. This disciplinary foundation of culture is contrary to the broader view of culture with an overarching national or regional focus. The broader view of culture is considered as a given fact for the cultural management of organizations that fall under a particular larger national or regional cultural umbrella. Cameron and Quinn (2011) note this distinction and explain that the study of organizational culture focuses on the former more manageable foundation of culture rather than the broader anthropologic foundation (Cameron & Quinn, 2006).

Despite the distinction, researchers studying organizational culture utilize methods similar to those of anthropologists studying the cultures of various societies. They contend that these methods provide a deeper understanding of the nuanced organizational life than methods used to study other aspects of organizations (Shafritz, Ott, & Schein, 2001). These methods have produced a range of definitions of organizational culture focusing on studies of basic values, symbols, myths, behavior norms, and other cultural fingerprints found in organizations.

2.2 Culture in the Organization

Since organizational culture is such an abstract concept, there is much debate about "what culture is, how to identify it, how it influences organizational behavior, and how to examine culture in order to better understand it" (Khademian, 2002). Early organizational research centered on the assumption that organizations are rational actors and that the rules, processes, authority, and norms of the organization mute the personality of individuals. Accordingly, organization development focused on structural and management techniques within the organization. However, in reality, many of the actions taken by an organization are not the result of a rational thought process, but rather predetermined by patterns of past actions and the assumptions of those within the organization. Organizations tend to rely on tried and true methods that worked in the past because it is difficult to forget past successes and what was done to achieve them. Over time and with repetition, unconscious assumptions replace conscious thought, regardless if the current circumstances call for a different approach. Assumptions "become the underlying, unquestioned, but largely forgotten reasons for 'the way we do things here' – even when the ways may no longer be appropriate (Shafritz, Ott, & Jang, 2011)." In this way, an ingrained organizational culture can

control an organization's behaviors – even to its detriment by resisting or stalling organizational change to adapt to a new environment with new challenges.

In defining organizational culture, Trice and Beyer (1993) argue that organizational culture is the “pattern of shared meaning in an organization.” Schein (1992) defines organizational culture as “a pattern of shared basic assumptions and integration that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” These definitions point to the powerful influence and importance of organizational culture and its position within the inner workings of an organization. Through this prism, organizational culture is both a product and a process. As a product, it embodies wisdom accumulated from experience. As a process, it is renewed and re-created as newcomers learn the old ways and eventually become teachers themselves (Bolman & Deal, 2008).

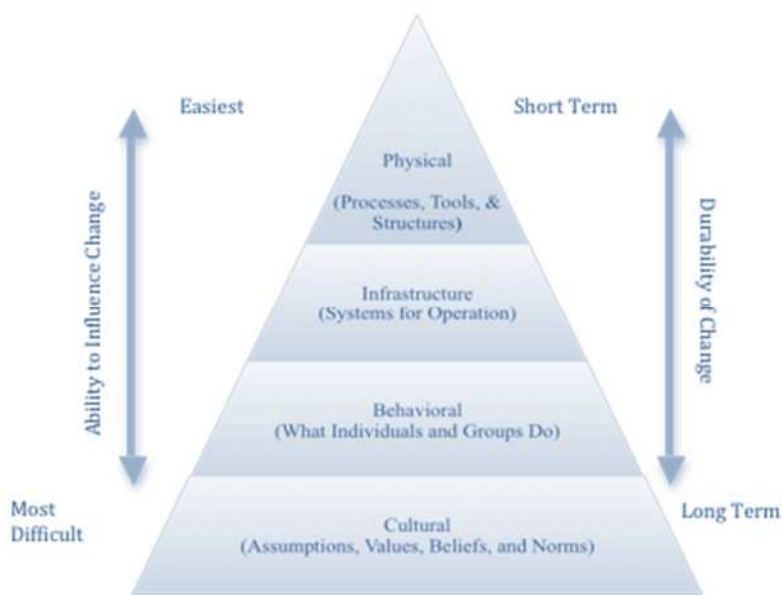


Figure 1: Culture in the Organization – Adapted from Russell Consulting (2005)

Understanding how culture fits into the organizational structure will provide valuable perspective for developing and implementing an organizational culture assessment. Figure 1 shows how culture fits into the bigger context of the organization by illustrating the basic configuration of most organizations (Russell Consulting, 2005). In particular, it gives context to where culture fits in the organization as well as how rooted it is within the organization's foundation. Compared to other aspects of organizational development, changing the culture is a difficult task that requires a long-term approach.

Schein (1992) explains that organizational culture exists on various levels. Figure 2 provides a visualization of Schein's observable levels of culture in an organization as depicted by Cameron and Quinn (2011). The first level is most basic and least observable – the invisible and unconscious

assumptions in which the organization operates. The basic assumptions are the organization's relationship with its environment and the nature of human activities and relationships. The second level is overtly expressed values about how things should be and how one should generally respond and act in the organization – articulated through organizational ideologies, attitudes, and philosophies. The final level is the most observable and includes cultural artifacts, symbols, behaviors, creations and processes. The languages used, stories told, ceremonies performed, rewards given, symbols displayed, heroes and history remembered are all examples of overtly displayed organizational culture.

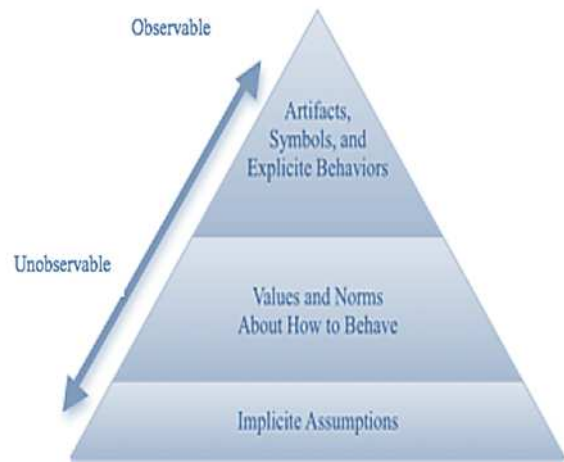


Figure 2: Observable Levels of Culture – Adapted from Cameron and Quinn (2011)

Hofstede, Neuijen, Ohayv, and Sanders (1990) developed different dimensions of organizational culture by surveying a number of different organizations. Breaking organizational culture dimensions into smaller components allows for a detailed and comprehensive organizational culture assessment, which leads to a focused strategy for manipulating organizational culture or strategy as needed. Table 1 shows the different dimensions that shape an organization's cultural makeup.

Khademian (2002) provides another set of dimensions for viewing organizational culture geared specifically toward a public organization. Using a cultural roots framework the model highlights the three basic elements of every public organization: the public task to be done, the resources available to do it, and the environment in which the agency or program has to operate. The elements become integrated in ways that produce commitments or policies about how a specific job gets done within the organization. Through this dimension, a public manager can influence organizational culture by concentrating on manipulating the way the three cultural roots are integrated.

Organizational Culture Dimensions	
Member Identity	Degree individuals in the organization identify with the whole organization as opposed to a subgroup or specialization.
Group Emphasis	Extent work is organized around groups instead of individuals.
People Focus	Extent management considers the impact of their decisions on individuals within the organization.
Unit Integration	The level of support for coordinated, interdependent activity among units or groups.
Control	Degree rules and supervision are used to control employees.
Risk Tolerance	Encouragement of taking risks and pursuing innovations.
Reward Criteria	The extent that rewards are performance based rather than tenure or favoritism.
Conflict Tolerance	Degree that open conflict and disagreement is encouraged.
Means-ends Orientation	The extent managers focus on outcomes and results rather than process.
Open-systems Focus	Level of monitoring of developments outside the organization.

Table 1: Dimensions of Organizational (Hofstede, Neuijen, Ohayv, and Sanders, 1990)

Herman (1978) presents an iceberg as a visual metaphor to conceptualize organizational culture as shown in Figure 3. Only a portion of an iceberg is visible while the majority of it sits hidden below the water line. Even though it is hidden out of sight, the large mass below the water shapes and supports the part of the iceberg that is visible. Understanding the totality of the iceberg requires not only studying the visible pieces above the water line, but also diving down to study the parts hidden beneath. Similarly, important aspects of organizations are hidden from view. These covert forces shape and form the overt organizational activities and behaviors.



Figure 3: Organizational Culture Iceberg – Adapted from Herman (1978)

Kilman, Saxton, and Serpa (1985) illustrates this saying that “culture is to the organization what personality is to the individual – a hidden, yet unifying theme that provides meaning, direction and mobilization.” In essence, the two parts – seen and unseen – are not only inseparable, but also interdependent. As Figure 3 illustrates, the two parts can provide two different answers about how somebody gets things done in the organization (Kilman, Saxton, & Serpa, 1985).

Researchers are increasingly presenting their organizational development theories with the understanding that meaningful and lasting changes are dependent on tying changes to the organizational culture. This is because an organizational culture with values that conflict with change efforts can be a significant obstacle to the change effort. Organizations, namely the people in them, tend to do things the same way every time for no other reason than because “that’s the way we have always done it.” Even the most rational, well-planned change efforts can flounder in the face of resistance from deep-set values and assumptions of the organization’s culture. Consequently, proponents of organizational reform are looking to improve organizational effectiveness, flexibility, and responsiveness by looking to change organizational cultures. They argue that leaders and managers are able to institute the lasting changes necessary to improve organizational performance by studying the nuances of organizational culture theory and its representation in the existing culture of organizations.

In studying an organization’s culture, it is important to note that its behavior cannot be fully understood or calculated by only studying its structure, systems, processes, goals, mission, or other observable characteristics. These pieces will provide some clues to the organization’s culture, but will not provide an accurate or complete depiction. Therefore, to understand the current and future behavior of an organization, the culture itself must be studied using tools, techniques, and models specific to the unconscious assumptions of the organization that serve as predictors of organizational behavior.

2.3 Issues in Assessing Organizational Culture

As an outside researcher, there are many challenges to fully being able to understand an organization’s culture, let alone being able to assess it. There are many varying ways to define, categorize, and scope organizational culture. The definitional issues include the challenge of separating the culture of the organization from the personal culture of the individuals in the

organization as well as from the broad societal culture in which the organization exists. There are also the challenges of separating the organization-wide culture from the culture of various subgroups within the organization such as the different departments, employment classes, and tenure levels. Consequently, the assessment strategy can differ depending on how organizational culture is defined and the lens through which it is viewed. The defined scope will also inform the appropriate level of analysis needed to accurately assess the culture of the whole organization.

As Cameron and Quinn (2011) point out, there are three general approaches for assessing culture at the organizational level. First, there is the native approach, which requires being fully immersed in the organization to observe behaviors and become an active participant. Second, the forensic approach retroactively examines documents, reports, stories, conversations, and other artifacts to piece together a picture of the organizational culture. The final strategy is a quantitative approach through interviews, questionnaires, and surveys. This strategy is less time consuming and invasive than the first two approaches, which are often not feasible for a quick organizational culture assessment that does not disturb the organizations operations. The quantitative approach provides for a commonality to compare culture types across multiple organizations. The survey-based assessment brings with it its own challenges, namely the concern that it is limited to only superficially measuring the current organizational climate rather than the deep-set cultural characteristics that are at that heart of the organization's culture. Even so, most assessment strategies follow this approach by conducting interviews of individuals or groups in the organization or through the use of various survey or self-assessment methods (Wilkins, 1990; Schein, 1992; Hofstede, Neuijen, Ohayv, and Sanders, 1990; Kotter and Heskett, 1992). The two models used in this thesis follow this strategy by surveying members of the organization in order to build a depiction of the culture to inform future organizational development.

Since organizational culture is a complex concept that is deeply ingrained in everything the organization does, it is difficult to include every aspect in an organizational culture assessment. Consequently, assessment models tend to focus on key dimensions that best encapsulate all the intricate, underlying concepts and values that form the overall organizational culture and then gather input from members of the organization with respect to the framework. This archetype helps make sense of the complex organizational culture without a deep understanding that comes from having lived and worked within the organization for an extended period of time. The archetype

dimensions used will affect the overall assessment; however, the dimensions that should be included and those that should be excluded are subject to interpretation and debate. For example, the two models used in this thesis utilize different dimensional archetypes for different lenses to view organizational culture in TechnoServe. This is not to say that one is better than the other, but that the dimensions used in the framework do effect the end assessment.

2.4 The Competing Values Framework

The Competing Values Framework, the theoretical foundation for the OCAI model, originated from research attempting to identify major indicators of effective organizations by asking the questions: What are the main criteria for determining if an organization is effective? What key factors define organizational effectiveness? When organizations are judged to be effective, what indicators are considered (Cameron and Quinn, 2011)? Campbell, Browns, Peterson, and Dunnette (1974) created a list of thirty-nine indicators that they believed represented a comprehensive set of all possible measures for organizational effectiveness. Quinn and Rohrbaugh (1983) further studied this list for patterns that could be used to organize the indicators into analogous groups. From the list of indicators, they found two major dimensions that filtered them into four main groups (Quinn & Rohrbaugh, 1983).

The first dimension differentiates criteria for organizational effectiveness between those that emphasize flexibility and discretion from those that emphasize stability and control. Meaning, some organizations are viewed as effective when they are constantly evolving and reinventing themselves and are prone to frequent change of their organizational structure. Other organizations are viewed as effective when they are stable and predictable and rarely change their organizational structure. Under this dimension, organizations fall along a spectrum with organizational agility and versatility on one end and organizational steadiness and reliability on the other.

The second dimension differentiates criteria for organizational effectiveness between those that emphasize internal focus, unification, and integration from those that emphasize external focus, competition, and differentiation. Meaning, some organizations are viewed as effective when they have a synchronized internal personality that is consistent throughout the organization. Other organizations are viewed as effective when they focus on relationships with those outside the organization where interactions beyond the organizational borders are more important than a

central dogma. Under this dimension, organizations fall along a spectrum with cohesion and solidarity on one end and independence and autonomy on the other end.

The interaction between the two dimensions is graphically illustrated with the flexibility – stability relationship on the vertical Y-axis and the internal – external relationship on the horizontal X-axis (Quinn and Rohrbaugh, 1983). Together the polarities form four quadrants that represent four clusters of organizational effectiveness indicators. Each cluster group illustrates individual values about an organization’s performance and effectiveness. They delineate what people think are good attributes for an effective organization and define the core values on which people can make judgments about an organization. Figure 4 shows how the two dimensions are related and the quadrants that they form.

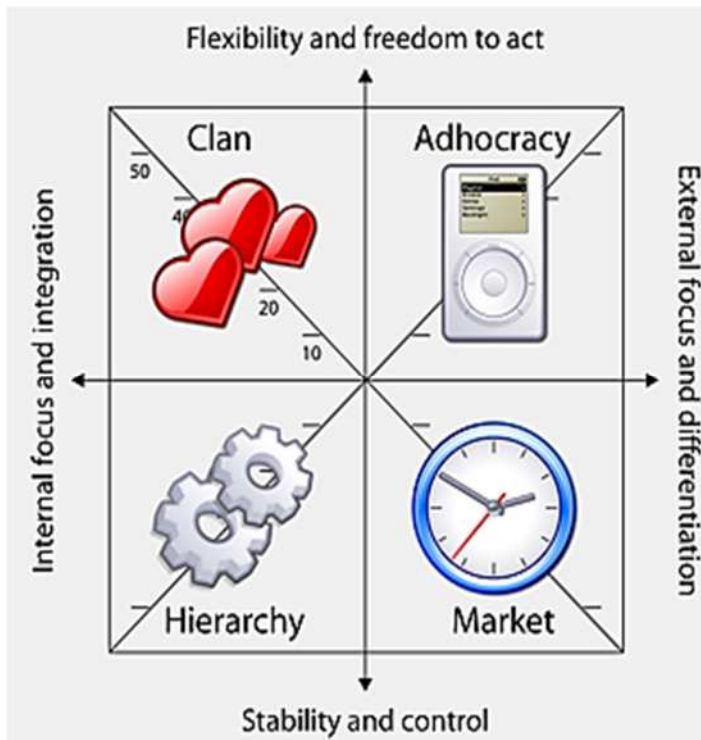


Figure 4: The Competing Values Framework-- Extracted from Cameron & Quinn (2006 p.35)-modified

The quadrants are made by dimensions defined by opposite values that conflict and compete with each other. The internal focus and flexibility values of the upper left quadrant directly compete with values of the lower right quadrant that are externally focused control values. On the other diagonal, the upper right quadrant is made up of externally focused and flexibility based values and directly competes with the lower left quadrant values that emphasize internal and control values. The competing values that make up each quadrant form the basis of the Competing Values Framework.

Cameron and Quinn (2011) labeled each quadrant to best encapsulate the most notable characteristics of the values that the cluster represents. The labels used – Clan, Adhocracy, Hierarchy, and Market – help illustrate how the organizational values of the clusters also closely align with the organizational form most often implemented by organizations that feature the values

of a particular quadrant. Cameron and Quinn (2011) argue that the dimensions, and the quadrants they shape, are robust and rich enough to be considered a cultural type. In other words, each quadrant represents basic assumptions and core values in the same way that an organizational culture does. The Competing Values Framework serves as a foundation for assessing an organization's general cultural orientation based on the main culture types delineated by each quadrant.

2.4.1 The Four Cultures of Competing Values Framework

The four culture types of the competing values framework – Hierarchy, Market, Clan, and Adhocracy – are each rooted in a model of organizational theory research. Each theoretical foundation provides the organizational environment for the values and characteristics of each culture to take root and become prominently expressed. Table 2 illustrates the core concepts of each culture type as characterized by a set of six sub-dimensions that highlight a specific aspect of culture within the organization and serve as the assessment criteria for the OCAI, which is based off of the Competing Values Framework.

The six sub-dimensions – dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphasis, and criteria for success – serve to describe the fundamental manifestations of culture within an organization. While not completely comprehensive, the six sub-dimensions do cover the major components of the culture. The dominant characteristics and organizational glue sub-dimensions address the basic assumptions within the organization. Next, the organizational leadership and management of employees sub-dimensions address interaction patterns within the organization. Finally, the strategic emphases and criteria of success sub dimensions address organizational direction. Each sub-dimension serves as a lens to view a slice of the culture within the organization. When compiled together, they create a comprehensive culture profile of the whole organization as intended by the OCAI assessment.

The Hierarchy culture, characterized by stability and an internal focus, is made up of a formal structured chain of command and control that emphasizes constancy, predictability, and efficiency. The Hierarchy culture type is one of the earliest and most widely adopted organizational culture types, particularly in government entities.

Flexibility / Discretion

Flexibility / Discretion	
Clan	Adhocracy
<p><u>Dominant Characteristics:</u> A friendly place to work and coworkers feel like extended family.</p> <p><u>Organizational Leadership:</u> Leaders are considered to be mentors.</p> <p><u>Management of Employees:</u> Develop employee cohesion, participation, and teamwork.</p> <p><u>Organizational Glue:</u> Organization is held together by loyalty and commitment to the organization.</p> <p><u>Strategic Emphasis:</u> There is an emphasis on trust, openness, and human development.</p> <p><u>Criteria of Success:</u> Defined by sensitivity to the needs of people both inside and outside the organization.</p>	<p><u>Dominant Characteristics:</u> Dynamic and creative with people willing to take risks.</p> <p><u>Organizational Leadership:</u> Leaders are entrepreneurial innovators that are not afraid of risks.</p> <p><u>Management of Employees:</u> Individual initiative and freedom are encouraged.</p> <p><u>Organizational Glue:</u> Commitment to experimentation and innovation.</p> <p><u>Strategic Emphasis:</u> Constant growth and staying on the cutting edge.</p> <p><u>Criteria of Success:</u> Being a leader in developing new and unique services and products.</p>
Hierarchy	Market
<p><u>Dominant Characteristics:</u> Formalized and structured environment where procedures govern what the person does.</p> <p><u>Organizational Leadership:</u> Efficiency-minded leaders that focus on coordination.</p> <p><u>Management of Employees:</u> Focus on employment security and predictability of employee production.</p> <p><u>Organizational Glue:</u> Formal standards, rules, and policies hold the organization together.</p> <p><u>Strategic Emphasis:</u> Stress stability and efficient, smooth operation.</p> <p><u>Criteria of Success:</u> Efficient, consistent, and low-cost delivery of goods and services.</p>	<p><u>Dominant Characteristics:</u> Results-oriented organization with competitive, goal oriented people.</p> <p><u>Organizational Leadership:</u> Leaders are demanding and competitive.</p> <p><u>Management of Employees:</u> High demands of employees and hard-driving competitiveness.</p> <p><u>Organizational Glue:</u> Emphasis on achieving goals holds the organization together.</p> <p><u>Strategic Emphasis:</u> Competition and achieving long-term measurable goals.</p> <p><u>Criteria of Success:</u> Dominating competition and leading in the marketplace.</p>
Stability / Control	

Table 2: The Four Culture Types of the Competing Values Framework

In this culture type, there are clear decision makers, rules, and procedures that control and govern all aspects of the organization. The classical organizational theory that developed with the industrial age of the early 1900s provides the theoretical foundation for this cultural type.

The fundamentals of this theory are that organizations will act rationally in order to maximize production through a systematic organization with labor division and specialization (Shafritz, Ott, and Jang, 2011). Research by Weber (1922), Taylor (1916), and Gulick (1937) form the basis of this theory. Weber refined the distinctive traits of an effective bureaucracy: rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability (Weber, 1992). Taylor developed a scientific management research method to hone in the one best way to perform a particular organizational process (Taylor, 1916). Gulick provided a principle based management method by introducing key principles for management (Gulick, 1937). In sum, the Hierarchy culture focuses on managers maintaining unity and control to meet internal goals of production and effectiveness.

The Market culture, characterized by stability and an external focus, produces a competitive organization that emphasizes results and achieving goals. The organization functions similar to a market focused on outward transactions with external communities that interact with the organization, such as “suppliers, customers, licensees, unions, and regulators (Cameron and Quinn, 2011).” Stability and control arises through the competitive and economic drive to reach targets and grow the number of customers served, rather than through rules and specialized functions like a hierarchy. The Market culture type assumes that the external environment is hostile and requires the organization to fight and compete in order to improve its position and grow. Consequently, the organization is driven by a constant push towards increasing productivity and making sure results are met.

The organizational economics theory, which uses economics to study the internal structure and systems of an organization, provides the foundation for the Market culture. Introduced by Coase (1937) the organizational economics theory explains that the driving force for the formation of an organization is to internalize and reduce the costs of participating in the market for a given product or service (Coase, 1937). Specifically, Coase argues that organizations form in order to navigate an uncertain environment and to reduce the costs of transactions associated with delivering products and services to customers. Barney and Ouchi (1986), Williamson (1981), Jensen &

Meckling (1976), further the use of economic principles to improve organizational efficiency and effectiveness while still supporting management decisions and control.

The Clan culture, characterized by a flexible and internal focus, is a collaborative culture with a strong commitment to the people of the organization and their development, much like an extended family. Employees often work in semiautonomous teams and are rewarded based on production and goals achieved as a team, not as individuals. Employees are encouraged to actively participate in the development of the organization by providing their thoughts and input on how to improve production. Managers focus on empowering employees and help them development their skills. Facilitating this employee cultivation is designed to build commitment and loyalty from employees in order to have a more effective overall organization.

The roots for this culture derive from the human resources movement that emphasizes the human dynamics of organizations such as how people fit into and function within their organization. The fundamental assumptions of the human resource theory are that: organizations exist to serve human needs, organizations and people need each other, and organization-people fit is important Shafritz, Ott, and Jang (2011). Organizations need the energy, ideas, and skills people provide. People need the career, earnings, and sense of purpose that organizations provide. A poor fit between an organization and the individual leads to suffering for both, but a good fit will benefit both. Mayo's (1927) Hawthorne experiments introduced the human relations concept and bridged organizational thinking from classical organization theory to new ideas of interpersonal relationships, group norms, and differences in employee motivation based on each employee's needs. Follett (1926) emphasizes a relationship between leadership and employees in which both groups interact as relative equals when responding to a particular situation. Maslow (1943) provides a hierarchical framework for making sense of the complex needs and motivations of humans. McGregor (1957) presents Theory X and Theory Y as contrasting managerial assumptions of employee motivation, where Theory X assumes employees inherently dislike work and they must be directed or coerced into performing their work duties and Theory Y assumes employees are self-motivated to work if they are committed to the organization and its objectives. Ott, Parkes, and Simpson (2008) organize the concepts of the human resource theory into its most core themes of leadership, motivation, groups, work environments, power and influence, and organizational change.

Finally, the Adhocracy culture, characterized by a flexible and internal focus, makes up a creative culture that promotes entrepreneurship, innovation, and unique ways to meet challenges and stay on the leading edge. This culture type epitomizes the rapidly changing world that requires an increasing amount of creativity. In this type of organization, emphasis is placed on having an eye towards the future and being ready for whatever it may bring, which requires a lot of time preparing to change to meet the needs of the future. To do this, the organization structures itself so that it can quickly change courses as necessary. With rapid change, standard procedures and rules become less important and creativity and innovation become more important. Members of the organization must be dynamic and able to produce solutions to new challenges quickly.

This culture arises from open-systems theories where the focus is on an organization's interaction and interdependence with its external environment. Katz and Kahn (1966) frame this theory by looking at organizations as a part of a larger system where organizations continuously adapt as the environment changes. Thompson (1967) explains that while most organizations are in reality open-systems, they operate and plan as closed-systems as a way to shy away from the uncertainty of the open-system reality. In essence, the open-systems theory centers on organizations recognizing the influence of its external environment and how the actions by the organization in turn affect its environment (Katz & Kahn, 1966).

2.5 Rationale, Reliability, and Validity of Competing Values Framework

The Competing Values Framework, and subsequent OCAI, was selected as one of the assessment models for its ability to identify: the type of culture present in the organization, discrepancies between the current and preferred culture types, the strength of the culture, and congruence of culture types across different groups and individuals within the organization. Logistically, the assessment was ideal since it could be completed through a minimally invasive survey. Additionally, the model is able to present a unique graphical representation of the cultural profile of TechnoServe to turn a quantitative analysis into a visual profile. Overall, the breadth of information provided by the OCAI culture profile of TechnoServe, without being overly invasive, made it worthwhile to utilize as one of the initial assessment tools.

To sufficiently rely on the results produced by the Competing Values Framework and the subsequent OCAI model, there must be confidence that the model is both reliable and valid.

Reliability refers to the extent the model consistently measures culture types within the organization. Validity of the model is the degree that it actually measures what it purports to measure. As researchers use the OCAI to assess various organizations, the body of evidence shows that the model is both reasonably reliable and valid.

Quinn and Spreitzer (1991) tested the reliability of the OCAI by having nearly 800 executives in 86 different public utility firms use the model to assess the organizational culture of their own organizations. They found that the results were statistically significant indicating that respondents tended to rate their organization's culture consistently across the questions used in the OCAI. Yeung, Brockbank, and Ulrich (1991) found similar reliability statistics when they used the model to study the organizational culture of over a thousand businesses by surveying over ten thousand executives. Zammuto and Krakower (1991) also found high reliability statistics when using the model to study higher education institutions. The studies provide evidence that the OCAI can be relied upon to be consistent in measuring each culture type in the organization.

Cameron and Freeman (1991) studied the validity of the OCAI by analyzing the culture of over three hundred higher education organizations by surveying nearly thirty-five hundred individuals in key levels of authority within each school. They recorded the type of decision-making, organizational structure, strategy employed, and other things that the organization reported to do well. Each "domain of effectiveness" was then matched up with the reported dominant culture indicated by the OCAI. They found that the OCAI was valid when the domains of effectiveness matched up with the corresponding dominant culture type as dictated by the OCAI. For example, institutions that reported a Clan culture also were most successful with domains of effectiveness relating to morale, communication, supportiveness, and other Clan culture characteristics. The same was true for the other culture types. In other words, the results of specifically analyzing the traits that made the organization effective consistently matched up with the illustrated culture types of the OCAI. Quinn and Spreitzer (1991) as well as Zammuto and Krakower (1991) also found additional evidence of validity through statistical analysis specifically testing validity.

2.6 Non-Governmental Organizations (NGOs)

Any institution, organization or agency that is established voluntarily to pursue altruistic goals, without a profit motive and is based largely outside the control or operation of the government

structure roughly describes an NGO. Going by this, NGOs may include foundations, trade associations, professional societies, cooperative societies, consumer groups, multinational corporations and religious organizations (O'Dwyer & Unerman, 2008). Although different definitions have been attempted, however the underlining features are that such groups emerge from the civil society and are made up of people who share a common purpose and are not driven by commercial considerations, but at the same time are organized formally and operate under a self-governing system (Hulme, 2001)

Owing to increasing awareness and an acknowledgement that the voluntary sector is better positioned to understand, empathize and articulate the needs and aspirations of the more vulnerable proportion of the population, NGOs have steadily grown in importance and centrality to national life, especially in developing countries. The efforts of NGOs have also been dominant in the provision of basic social services aimed at relief of suffering; promotion of the interests of the poor and vulnerable; development of remote communities, encouragement of changes in attitudes, beliefs and practices necessary to curb discrimination; nurturing and development of the capacity of local and indigenous people; and, identification of threats to and protection of the environment (Shah, 2005).

A number of factors drive the activities of NGOs, as identified by Salamon (1994): intrinsic grassroots energies of people; outside pressures from the actions of existing public and private institutions; and, pressures from government policies and actions (Salamon, 1994).

Furthermore, four crises and two developments have served to fuel the emergence of the NGO as a major force: the decline in the wherewithal of hitherto welfare states, beginning in the 1970s and culminating in the Soviet bloc disintegration by the early 1990s; the global recession of the 1980s precipitated by the oil crisis of the 1970s, which demanded assisted self-reliance or participatory development; the increased dominance of private initiative in most spheres of life across the world; the search for a new way of addressing unmet social-economic needs of people – in which NGOs key perfectly into by offering appropriate platforms for people's expression; the continuing ICT revolution which started seriously in the 1980s; and the creation of a new upper-middle class following the global economic boom of the 1960s and 1970s.

Garilao (1987) also suggested a number of developments have helped NGOs become prominent in recent times. These include: rising societal tension and conflict; a need to respond more effectively to crisis situations in the face of a weakening or breakdown in the traditional and formal government structures; the growing ideological differences between government operatives and other societal stakeholders; and, a realization that neither government nor the private sector has the will, resources or capacity to resolve the existing social issues (Garilao, 1987).

NGOs have generally evolved or transited through three basic generational phases (Korten, 1987). In the first phase, spanning from the 1960s through the 1970s, NGOs mainly focused on offering relief and welfare by providing goods and services that are in short supply to individuals and families to deal with immediate crisis situations or address the short term problems. The second phase, spanning the 1980s through the 1990s, features NGOs focused mainly on galvanizing local energy towards self-reliance through training and other capacity-building measures delivered to clients in neighborhoods or communities using mid-term community self-help initiatives (programs and projects). The third phase, covers the late 1990s to the present times, and has NGOs mostly concentrating on solving institutional problems and policy constraints towards the sustainable development of formal societal systems and structures, through the introduction and institutionalization of strategic reforms on a long or indefinite term basis.

These phases, though seemingly distinct in features; however tend to overlap in certain cases. For instance, the intervention in communicable diseases, though associated more with the first phase of relief, has actually crisscrossed the other phases, owing to continued institutional weaknesses in most parts of the developing world. NGOs may also be identified in terms of their focus, their orientation or the scope or level of their operations. In terms of focus, an NGO may be a: relief or welfare agency; technical innovation organization; public service contractor; self-help organization; or, advocacy group or network member. Furthermore, NGOs may have any of the following operating orientation: charity; service; participation; or, empowerment. In terms of the level of operation, an NGO could be a: community-based organization; citywide organization; national organization; or, international organization (Togbolo, 2005).

2.3.1 Historical Background of Non-Governmental Organizations in Ethiopia

The history of NGOs in Ethiopia in many circumstances is related to famine of 1973/74. Ethiopia was hit with two devastating famine in almost in a decade. The first famine occurred in 1973/74 and the second most devastating in 1984/85. These famines contributed for the influx of international NGOs and for the emergence of indigenous ones in the country. The second famine relatively magnified the NGOs significance and widened the roles of NGOs in Ethiopia. After the famine situation subsided in the country NGOs started involving in rehabilitation and development works. The first groups that started operating in Ethiopia as NGOs in 1930s were faith-based organizations (Jeffrey, 2000).

2.3.1.1 Roles and Contributions of NGOs in Ethiopia

The first indigenous organizations, that were functioning apparently similar to the present NGOs, were traditional self-help groups that existed for generations before they were developed into organized entities. The fact in Ethiopia today is different. Independent and visionary NGO sector, in the sense we understand them today, is new to the country with a history of not more than four decades (Jeffrey, 2000).

a) Genesis and importance of NGOs

In the broader definitions NGOs are “associations formed within civil society bringing together individuals who share common purpose”. According to GTZ, in the Ethiopian context, an NGO is an organization that meets the following requirements (GTZ, 2002):

- NGOs are voluntary in their genesis
- NGOs engage in relief, service delivery, advocacy or development activities
- NGOs are non-profit or self-serving organizations working to serve the disadvantaged groups of the society
- NGOs are non-political
- NGOs have no permanent program interest or geographical context
- NGO refers to both indigenous and international non-governmental organizations (GTZ, 2002)

The importance and visibility of NGOs is closely related to the Ethiopian famines. Ethiopia was hit with two devastating famines in 1973/74 and in 1984/85 causing involuntary mass migration and huge loss of lives and properties. These famines resulted in dramatic increase in the number of NGOs operating in the country (CRDA, 2004). The role of NGOs during these famines was very essential in saving the lives of famine victims when the government's capacities were completely eroded. These famines compelled the then governments to allow a large influx of western NGOs into the country. During the first famine, the total number of NGOs mostly operating on relief in the country was not more than twenty-five; of which the vast majority were church based and very few of local origin. This number increased to 70 at the later part of 1980s (Zewdie & Pausewang, 2002). In Ethiopia a dramatic increase in the number of NGOs has been observed between the years 1994 to 2000.

NGOs	1994	1996	1998	2000
LNGOs	24	96	160	246
INGOs	46	96	119	122
Total NGOs	70	192	270	368

Source; DPPC, (2000)

Table 3: Number of NGOs in Ethiopia from 1994 to 2000

In 1994, the total number of NGOs was only 70 but this number has surged to 368 in 2000. The increase in number of local NGOs leaped from 24 in 1994 to 246 in 2000. The growth in the number of NGOs resulted due to national and international situations. Internally, there was relative improvement in the political environment under which NGOs were operating and globally, associational life of civil society is considered as a key for development and democratization in Africa.

The increase in number of NGOs was not unique to Ethiopia. In a similar way, tremendous increase was observed worldwide. Globally, the number of international NGOs increased by 345% in the last 20 years, from 13,232 in 1981 to 45,674 in 2000 (ILO, 2001). In Bolivia in 1980, the total number of NGOs operating in the county was only 100. This number increased to 1000 in 1999 (ODI, 2005). Tremendous increment in the number of NGOs has been recorded in Ethiopia since their first emergence during the first famine. However, NGOs in Ethiopia remained weak by all

measurements and their roles was limited due to the governance history, which was based on, centralized states ruled by autocratic governments, which gave no or little space for associational structure (World Bank, 2003b).

b) Major contributions of NGOs in livelihood transformation in Ethiopia

Due to the restrictive nature of the government that limited the space for NGOs, the roles and contributions made by NGOs are limited in Ethiopia. However, after the occurrences of the two devastating famines in the country, the roles and contributions of NGOs significantly increased in different sectors. Identified major contributions made by NGOs since their establishment in Ethiopia are listed below (CRDA, Information package on NGO contributions,, 2004).

Food Security:

Credible roles in saving the life of famine victims in food insecure parts of the country through emergency relief support of NGOs. NGOs involvements in the area of food security are increasing through times because of the recorded achievements in last couple of decades.

Health and Education:

Remarkable contributions in improving the health and education of the society through constructing and made operational health centers and schools.

Capacity Building:

Considerable achievements in uplifting the capacity and skill of the rural people through constructing training centers and intensive trainings on skill-acquisition and capacity building.

Infrastructure Development:

Improved infrastructures developed by NGOs enabled millions of people to have access to health, education and market services.

Microfinance:

Remarkable achievements in increasing the income of the rural poor through creating local credit and saving institutions.

Democratization:

Contribution of NGOs in the democratic process is also remarkable although it is less significant compared to other contributions made by NGOs.

2.3.1.2 Challenges of NGOs

The challenges that NGOs encounter in their involvement in developmental and democratization process in Ethiopia can be divided into external and internal.

a) External challenges

The external challenges are related to the policy environment under which they are operating in the country. The following major challenges are the most common among both indigenous and international NGOs in Ethiopia.

Government attitude and perception

Marked improvement was observed in the relation between NGOs and the state immediately 1991 after EPRDF come to power. The fact was that the government aspire to win the support of the civil society following; nevertheless, the government has no interest and appetite to consider the NGOs and other civil society sector as real partners for development (Mikias, 2006). In Ethiopia, strong, vibrant and independent institutions have been considered by the government as a threat so that categorized as part of opposition working to undermine its power bases (Zewdie & Pausewang, 2002)

Bureaucracy

Lengthy and bureaucratic requirements for registration, demanding reporting requirements, and continued lack of transparency on the part of government executive bodies weakens government-NGO relations (GTZ, 2002).

Pro-government NGOs

The state is deliberately promoting its own party controlled parallel civil society groups, such as local indigenous NGOs, women organizations, youth associations and trade unions. This highly reinforces the suspicion that is held in the voluntary sector that the state does not have confidence

in independent civil society groups and may be planning to replace them at some time in the future (Zewdie & Pausewang, 2002).

Participation

Major decisions that concern the civil society themselves are passed at regional and federal levels without the participation of civil society representatives (GTZ, 2002). A good case in point is that officials in the ministry of justice responsible for drafting new laws that govern NGOs operations have been unwilling to involve the NGOs sector in the preparatory efforts (CRDA, 2006). The study of Norwegian Agency for Development Cooperation (Norad) on capacity building program in Ethiopia (2005) complained that the Ethiopian government is considerably more restrictive with respect to the space it allows international and national NGOs (Norad, 2005).

Rules and regulations

The state sets the rules, regulations that govern civil society engagements and that the rules are vague, ambitious, and subject to arbitrary interpretation by the regulating organizations (Zewdie & Pausewang, 2002). The deliberate provision of regulation contrary to provision of their parent law restricted freedom of association violated essential provision of the constitutions and international human right agreement stratified by Ethiopia (CRDA, 2006).

The New Charity and Society law

It very important to take some time and discuss on the charity and society law, which became the concern and frustration of stakeholders including human-right groups such Amnesty International. Issuing separate law for civil society organization is a good start. The proclamation may have long-term merit by encouraging local fund raising practice in the country. However, it is questionable whether the law has considered the reality of Ethiopian civil society. Concerning the genesis of NGO/CSO, article 1, sub article 2(2) of the draft proclamation states that charities and societies established by Ethiopians under Ethiopian law are deemed to be foreign institutions solely for receiving more than 10% of their annual income from external sources (Ministry of Justice, 2008).

The proclamation is debatable at least from two angles. World Bank, (2000) states that, civil society is young, emerging and with extremely limited capacity in Ethiopia (World Bank, 2003b). On the other side, unlike other countries, fund raising for charity works, with exception for burial

ceremony, is not a developed practice in Ethiopia (Rahmanto, 2008). The law has not considered the capacity limitation of civil society and the viability of fund raising in Ethiopian where majority of civil society groups, including NGOs mainly depend on external fund sources. The charity and society law, article 2 sub-article 4(J-N) prohibit the engagement of international NGOs on development policy advocacy, promotion of human rights, the democratization process, conflict resolution, citizenship and social development (Ministry of Justice, 2008). In short, International NGOs are not allowed to involve on advocacy of policy and good governance. These articles is harmful to the democratization and development processes and is contrary to the interest of beneficiaries. In Ethiopia, the current operational environment is not only scary but also frustrating.

Amnesty in its June 2008 report expressed its deep concern as” Charities and societies proclamation, which clearly aims undermine and frustrate the work of independent Ethiopian civil society and ban on foreign non-governmental organizations (NGOs) such as Amnesty international from operating in the country. The proclamation is a clear demonstration of the government’s intolerance on the work of human rights defenders and civil society organizations, and would seem to be a ploy by the government to conceal human rights violation and prevent public protest and criticism of its actions”(AI, 2008). Amnesty international and other human right activists have frequently accused the Ethiopian government for human-right abuse since 1991.

b) Internal challenges

NGOs are expected to initiate, design and implement projects that can be scaled up by governments and donors. They are also considered as innovators and models of good practice. However, in addition to external challenges, NGOs also have major internal challenges. Some of the main internal challenges are listed below.

Capacity limitation

There is significant capacity limitation among indigenous NGOs. Limitation in human resource and budget constraints are the prominent features of local NGOs. GTZ (2001) stated that, local NGOs lack access to funds, physical assets and competent human capital.

Weak private sector

Like in other countries, in Ethiopia the private sector is too weak and fragile as to become internal funding sources for NGOs. The weakness is due to unfriendly policy environment and government control of major economic sectors (Zewdie & Pausewang, 2002).

Dependence

The overwhelming majority of both international and local NGOs depend on external funding sources to run their programs. Government and donors play major roles in supporting NGOs programs, which usually has compromised the independence and effectiveness of NGOs (Hellinger, 1987). The NGOs who based their funding source on governments end up with negative bearing against the poor by failing to distance themselves and compromising their impudence with the government (Weston, 1994).

Democratic culture and values

Democratic culture and values are very important if NGOs need to involve in the democratization process in Ethiopia. NGOs involvement in programs, such as advocacy on human rights without proper knowledge and skill lead to conflict and hostility instead of bringing constructive democratic norms and values. Many of the NGOs, especially indigenous ones have not internalized democratic cultures. (Egziabher & Sisaye, 2002), GTZ (2001) stated that NGOs lack the culture of tolerance and constructive debate and have no media to inform the general public about their activities.

Accountability

There is always the issue of accountability. There is no clear-cut understanding as to whom NGOs are accountable. This is very challenging question to answer, however; it is rational that this question needs to be answered by the NGOs themselves. They assume that they are accountable only to their donors. This notion is problematic. My understanding is such that NGOs are accountable to three bodies, to the community, to the government and to donors.

Phase-out and sustainability

Phase-out and sustainability are two most important terms, which frequently are mentioned in development programs. NGOs should be where they are to bring change among the needy people. Change will be possible if only NGOs are able to sustain their programs. Sustainability becomes possible when NGOs start their programs with good phase-out strategy. There are evidences that indicate that NGOs programs have the problems of phase-out and sustainability.

Networking and communication

Networking and communication is a common term frequently used by NGOs sector in Ethiopia, but rarely practiced. In Ethiopia NGOs are seen competing for resources than working towards common interest and integrity. This has given opportunity to the government to undermine the sector by using its carrot-and stick policy. GTZ (2001) stated that, inter NGOs collaboration, public relation, and participation in public issues is rather limited. There is lack of clear understanding of democratic culture and government policies and programs among NGOs (GTZ, 2001).

Failure to use opportunities

There were windows of opportunities that NGOs had not exploited in democratization process in the country that might be due to integrity and networking problems or negligence or both. Zewdie and Pausewang, (2002) state that as soon as the present government came to power in 1991, conditions were fertile for associational life and image building which could bring civil society into visibility, however; opportunities were not properly utilized.

Charter Three

Research Design and Methodology

3.1 Research Design

Research design is the overall structure of the research study. It focuses on what type of study is planned and what kind of results are expected from the research. Research design is based on the research question or research problem. There are three models used to study organizational culture namely. Good to Great Diagnostic Tool, Contextual Assessment of Organizational Culture and Organizational Culture Assessment Instrument (OCAI). Good to Great Diagnostic Tool is based on Good to Great model. The Good to Great Diagnostic Tools is based on framework of principles and characteristics that separated the organizations that made the leap from good to great and those that did not. The framework is made up of four stages, with the first three stages focusing on discipline of people, thought, and action. The fourth stage focuses on changes for long-term success. The Good to Great Diagnostic Tool assess and compares organizational culture characteristics against an idealized model of organizational culture. It uses structured questionnaire to assess the characteristic of leaders and organization i.e. quantitative in nature.

Contextual Assessment of Organizational Culture (CAOC) uses both qualitative and quantitative methods. CAOC uses organization's values, practices, artifacts and the core tasks to study organizational culture. It uses these elements to clarify the underlying assumptions prevailing in a organization. CAOC also uses a core-task analysis to helps determine the main content of work and the critical demands it sets for working practices.

This study employed OCAI method. OCAI model is based on Competing Values Framework. Competing values framework was used as such to diagnose the culture of TechnoServe mainly because it is based on empirical evidence and capture accurately the reality being described. In addition, competing values framework integrate most of the dimensions of organizational culture that various authors was proposed (Cameron & Quinn, 2006

Competing values framework has two dimensions, one dimension differentiates effectiveness criteria that emphasize flexibility, discretion, and dynamism from criteria that emphasize stability, order, and control and the other dimension differentiates effectiveness criteria that emphasize an

internal orientation, integration, and unity from criteria that emphasize an external orientation, differentiation, and rivalry. The continuum ranges from organizational cohesion and consonance on the one end to organizational separation and independence on the other. Together these two dimensions form four quadrants, each representing a distinct set of organizational effectiveness indicators -- clan, adhocracy, market, and hierarchy. That is, each quadrant represents basic assumption, orientation, and values -- the same elements that comprise and organizational culture. The OCAI is an instrument that allows to diagnose the dominant orientation of organization based on these core culture types. It also assists in dragonizing the cultural strength, cultural type and cultural congruence (Cameron & Quinn, 2006).

The study was therefore based on descriptive research design, quantitative research, primarily using OCAI questionnaires to describe the current dominant TechnoServe culture. This is important because having a comprehensible picture of a culture makes it easier to systematically implement change in a consistent, coherent, and consensual way. The advantages of descriptive studies is that it is a scientific method of investigation where data is collected and analyzed to describe the current conditions. The Organizational Culture Assessment Instrument (OCAI) assesses six important attributes of an organization's culture. OACI was used to inquire program managers, project managers, senior project officers and project officers to judge TechnoServe using six attributes. The organizational leaders (program managers, project managers, senior project officers and project officers) were provided a scenario of what characteristics TechnoServe have, TechnoServe values, and how it operate. Leaders were instructed to rate TechnoServe when answering a series of questions. The assessment consists of six questions, each with four possible answers. The result from the survey was analyzed and summarized in graphs (radar) and tables using Microsoft excel.

3.2 Research Methodology

3.2.1 Sampling and Sampling Method

In the period of transition, managers have a crucial role, because by their behavior, knowledge and skills they influence the adoption of the organization's culture and the changes imposed by the business environment. This study employed purposive sampling i.e. second category of managers were selected for this study. The level of management in TechnoServe is divided in to three

categories. The first category consists of executives with the highest authority; this includes the country director and deputy country director. The second category consists of the heads of programs; this includes program managers, project managers, senior program officers, program officers, finance manager, HR manager, Office manager, M&E coordinator and stakeholder manager. The third category consists of front line executives, who have the most direct contact with employees; this category includes senior business advisors, business advisors and assistance business advisors. All second category of managers, i.e. head of programs and admin/ support staffs were involved in the study.

The rationale behind selecting the second category were (1) top managers tend to be biased while assessing their organization culture. According to Cameron and Quinn (2011), top managers tend to have higher clan scores. They rate the culture of the organization as more clan focused than do managers at lower levels of the hierarchy (Cameron & Quinn, 2006). (2) The top managers (executives) had a very limited time to complete the questionnaire. (3) The second categories of managers are easier to reach out and it is believed that they have a better understanding of the organization because they situate in a close proximity both to executives (top management) and to front line executives; in addition, they mediate between strategy and implementation.

3.2.2 Sources of Data Collection

Primary data was collected using organizational culture assessment instrument (OCAI) questionnaire, the second categories of managers were asked to divide 100 points over four alternatives that correspond to the four culture types, according to the present organization, TechnoServe.

Secondary data was used for deciphering the elements of the organization by researching TechnoServe's strategic documents, logos, values, mission, goals, and essentially log frames/ theory of change. These documents specifically designed and strategically placed highlight the company's opinions and beliefs about its own culture. These strategic forms of communication contribute to understanding how the organization presents its own culture to the general-public. It was used as well, to check the congruence of the artifacts (more observable and overt elements of TechnoServe culture--including strategies, goal, mission etc.) to the result of study based on Competing Values Framework, what head of programs think TechnoServe is.

3.2.3 Data Collection Tools

OCAI questionnaire was employed to measure the mix of or extent to which one of the four culture types dominates the present TechnoServe culture. A soft copy of questionnaire was sent to the second category of managers through email. By completing the questionnaire a second time, this time dividing the 100 points over the same alternatives according to what the participant would like to see in the company, the desire for change can be measured.

There is no right or wrong answers for these items, just as there are no right or wrong culture (Cameron & Quinn, 2006). Every organization will most likely be described by a different set of responses. To adopt the six Organizational Culture Assessment Instrument items in TechnoServe context: each item has four alternatives and TechnoServe second category managers were expected to divide 100 points among these four alternatives depending on the extent to which each alternative is similar to TechnoServe. For example, on item one, if the respondent thinks alternative “A” is very similar to TechnoServe, alternative “B” and “C” are somewhat similar; and alternative “D” is hardly similar at all, respondents might give 55 points to “A”, and 20 points each to “B” and “C”, and 5 points to “D”. In fact, respondents should be sure that their total equals 100 for each item. This is for “Now” column. The same was done for the “Preferred The second category of managers thus judged the six attributes of TechnoServe culture: - these are

1. Dominant Characteristics
2. Organizational Leadership
3. Management of Employees
4. Organizational Glue
5. Strategic emphases
6. Criteria of success

3.2.3.1 Reliability and Validity

Organizational Culture Assessment Instrument (OCAI) has been used by numerous researchers in studies of many different types of organizations. These studies have all tested the reliability and validity of the instrument in the course of their analysis (Cameron & Quinn, 2006).

Reliability

Reliability is essentially a synonym for consistency and replicability overtime, over instruments and over groups of respondents (Cohen & et.al, 2005). It also refers to the extent to which the instrument measures culture types consistently. That is, do the different items that purport to assess a culture type really assess it? One study that tested the reliability of Organizational Culture Assessment Instrument was conducted by Quinn & Spreitzer in which 796 executives from eighty-six different public utility firms rated their organization's culture. Cronbach alpha coefficients were computed for each of the culture types being assessed by the instrument. Each coefficient was statistically significant and very satisfactory compared to normal standards of reliability. Coefficients were 0.74 for clan culture, 0.79 for the adhocracy culture 0.73 for the hierarchy culture, and 0.71 for the market culture (Cameron & Quinn, 2006).

Cronbach alpha coefficients for each of the culture types of this study were 0.73 for clan culture, 0.63 for adhocracy culture, 0.52 for hierarchy culture, and 0.63 for the market culture. The results were very consistent and provided strong support for Cameron and Quinn.

Validity

Validity refers to the extent to which phenomena that are supposed to be measured are actually measured. That is, does this instrument really measure four types of organizational culture? The empirical evidence suggested that OCAI measures what it claims to measure namely, key dimensions of organizational culture (Cameron & Quinn, 2006).

The OCAI is unique in its ability to identify the organizational culture strength congruence and type. One can immediately detect the extent to which one or more cultures are dominant in the organizations.

3.2.4 Data Collection Procedure

The researcher adopted organizational culture assessment instrument questionnaire (OCAI - questionnaire) in the context of TechnoServe. The questionnaire is proven for its simplicity but participant's understanding of the instruction to complete was tested prior to survey administration. The researcher took the adopted OCAI questionnaire and tested on one project officer and one M&E administrator and a minor adjustment were made on the original version. TechnoServe is an international NGO and uses English as a working language; likewise, the questionnaire was administered in English. Once the testing was completed, the researcher sent the questionnaire to the second category of managers through group email. For those who did not have internet access, a printed hard copy of questionnaire was distributed. The researcher was following up submission and completion of the questionnaire through phone call and email.

3.2.5 Data Analysis

Summary of age, gender, managerial position, and other demographic data was presented. Mean values from the six dimension of the OCAI completed by the second category of managers were summarized. The dominant culture of TechnoServe was inferred based on the summary of the value of the six attributes. The current culture and the preferred culture was summarized using tables and graphs for the six dimensions.

The OCAI consists of six questions with four answers each. For each question, 100 points are divided among the answers depending on the extent to which each answer adequately describes the organization.

There is a distinction between the current (labeled "Now") and future (labeled "Preferred") organizational culture. First, respondents are asked to assess the current organizational culture and, second, to describe what they hope will be the culture in the future.

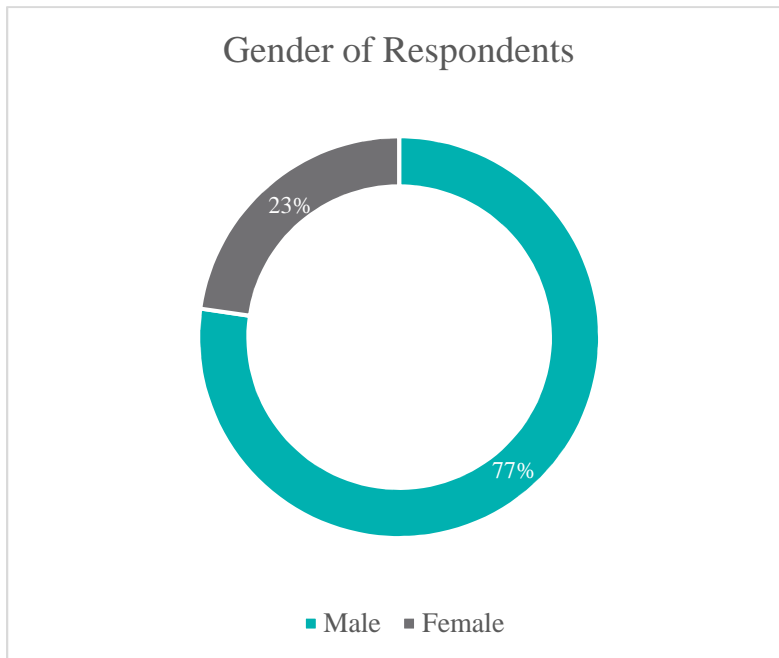
Calculating the current ("Now") and future ("Preferred") profiles follow the same guidelines. All A responses are added together and divided by six to calculate the average score. Average scores for B, C, and D are calculated similarly. Each average score corresponds to an organizational culture type (A = Clan; B = Adhocracy; C = Market; D = Hierarchy). Percentage scores are calculated for the purpose of plotting the culture profile.

Charter Four

Presentation, Analysis and Interpretation of Data

4.1 Characteristics of Respondents

The study aimed to assess the organizational culture of TechnoServe through the lens of second category of managers. This category included program managers, project managers, senior project officers, project officers, officer manager, account manager, HR specialist, and M&E coordinator; they were a total of 22 respondents. The entire questionnaire distributed to second level managers were properly completed and returned. More than a third (69%) responded by email, and the rest responded by printed hard copy.



Less than a quarter (23%) of respondents were woman. Man comprise more than there forth of the second category of managers.

The percentage of woman respondents in second category is almost similar to the number of woman working in TechnoServe. There are a total of 146 employees in TechnoServe, 25% of them are woman. Less than a half of woman are serving as support staff.

Figure 5: Gender of respondents

By 2020, TechnoServe planned to increase the number of woman employee by 40% and the number of woman beneficiaries by 30%,

Man had higher age range than woman. Man's respondent age ranged from 24 to 52, with average age of 34. Woman's respondent age ranged from 30 to 35, with average age of 21. The average

age of respondents were 34. Youth, defined as 30 years or younger, account for 32% of respondents.

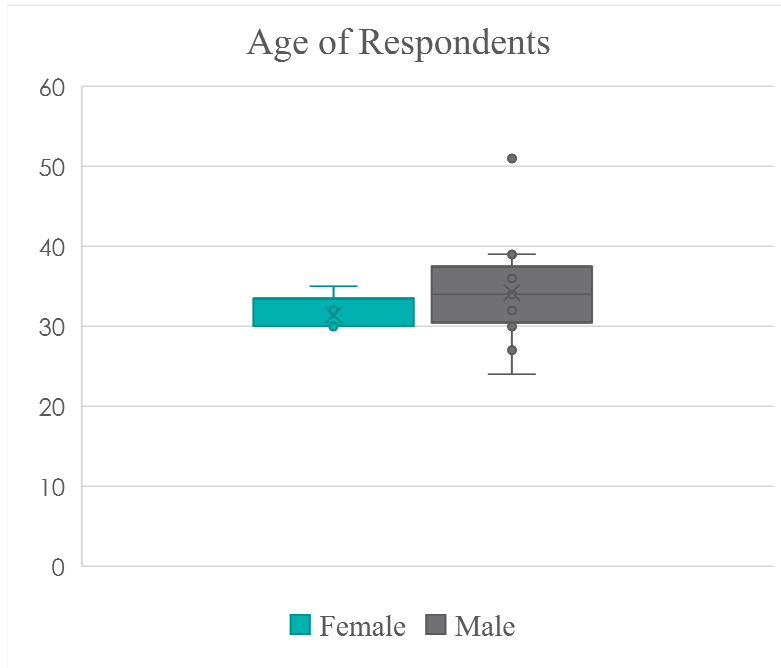


Figure 6: Age of respondents

50% of the "middle data" is represented.

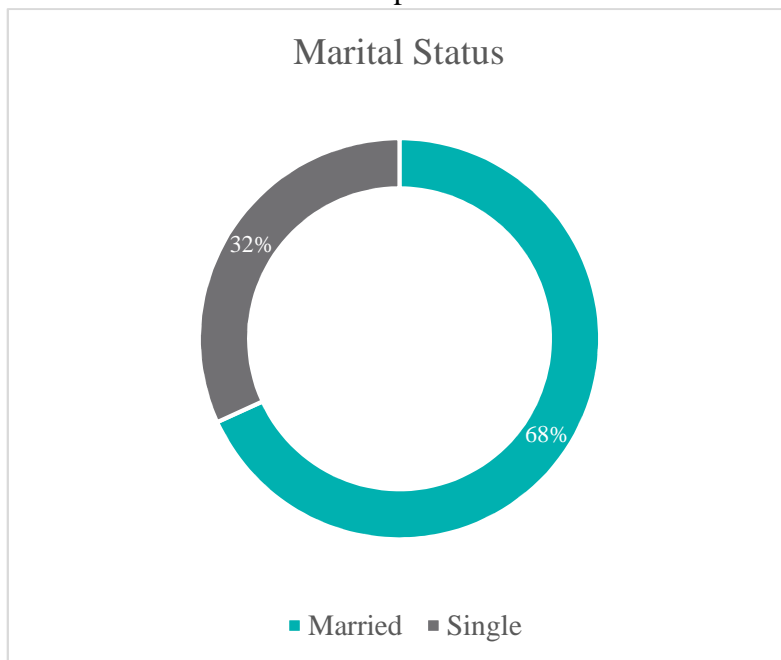


Figure 7: Marital status of respondents

The boxplot, left, shows the distribution of ages for male and female respondents. The T-lines extending from the top and bottom of the boxplot represent the maximum and minimum ages. Outliers are represented as dots at either end of the boxplot. The median (or 50th percentile) is represented as the centerline inside the boxplot. The upper and lower quartiles are represented as the top and bottom perimeters of the "box", so within the box region,

More than a third (32%) of respondents were single. The secondary data source showed some of the employee were married after they joined the organization. The graph (left) shows the marital status of second level category respondents.

Less than two third (59%) of respondents were degree holders. Their area of specialty were agriculture, agri-business, natural resource management, business management, accounting and cooperative governance. More than a third of respondents were master's holders with main area agriculture, economics, extension work and rural development.

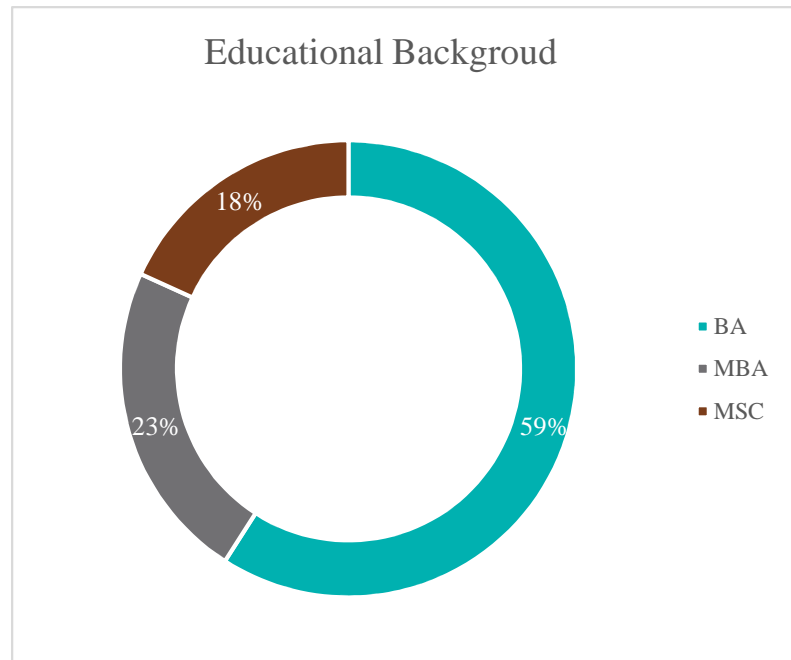


Figure 8: Educational background of respondents

The average tenure of respondents were 5 years, ranging from 1 to 9 years. The range of male respondents were similar to woman respondents, however, the average tenure of man (5.4 years) was greater than a third (35%) compared to tenure of woman (3.5years).

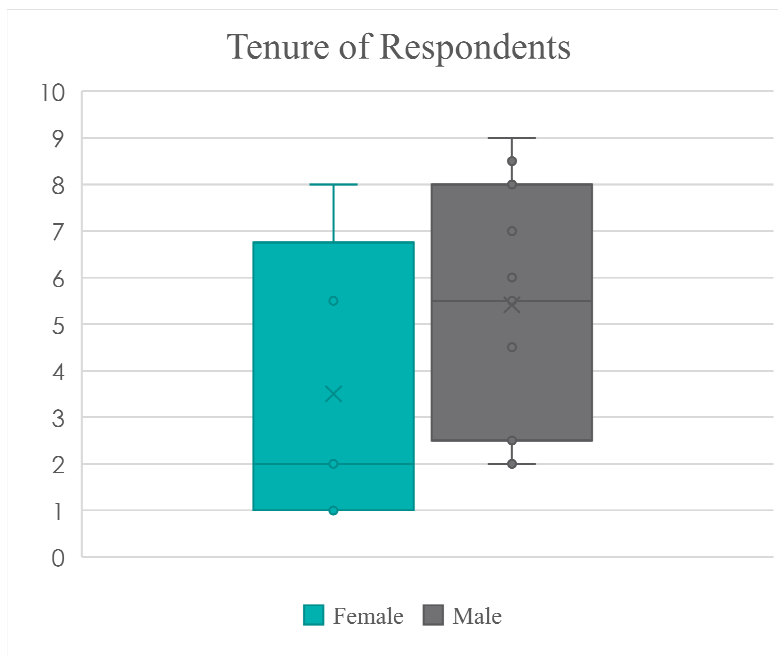


Figure 9: Tenure of respondents

The boxplot, left, shows the distribution of tenure for male and female respondents. The T-lines extending from the top and bottom of the boxplot represent the maximum and minimum tenure. Outliers are represented as dots at either end of the boxplot. The median (or 50th percentile) is represented as the centerline inside the boxplot. The upper and lower quartiles are represented as the top and bottom perimeters of the

"box", so within the box region, 50% of the "middle data" is represented.

More than a quarter of respondents worked in projects located in SNNPR, mainly in Hawassa, Butajira, Aleta Wendo, and Dilla areas. Likewise, 27% of respondents worked in projects located in Oromia region: - Jimma, Bule Hora, Wollega areas. Similar percentage of respondents worked in projects located in Addis Ababa. Less than a fifth (18%) of respondents worked in a project located in Gambella region, Majang zone.

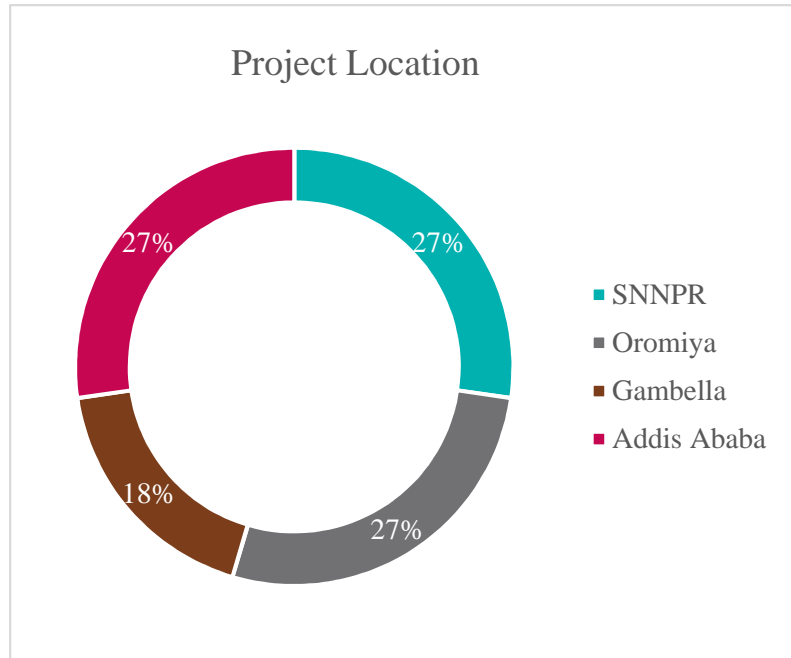


Figure 10: Project location of respondents

Even if about three fourth of projects are located outside Addis, the project managers spend at least 50% of their time in Addis office. There is a frequent travel between Addis office and the respective field offices.

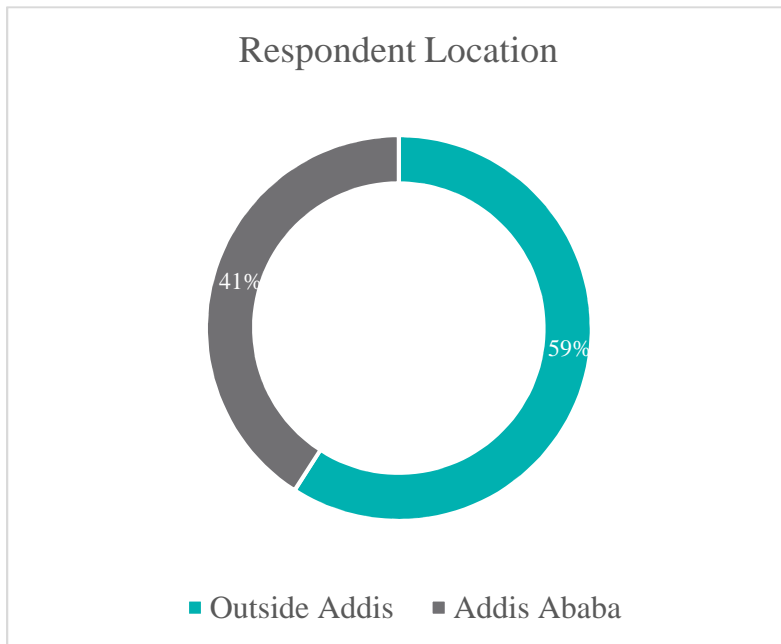


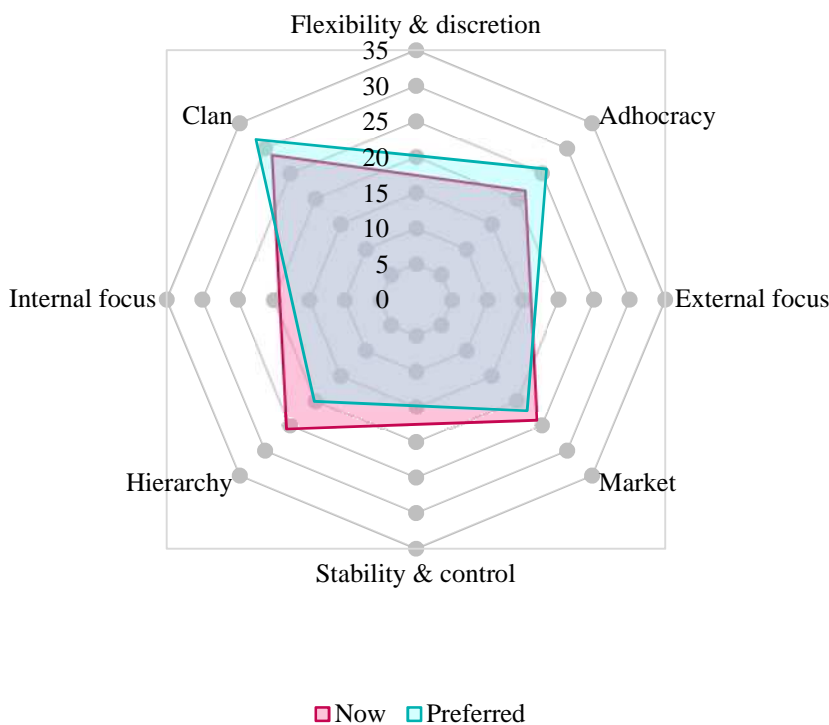
Figure 11: Respondents location

The figure on the left shows 41% of respondents were living and working outside Addis Ababa. A larger proportion of respondents were permanently working and living in Addis Ababa. This gives them a chance to be acquainted with and adopt the artifacts (overt) and the underlying assumption (informal norms, values, and lows) of TechnoServe culture more often than those who live outside Addis Ababa and make frequent travel.

4.2 Results, Analysis and Interpretation of data from OCAI

4.2.1 The Current Dominant TechnoServe Culture

Below you will find a diagram or profile of TechnoServe (22 participants). The cultural profile is a mix of the four cultural ‘archetypes’. The light red lines represent the current culture and the light blue lines represent the preferred culture. From this, we can deduce the following:



	Now	Preferred
Clan	29	32
Adhocracy	22	26
Market	24	22
Hierarchy	26	20
Total	100	100

Table 4: Average values allocated to current and preferred TNS culture

Figure 12: Current dominant culture of TechnoServe in comparison to the preferred culture

The strength of a culture is determined by the number of points awarded to a particular cultural type. The higher the score, the more dominant the cultural type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services.

The extent to which a company needs a strong, homogenous culture (instead of a varied, balanced mix of cultures) often depends on the environment: is the environment complex, how flexible

should the organization be in order to respond effectively to a changing situation? If a culture is strong, changes will require more efforts.

The dominant culture is the type that scored highest, in this case clan culture (29 points): a very pleasant place to work where people share a lot of themselves and commitment is high. Followed by hierarchy (26 points): structure, procedures, efficiency and predictability. Third is market culture (24 points): result-oriented, service delivery, goals and targets and completion. The adhocracy culture is present as well (22 points): a dynamic, adaptive, and creative place to work.

4.2.2 Discrepancy between Present and Preferred Culture

The figures below shows the difference between the current and the preferred culture. The light red represents the current culture; the light green represents the preferred culture. Differences of over 10 points are especially relevant and should induce the company to take action. This discrepancy yields important information about any desired changes; which direction should the organization move in?

The largest desired difference can be seen in hierarchy culture, with a decrease of 6 points: the focus on formality could become less. Subsequently adhocracy culture with an increase of 4 points could be more focused on innovation. Clan culture increases with 3 points and market culture decreases with 2 points.

The dominant culture in the preferred situation becomes clan culture, followed by adhocracy culture, market culture and hierarchy culture.

Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points: this is not valid here.

4.2.3 Cultural Congruence

Congruence on the six aspects means that strategy, style of leadership, reward system, management of employees and organizational characteristics are based on the same values, and fall into the same cultural quadrant.

4.2.3.1 Dominant Culture

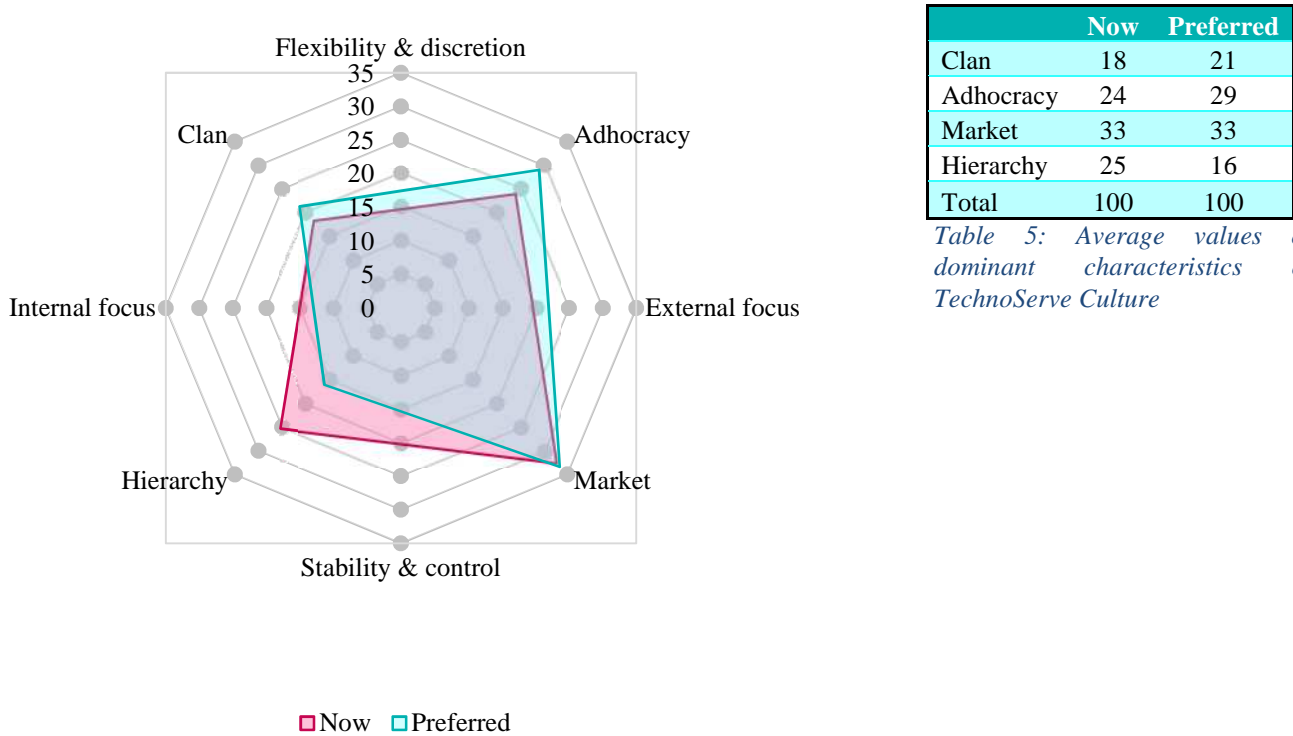


Table 5: Average values of dominant characteristics of TechnoServe Culture

Figure 13: Dominant Characteristics of TechnoServe Culture as perceived by employees

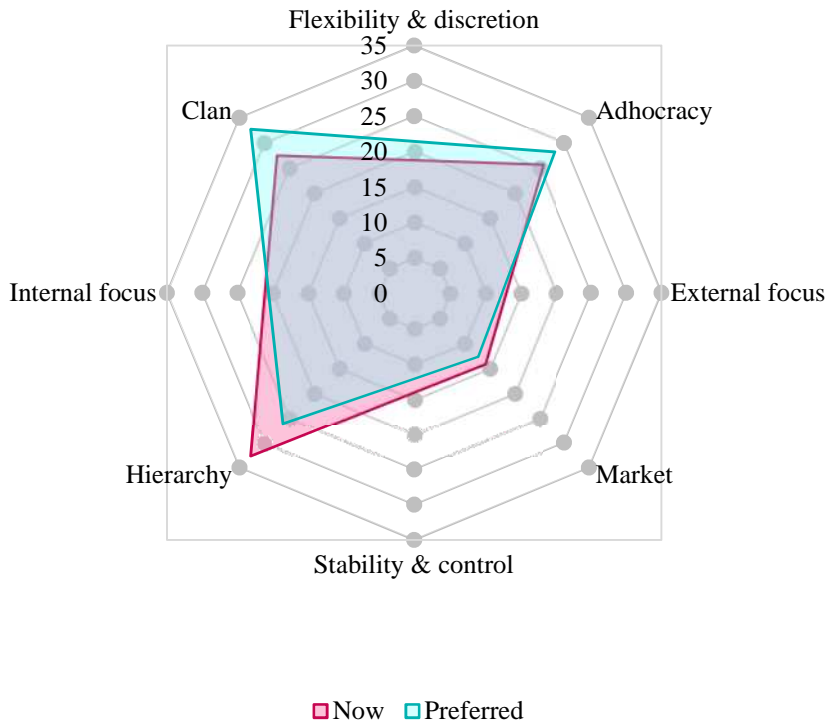
For this aspect, market culture scores highest: (33 points). The dominant characteristics are results oriented where a major concern is getting the job done. The other cultural types have respectively scored as follows: hierarchy culture (25 points), adhocracy culture (24 points) and clan culture (18 points).

In hierarchy culture, the point difference between the current and the preferred situation is equal to 9, showing decline. The adhocracy and clan culture increased by 5 and 3 resp. Market culture almost remained the same. Hierarchy culture require further attention with a decrease of 9 points

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

4.2.3.2 Organizational Leadership

How do employees perceive the leaders or head of the organization, how do they behave?



	Now	Preferred
Clan	28	33
Adhocracy	26	28
Market	14	13
Hierarchy	33	26
Total	100	100

Table 6: Average values of organizational leadership as perceived by employees

Figure 14: Organizational leadership as perceived by employees

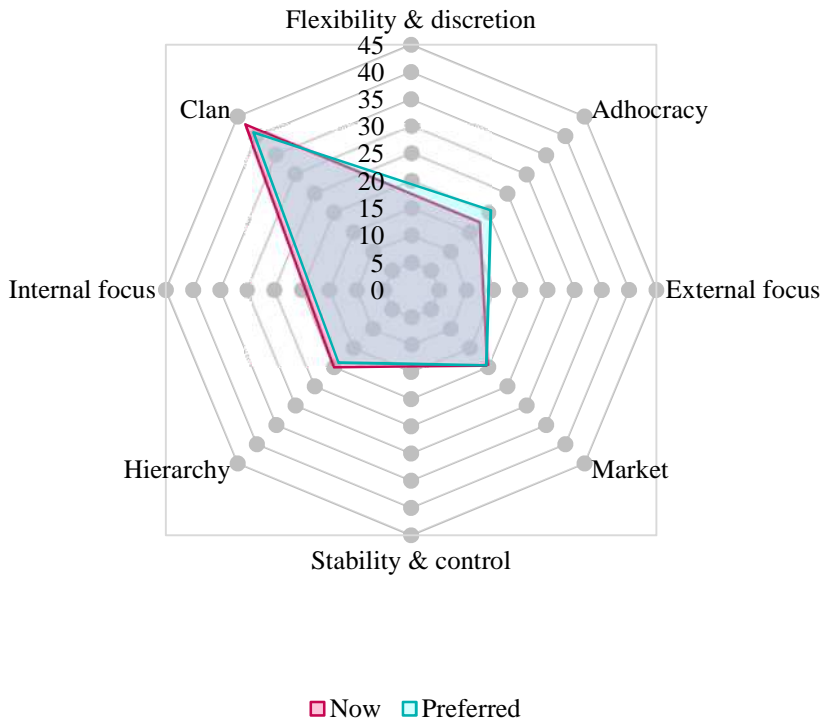
The leaders are considered to be coordinators and organizers (hierarchy culture: 33 points). They are also considered to be mentors and parent figures (clan culture: 28 points). Leaders are considered to be innovators and risk takers (adhocracy culture: 26 points) and are least considered to be hard drivers, producers and competitors (market culture: 14 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Both hierarchy culture and clan culture require further attention with a decrease of 6 points and an increase of 5 points. Adhocracy culture increased with 3 points and market culture decreased with 1 point.

4.2.3.3 Management of Employees

Teamwork, consensus and participation are important: management of employees match the clan culture with 43 points.



	Now	Preferred
Clan	43	41
Adhocracy	18	21
Market	20	20
Hierarchy	20	19
Total	100	100

Table 7: Average values of management of employees

Figure 15: Management of employees as perceived by employees

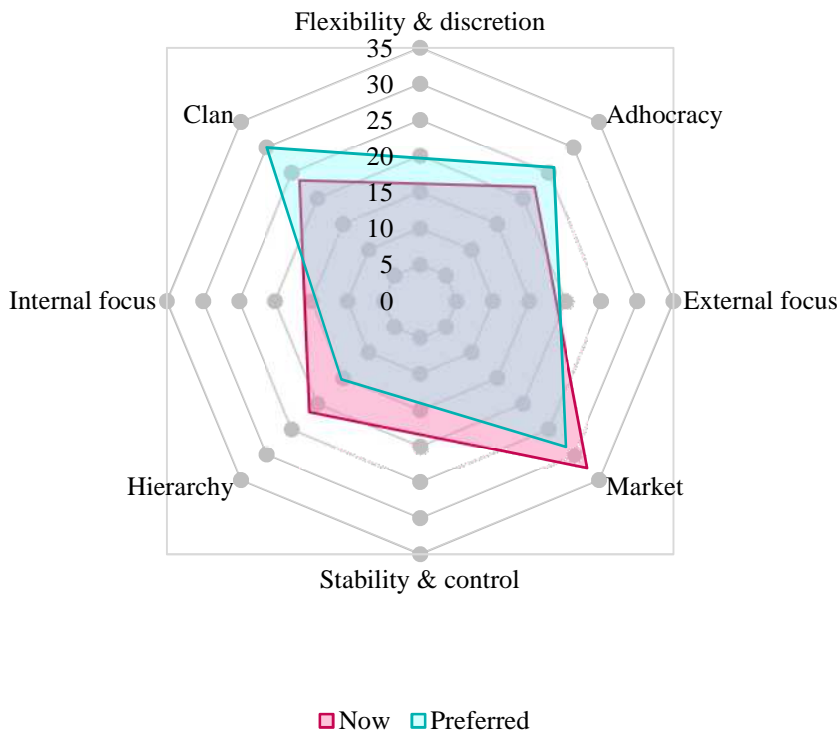
Secondly, both hierarchy and market score the same; we see hierarchy culture (20 points): security of employment, conformity, predictability and stability in relationships. Hard-driving competitiveness, high demands and achievement score 20 points (market culture). Individual risk taking, innovation, freedom and uniqueness are least prevalent, adhocracy culture scores 18 points.

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

Adhocracy culture increased with 3 points. Clan culture and hierarchy change with -2 points, -1 points respectively. Market culture remained the same.

4.2.3.4 Organizational Glue

An emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes (market culture: 33 points).



	Now	Preferred
Clan	24	30
Adhocracy	22	26
Market	33	29
Hierarchy	22	15
Total	100	100

Table 8: Average values of organizational glue

Figure 16: Organizational glue as perceived by employees

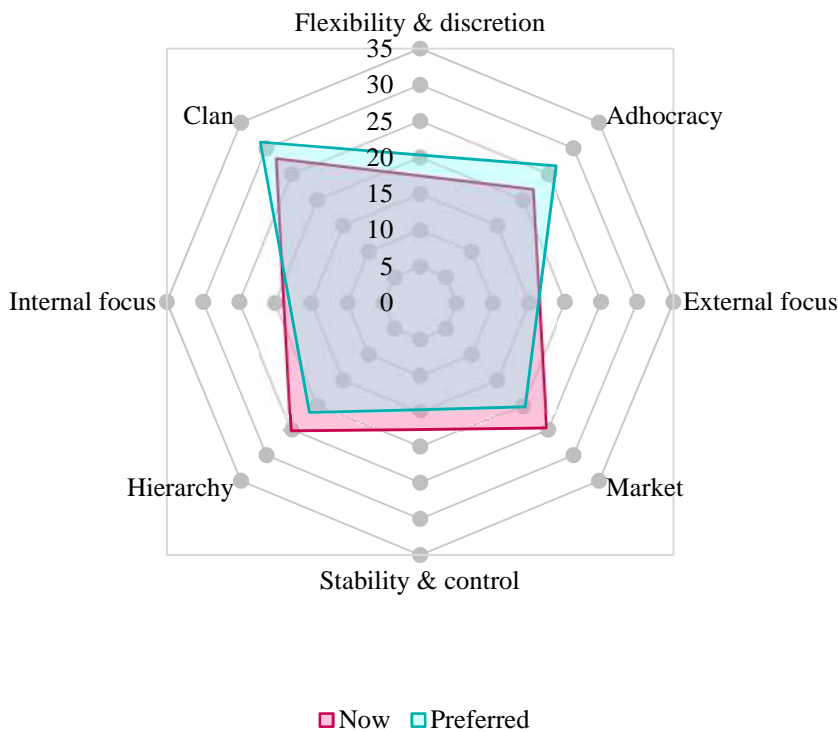
Next, we see the glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high (clan culture: 24 points).

Third adhocracy and hierarchy are on the same level; we see commitment to innovation and development. There is an emphasis on being on the cutting edge: adhocracy culture scores 22 points. As well as we see formal rules and policies. Maintaining a smooth-running organization is important: hierarchy culture scores 22 points.

Both clan culture and hierarchy culture require further attention with a decline of 7 points and a decrease of 6 points. Adhocracy culture increased with 4 points and market culture decreased with 4 point.

4.2.3.5 Strategic Emphasis

The organization emphasizes human development. High trust, openness, and participation persist (clan culture: 28 points).



	Now	Preferred
Clan	28	31
Adhocracy	22	27
Market	25	21
Hierarchy	25	22
Total	100	100

Table 9: Average values of strategic emphasis

Figure 17: Strategic Emphasis as perceived by employees

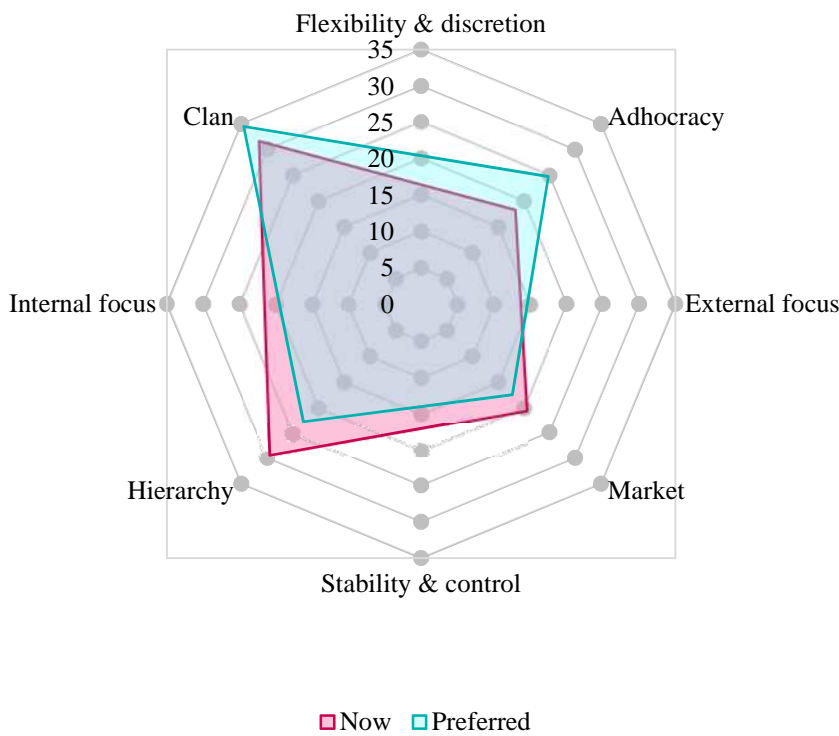
Second, the organization emphasizes competitive actions and achievement. Attaining targets and winning in the marketplace are dominant. These are strategic emphases according to market culture (25 points). Likewise, with 25 points we find hierarchy culture. Emphases are on permanence and stability. Efficiency, control and smooth operations are important.

Finally, we see acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy culture: 22 points).

The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

4.2.3.6 Criteria for Success

Finally, the criteria for success. What are the definitions of success in the organization, and which criteria are used to determine how successful the organization is?



	Now	Preferred
Clan	32	35
Adhocracy	18	25
Market	21	18
Hierarchy	30	23
Total	100	100

Table 10: Average values for criteria for success

Figure 18: Criteria for success as perceived by employees

The organization defines success on the basis of human development, the organization values development of human resources, teamwork, employee commitment and concern for people (clan culture: 32 points).

Success based on efficient, effective, and dependable delivery of services was rated very high with 30 points for the Hierarchy culture runs second.

Additionally, success is determined based on winning in the marketplace and outpacing the competition. Competitive market leadership is key (market culture: 21 points).

Finally, the organization is considered successful based on having the most unique or newest products. It is a product leader and innovator (adhocracy culture: 18 points)

Both hierarchy culture and adhocracy culture require further attention with a decrease of 7 points and an increase of 6 points. Clan culture increased with 3 points and market culture decreased with 3 points.

4.2.3.7 Congruence between the Dominant Culture and the Six Aspects

The result showed 50% of the OCAI six attributes fall on the quadrant of the current dominant culture. Only management of employees, strategic emphasis and criteria for success yielded the same alignment with clan culture. However, all the OCAI attributes, except dominant characteristics, showed alignment in the preferred situation.

Charter Five

Summary, Conclusion and Recommendation

5.1 Summary of Major Findings

The purpose this study was to assess the current dominant culture of TechnoServe after the change initiative was employed and to capture what employees consider best for the TechnoServe. It also aimed to see whether there is a difference between current culture and preferred culture from the perspective of employees. In the course of the study, an attempt was made to answer the following research questions: - What is the current dominant TechnoServe culture? Is there any discrepancies between the current culture and the preferred future culture? Is there any congruence of the culture generated on the six attributes of OCAI?

The type of culture that dominates TechnoServe as perceived by second category of managers was a clan culture followed by hierarchy. According to Cameron and Quinn (2006), a clan (collaborative) culture is a very friendly place to work where people share a lot of themselves. The adhocracy culture was considered the least by employees.

Second category of TechnoServe managers were asked not only to judge the current dominant culture but also what they envision TechnoServe would be in the near future. According to OCAI result, respondents prefer to continue with the current culture but not focusing on formal rules and policies i.e. stability, predictability and efficiency. Instead, the respondents preferred to mingle the clan culture with adhocracy.

After closely studying all six aspects, the result showed the current working culture lacked congruence with the six attributes of OCAI. However, there is consistence of alignment of the six aspect in the preferred situation.

5.2 Conclusion

The current dominant TechnoServe culture more or less looks like a square profile with slightly tipped to clan culture. Nonsystematic differences in performance is noticeable in TechnoServe culture with a square profile versus a profile that has a strong emphasis in one or more of the quadrants. Square cultural profiles simply indicate that TechnoServe does not really have a good

sense of its own culture, strength, or unique capabilities. It sometimes simply means that the culture is well developed in each quadrant. However, the point is not necessarily to develop a balanced profile in each quadrant.

TechnoServe executed a change initiative plan called “Lewet” to enhance leadership and management engagement, reducing or avoiding inefficiency in processes and policies, and giving due emphasis for employee compensation, benefit and organizational care. This missing component pretty much resembles to Cameron & Quinn’s illustration of clan culture with some component of efficiency. A brief examination of TechnoServe strategic document, vision, mission statement and goal clearly depict that TechnoServe had a market oriented culture before the change initiative was implemented. The result of the study clearly articulate that the change initiative, “Lewet”, had transformed the TechnoServe from presumably market culture to clan culture.

A clan (collaborative) culture is a very friendly place to work where people share a lot of themselves. It is called a clan because of its similarity to a family - type organization. Shared values and goals, cohesion, participativeness, individuality, and a sense of “we - ness” permeated clan - type firms. They seemed more like extended families than economic entities. Instead of the rules and procedures of hierarchies or the competitive profit centers of markets, typical characteristics of clan - type organizations were teamwork, employee involvement programs, and corporate commitment to employees.

TechnoServe’s Clan culture is clearly evidenced in the current artifacts. Anyone who stop by TechnoServe office can easily notice open office sitting arrangement where one can see the other corner and seats of others vividly; one employee can spot his colleague from the other end effortlessly. The executive manager’s office is always open and welcoming. Managers and employees sit together during lunchtime. Less hierarchical and flat organizational structure coupled with adaptive strategy. Decentralized decision-making where flexibility and autonomy is exercised liberally. Less accountability and control, more empowering working atmosphere where employees feel they are heard, respected and their personal effort is recognized and validated.

The strength of clan culture is typified by a friendly place to work where people share a lot of themselves. It is like an extended family. Leaders are thought of as mentors and perhaps even as parent figures. The organization is held together by loyalty and tradition. Commitment is high. The

organization emphasizes the long - term benefit of individual development, with high cohesion and morale being important. Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus.

It is true, TechnoServe achieved the target of “Lewit” initiative, and it is possible to say employees are now content with the current culture. However, how does this make sense compared to its mission of “market based solution for beneficiaries”? Does the organization focus on internal integration and external adaptation at the same time? This was the question the study tried answer by comparing the current culture with the preferred culture. According to the result, respondents prefer to continue with the current culture but not focusing on formal rules and policies i.e. stability, predictability and efficiency. Instead, the respondents preferred to mingle the clan culture with adhocracy. This is in effect, while emphasizes the long - term benefit of individual development and concern for the employees, TechnoServe need to foster adaptability, flexibility, and creativity to adapt a changing environment. It means encouraging innovation, creativity and self-reliance, yet also empowering employees and maintaining a fun, informal climate -- focusing on the upper quadrant.

Congruence on the six aspects means that strategy, style of leadership, reward system, management of employees and organizational characteristics are based on the same values, and fall into the same cultural quadrant. Research shows that successful organizations often have a congruent culture. They experience fewer inner conflicts and contradictions. Cultural incongruence will often stimulate an awareness of the necessity of change. It will take a lot of time and debate; it leads to differences in values, views, targets and strategies.

The incongruence in TechnoServe culture emanates mainly from of the discrepancy between employee’s values and needs and the organization vision and goal. The employees seek professional development and benefit (salary) increase, which have some cost implication, at one hand internally; and the organization is in quagmire of donors and government compliance externally.

The government of Ethiopia require NGOs to invest 70% of their fund on program beneficiaries (direct handout) and 30% on admin costs. Violation of this rule could succumb the organization to shut down. Likewise, donors recruit implementing NGOs, like TechnoServe, based on ROI, the

amount of income generated (from supporting target beneficiaries) for each dollar of fund granted by donors. Furthermore, there is a push both from beneficiaries and donors to come up with innovative idea that would bring systemic change. In simple terms, donors are looking for implementing NGOs that can provide a sustainable and scalable solution to development constraints, the traditional direct hand out projects does not have place in the current NGO market.

Therefore, a push from internal employees and a pull from external donor and government account for cultural incongruence of TechnoServe. It is indicative that TechnoServe as organization to successfully continue working in the current context, there is a need to balance a certain component of clan culture and market culture thought they are competing each other.

5.3 Recommendation

Now that TechnoServe has a better understanding of their organizational culture and the cultural shifts needed to reach the desired organizational paradigm, the next step is to begin to map-out possible changes to make the shift. Formulating a plan for beginning and executing a successful organizational culture change effort is well beyond the scope of this thesis and is a much more complex discussion with the leadership team of TechnoServe. Nevertheless, I will briefly highlight some basic ideas that TechnoServe can consider as it moves forward.

The current and the preferred culture of TechnoServe has shown a moderate difference that indicates the need for ample culture change effort, though not urgent.

Based on the differences between the current and preferred profiles, it is important to determine which aspects of culture TechnoServe need to emphasize more, which to emphasize less, and which to emphasize the same amount. The result from six aspect of OCAI was consistent in that respondents sought to deemphasize the hierarchy culture, emphasize the adhocracy culture and keep the clan culture.

Deemphasizing the hierarchy culture means TechnoServe should eliminate useless rules and procedures, unneeded reports and paperwork, less micromanagement and fewer sign-offs for decisions. However, this does not mean elimination of accountability & measurement, and taking advantage of the situation. Increasing/Emphasizing adhocracy culture means TechnoServe should be a forward-looking organization, treasuring employee suggestion, focusing process

innovativeness in serving project beneficiaries, fostering creative project intervention alternatives, adaptive project design, and more listening and paying attention to project beneficiaries (target groups). But, this does not mean covering up errors, lack of coordination and sharing of idea and taking thoughtless risk.

Implication for Leadership style, Effectiveness and HR strategy

Desirable Leadership Style for TechnoServe

The most effective leaders for TechnoServe are parent figures, team builders, facilitators, nurturers, mentors, and supporters. At the same time, they have to be visionary, innovative, creative, risk oriented, and focused on the future.

Leadership Competency

These leadership competencies should be considered either to improve the existing leader's competency or to hire a new one. TechnoServe, to enculture the recommended cultural types, the leaders should lead through teamwork -- facilitating effective, cohesive, high performing teams. They need to guide interpersonal relationships -- fostering trust and openness and communicating openly so that strong relationships are developed. Leading the development of human capital through coaching, providing honest feedback, and ensuring personal growth and development of others as well as leading through collaboration and community -- involving people and fostering cooperation, collaboration, and a sense of community. Demonstrating empathy, sensitivity, compassion, and advocacy for employees facing difficulty could also bring positive result.

Equally important is leading through, systems thinking, innovation; sponsoring others' new ideas and fostering an environment of creativity and experimentation. It is important as well helping people to visualize the future and developing a clear strategy to achieve the vision. Leading through improvement and change, leading through creativity (encouraging others to generate new ideas, creative processes, and trial and error learning) and leading through flexibility and agility are competencies that could lead TechnoServe to the competitive edge.

What will TechnoServe need to do to be highly successful in the near future?

TechnoServe to be effective should value high levels of employee morale and satisfaction, human resource development, and teamwork. The theory of change for TechnoServe is that employee involvement and participation foster empowerment and commitment. Committed, satisfied employees produce effectiveness. This has to be accompanied creating solutions to problems, adaptive management, cutting - edge ideas, and growth in new project intervention areas.

HR strategy

TechnoServe needs an employee champion who responds to employee needs, fosters commitment, and develops human capability in the workforce. It also requires a change agent who facilitates transformational change and organizational renewal.

5.4 Limitation of Study

The study could have benefited more if other complementary methodologies had been employed. Culture has different levels and manifestations that range from the taken-for-granted and unobservable elements to the more overt and noticeable elements. At the most fundamental level, culture is manifested at the implicit assumptions that define human condition and its relationships to the environment -- this aspect of culture cannot be captured quantitatively. It is rather captured by holistic approach in which the researcher became immersed in the culture and engaged in in-depth participant observation. Such approach could take more than a year, which the researcher is not privileged.

Moreover, the level of management in TechnoServe is divided in to three categories: - the executives, head of programs, and front line executives. This study captured only the perspectives of head of programs and admin staffs due to logistic and time constraint. However, had all employees participated in this survey a richer insight and a more comprehensive data would be collected to see the preference of culture from each level of managers perspective.

It is equally important to see the perspective of organizational culture through the lese of gender. The result from this study could be have been cross-tabulated to see the cultural preference of man compared to woman. This will help to design a gender transformative organizational culture where both man's and woman's challenges and opportunities are identified and addressed equally so that

the organization can be perceived as inclusive. The same can be done if there is multicultural organizational setting.

5.5 Future Direction

This thesis explores an assessment strategy narrowed to only one particular organization at one specific timeframe. Given the rapidly growing interest in studying the factors of organizational effectiveness, particularly the roll of organizational culture there are, many opportunities for future research to build off the results and findings presented in this thesis. Subsequent research ideas identified focus on improving the current assessment strategy, creating a longitudinal study to examine trends, replicate the assessment strategy with other organizations, or use a completely different assessment strategy.

One opportunity for future research is to improve upon the implementation of the assessment strategy, particularly the methodology, to garner a larger percentage of employees participating. For example, better communication to prospective respondents on the process and goals of the assessment, especially with the OCAI, which can appear daunting at first glance, could lead to higher participation and produce different results. Another strategy that may improve upon the methodology is to reverse the survey populations of the assessment model. Limiting the distribution of the OCAI to only the leadership group and opening the “Good to Great Diagnostic” tool to the whole population may present a different mixture of cultural characteristics. The assessment models could also be more focused on one department or employment group to hone in the culture of the group. Additionally, the logistical implementation of the assessment models could also be refined, including leaving the survey open longer to allow for participants a longer period to complete each survey or even having participants complete the surveys during an in person visit or interview.

A second opportunity for future research is to turn the assessment models used in this thesis into a longitudinal study to assess TechnoServe’s organizational culture over time. Following TechnoServe’s cultural transformation over an extended period will provide more data to help identify trends of key cultural characteristics that may be growing or decreasing within the county’s organizational culture makeup. With the increased data, county leadership may be able to develop a dashboard to monitor and track the progress towards specific cultural goals in order

to supplement a more effective overall organizational development process. This type of study will create a more dynamic depiction of organizational culture in the TechnoServe organization than the static snapshot depicted in the narrow assessments conducted in this thesis.

Another opportunity for future research is to replicate the assessment process used in this thesis in other organizations. This would allow for an informed comparison of organizational culture similarities and differences across NGOs. Extending the analysis, and subsequent comparisons, beyond counties to TechnoServe regional offices will allow for additional comparisons. The goal of creating such a broad spectrum of organizational culture analysis can provide TechnoServe leaders, as well as other organizational leaders, with the context to where their organizational culture makeup fits with the likes of other organizations, both similar and different.

A final future research opportunity is to employ a different assessment strategy than the ones used in this thesis. Utilizing another organizational culture assessment strategy rooted in different theories and frameworks and utilizes a different model and methodology may produce different results from a different perspective of culture and its role in an organization. A new assessment strategy would view the organization through a different lens and have a different emphasis, assessment criteria, and cultural influences. More specific to TechnoServe, other assessment models may provide leaders with a second opinion of the cultural makeup within TechnoServe to inform any major organizational change plans before undertaking a drastic transformation. For example, assessment strategies that are qualitative and intensively interview focused could provide new detailed information about TechnoServe's organizational culture not evident in the assessments used in this thesis.

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Annex

Organizational Profile of TechnoServe Ethiopia

Background of TechnoServe

TechnoServe is an international, nonprofit, nongovernmental organization (NGO) with headquarters in Norwalk, CT USA and field operations in 20 countries worldwide. TechnoServe helps farmers and entrepreneurs in developing countries to build businesses, create jobs, and increase the incomes of poor people. TechnoServe has been operating in Ethiopia in different sector since January 2009.

Relationship between TechnoServe Corporate and TechnoServe Ethiopia

TechnoServe Ethiopia's country strategy builds on corporate objectives, TNS strength of building corporate and public partnerships and desire to move into a more facilitative role.

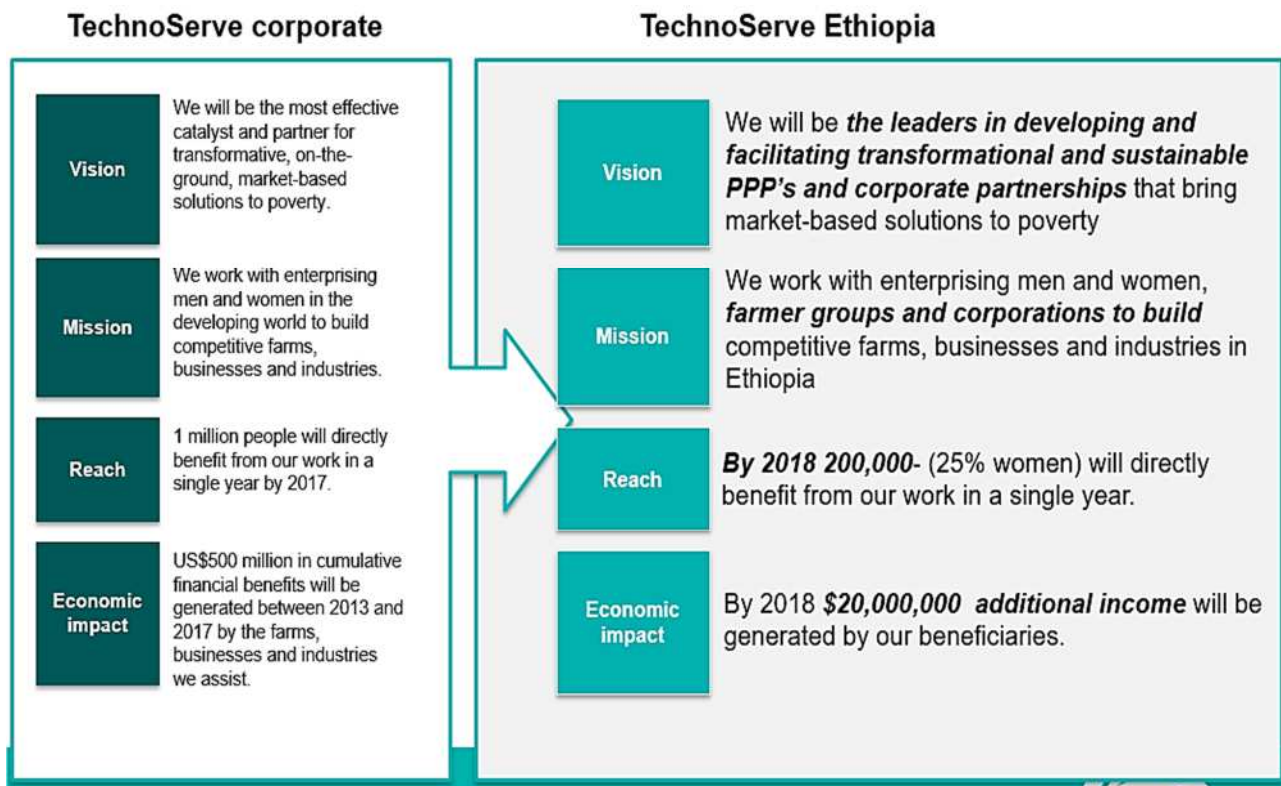


Figure 19: TechnoServe Eth vs corporate country strategy

Mission Statement

TechnoServe work with enterprising people in the developing world to build competitive farms, businesses and industries.

Vision Statement

TechnoServe will be the most effective catalyst and partner for transformative, on-the-ground, market based solutions to poverty.

Values

- Collegiality. TechnoServe share responsibility, ideas and tools in a spirit of connection, collaboration and candor.
- Integrity. TechnoServe hold itself to high ethical standards, respect the rule of law and behave honestly and openly.
- Resourcefulness. TechnoServe is problem solver who think creatively, act boldly and learn from mistakes.
- Results. TechnoServe is accountable for lasting, measurable impact.

Logo



Figure 20: TNS logo

TechnoServe Quick Brand Guide

Mission Statement

We work with enterprising people in the developing world to build competitive farms, businesses and industries.

Vision Statement

We will be the most effective catalyst and partner for transformative, on-the-ground, market-based solutions to poverty.

Values

Collegiality. We share responsibility, ideas and tools in a spirit of connection, collaboration and candor.

Integrity. We hold ourselves to high ethical standards, respect the rule of law and behave honestly and openly.

Resourcefulness. We are problem solvers who think creatively, act boldly and learn from our mistakes.

Results. We are accountable for lasting, measurable impact.

Brand Promise

The brand promise is an organizing principle - our everyday action driver.

Build lasting solutions.

Tagline

The tagline is a quick and unambiguous distillation of the top-level message for our audiences.

Business solutions to poverty.

Positioning Statement

The positioning statement is our boilerplate for consistent communication.

TechnoServe works with enterprising people in the developing world to build competitive farms, businesses and industries. We are a nonprofit organization that develops business solutions to poverty by linking people to information, capital and markets. Our work is rooted in the idea that given the opportunity, hardworking men and women in even the poorest places can generate income, jobs and wealth for their families and communities. With more than four decades of proven results, we believe in the power of private enterprise to transform lives.

Our Logo Explained



Our logo represents the elements that are critical to our vision.

The leaf highlights our deep expertise in agriculture while also representing the concepts of growth and transformation.

The circular shape of the icon demonstrates the role that TechnoServe plays as a catalyst, promoting continuous improvement within industries.

The interplay between the separate pieces of the circle represents the importance of partnership in our work.

The position of the icon suggests progress and a forward-looking perspective. And the two colors in TechnoServe's name give equal emphasis to our technical expertise and our history of service across the world.

Figure 21: TNS logo explanation

Strategy: Executive Summary

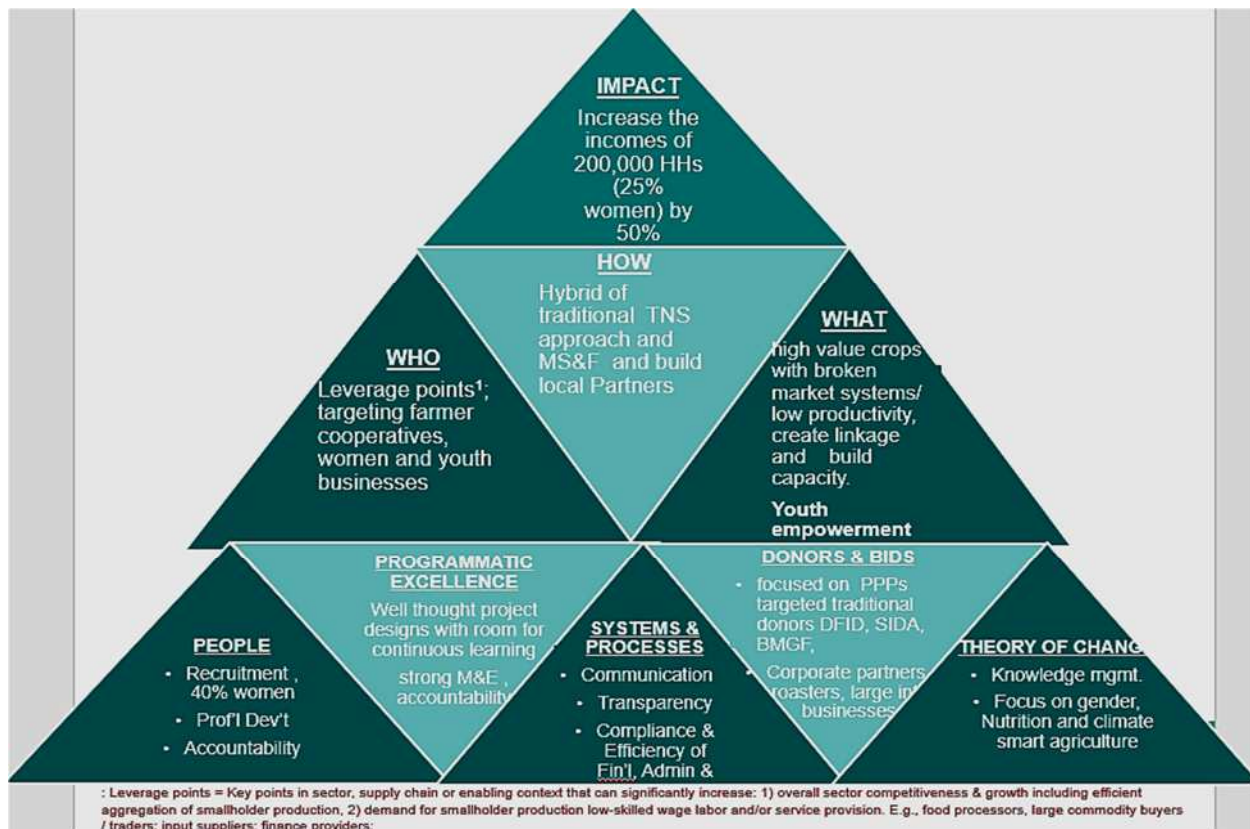


Figure 22: TNS Ethiopia 2018 Strategic focus

Goal

Context	<ul style="list-style-type: none"> • TNS Ethiopia's current \$5.9M portfolio spans across 4 crops- malt barley, coffee, maize + wheat; • Ethiopia is a high priority country for our key funding partners • TNS is well positioned with a robust, large and very successful coffee program as the portfolio anchor • We have diversified from coffee,
Goal	<ul style="list-style-type: none"> • To improve the incomes and livelihood of smallholder farmers • To be a partner of choice for private sector players that want to invest in agricultural value chains, particularly in smallholder farming. • To improve youth engagement in agriculture and rural businesses
Activities	<ul style="list-style-type: none"> • Current portfolio clusters into 3 major categories, with private sector partnerships across: • Transformation: Coffee sector, increasingly through PPP's • Direct sourcing / contract farming platform for institutional buyers (WFP, Diageo) • Agro-Processing and fortification (wheat with PFS/General Mills)

Figure 23: TNS Ethiopia 2015-2018 goal

Theory of Change

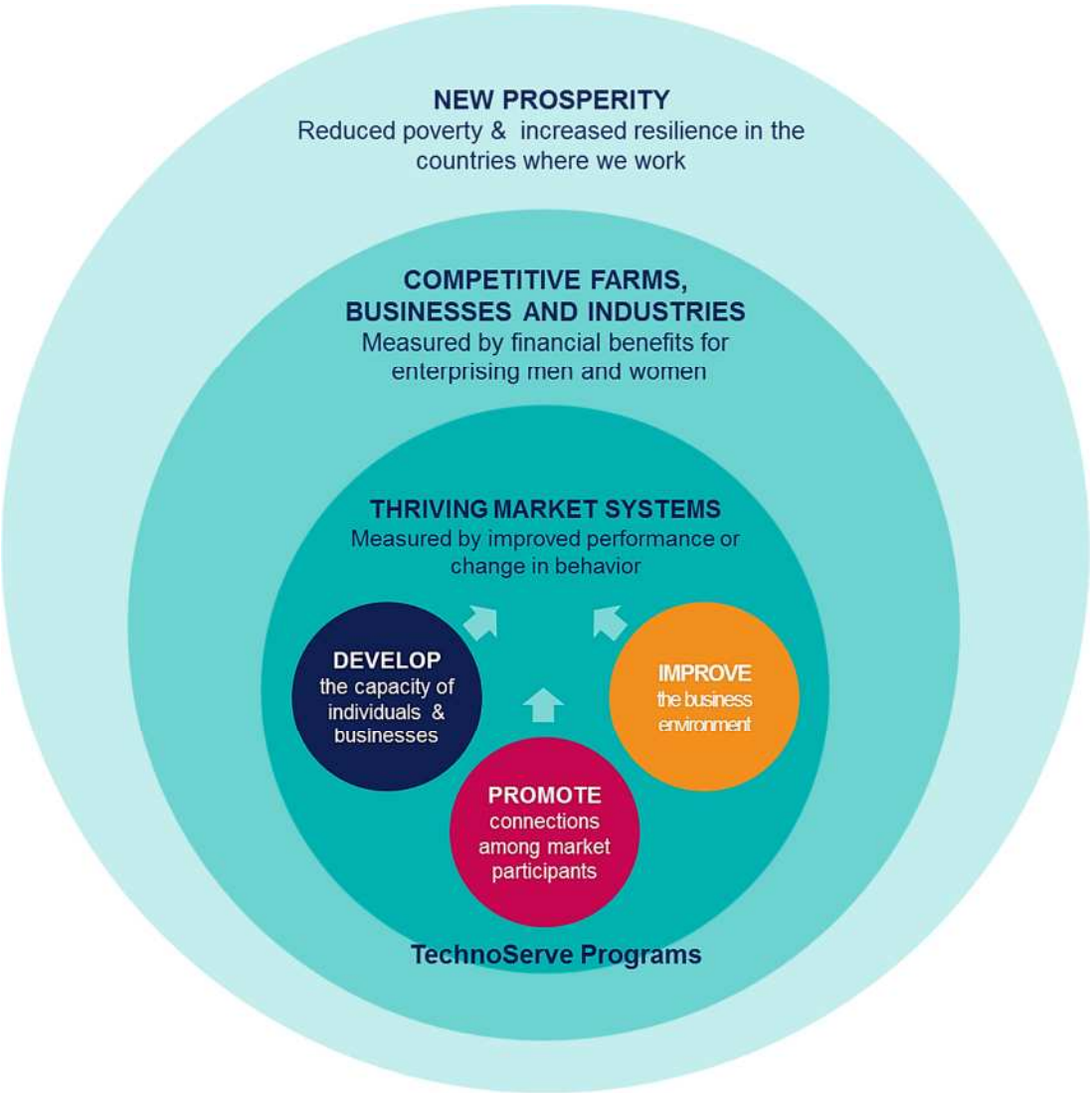


Figure 24: TechnoServe Theory of Change

Questionnaire

OCAI-questionnaire

The objective of the study is to assess the organizational culture of TechnoServe from the perspective of employees. It also aspires to see what employees considered as a preferred or ideal culture in the near future. Moreover, it will try to identify cultural congruence among the six attributes of culture.

Part I

Basic Information

Name of employee (optional): _____

Sex (circle that applies to your sex): a. Male b. Female

Age (optional): _____

Name of the project you are currently working: _____

Geographical location of the Project office (E.g. Hawassa): _____

Title of your current position (E.g. BA): _____

Years of service in the current organization (TechnoServe) in year: _____

Professional Background (E.g. Agronomist) _____

Part II

Instruction

Instruction 1: Assess the six aspects twice

The OCAI assessment is based on six key dimensions of organizational culture that were found to make a difference in organizational success. You are going to assess them twice. You first rate TechnoServe in its *current state*. Next, you respond to the six culture aspects as you would *prefer TechnoServe to be in five years* (or the period you were given in your invitation), in order to be successful.

Instruction 2: Divide 100 points

Assessing each aspect, you divide 100 points among four alternatives. Give a higher number of points to the alternative that is most similar to your organization and less or no points to the alternative that is least similar to your organization. Be sure that your total equals 100 for each item. The integrated calculator will help you divide these 100 points exactly. Please note that you have to enter a value for all four statements. So if you assign 50 points to the first two statements, you will have to enter 0 for the other two.

Current State of TechnoServe Ethiopia: While you rate this section, think of the current/present state of TechnoServe. Please remember to assign higher number to options from A to D that you think more describe TechnoServe.

a) Dominant Characteristics - Current State

A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves. _____

B. The organization is a dynamic and entrepreneurial place. People are willing to stick their necks out and take risks. _____

C. The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented. _____

D. The organization is a very controlled and structured place. Formal procedures generally govern what people do. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.
--

b) Organizational Leadership - Current State

A. The leadership in the organization is generally considered to exemplify mentoring facilitating, or nurturing. _____

B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking. _____

C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus. _____

D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

c) Management of Employees - Current State

A. The management style in the organization is characterized by teamwork, consensus, and participation. _____

B. The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness. _____

C. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement. _____

D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

d) Organizational Glue - Current State

A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. _____

B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. _____

C. The glue that holds the organization together is an emphasis on achievement and goal accomplishment. _____

D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

e) Strategic Emphases - Current State

A. The organization emphasizes human development. High trust, openness, and participation persist. _____

B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. _____

C. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. _____

D. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

f) Criteria of Success - Current State

A. The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people. _____

B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. _____

C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key. _____

D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

Preferred State of TechnoServe Ethiopia: When you rate this section, imagine/envision what would you prefer TechnoServe to be in the near future (3 to 5 years). Do not forget to assign higher value/number to option you prefer more.

a) Dominant Characteristics - Preferred State

A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves. _____

B. The organization is a dynamic and entrepreneurial place. People are willing to stick their necks out and take risks. _____

C. The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented. _____

D. The organization is a very controlled and structured place. Formal procedures generally govern what people do. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

b) Organizational Leadership - Preferred State

A. The leadership in the organization is generally considered to exemplify mentoring facilitating, or nurturing. _____

B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking. _____

C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus. _____

D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

c) Management of Employees - Preferred State

A. The management style in the organization is characterized by teamwork, consensus, and participation. _____

B. The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness. _____

C. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement. _____

D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

d) Organizational Glue - Preferred State

A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. _____

B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. _____

C. The glue that holds the organization together is an emphasis on achievement and goal accomplishment. _____

D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

e) Strategic Emphases - Preferred State

A. The organization emphasizes human development. High trust, openness, and participation persist. _____

B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. _____

C. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. _____

D. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.

f) Criteria of Success - Preferred State

A. The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people. _____

B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. _____

C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key. _____

D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical. _____

Remember: the sum of the numerical value you assigned for option A, B, C and D should be equal to 100.