



**Role of Organizational Culture on Job Satisfaction of Academic
Staffs in Public Higher Education Institution of Ethiopia: The Case
of Debre Berhan University, Ethiopia**

A Thesis Submitted to the School of Graduate Studies of Addis Ababa
University in Partial Fulfillment of the Requirements for the Master of
Art in Business Administration (MBA)

By: Semene Mikre

Advisor: Yohannes Workaferahu (Ph.D)

**ADISS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS**

June, 2018

Addis Ababa, Ethiopia

Declaration

I, the undersigned, declare that this thesis entitled “*The Role of Organizational Culture on Job Satisfaction of Academic Staffs in Public Higher Education Institution of Ethiopia (A Case of Debre Berhan University)*” is my own original work and that all sources have been accurately reported and acknowledged, and that this document has not been submitted for a degree in any other universities.

Semene Mikre

Name of Author

Signature

Date

Statement of Certificate

This is to certify that **Semene Mikre** has completed her thesis entitled “*The Role of Organizational Culture on Job Satisfaction of Academic Staffs in Public Higher Education Institution of Ethiopia (A Case of Debre Berhan University)*” is her original work and is submitted for examination with my approval as a thesis.

Yohannes Workaferahu (Ph.D)

Name of Advisor

Signature

Date

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis entitled, “*The Role of Organizational Culture on Job Satisfaction of academic staff of Public Higher Education Institution of Ethiopia (A Case of Debre Berhan University)*” was carried out by Semene Mikre under the supervision of Yohhanes Workaferahu (Ph.D) submitted in partial fulfillment of the requirements for the degree of Master of Business Administration complies with the regulations of the University.

Approved by the Examiners

_____	_____	_____
Name of External Examiner	Signature	Date

_____	_____	_____
Name of the Internal Examiner	Signature	Date

<u>Yohannes Workaferahu (Ph.D)</u>	_____	_____
Name of Advisor	Signature	Date

Acknowledgement

First, I would like to be grateful to my Almighty God for keeping his eyes on me, giving me health, strength and firmness continue and finish this study.

Next, I would like to thank my advisor, Yohannes workaferahu (Ph.D) for making this a meaningful learning process. His guidance and encouragement throughout the process of formulating my ideas was invaluable and their ability to view things pragmatically was critical and priceless to the success of this study and needs to be highly praised.

I am also indebted to my family, especially dad Mikre Manyazewal and mom Yeshihareg Sisay who founded my academic ladder in its strong base. Dad and Mom, the reasons why I am here, are always there in my academic progress from its inception to completion. As such, I thank you forever!

Abstract

The aim of this study was to examine the role of organizational culture on academic staff's job satisfaction in the case of Debre Birhan University. Descriptive and explanatory research design was used. The target population comprised 854 academic staff employees and 272 samples drawn. The Stratified sampling technique was used. The study used questionnaires as a tool for data collection. Two separate instruments Job Satisfaction Survey and Organizational Culture Assessment Instrument were used to measure job satisfaction and organizational culture respectively. In order to test the reliability of the instrument, the Crobach alpha test was used. Pearson correlation and multiple linear regression analysis were employed to estimate the causal relationships between organizational culture and job satisfaction. Finally, the responses of the respondents were analyzed using descriptive Statistics, correlation, and regression. The findings of the study showed that hierarchy culture was the dominant culture in the university. The level of job satisfaction of the employees was medium. The effect of each independent variable was statistically significant. Clan, adhocracy, and market cultures had a positive effect and hierarchy culture had a negative effect on job satisfaction. The overall finding of this study suggests that organization culture do play important roles in determining levels of job satisfaction. So, the university leaders should improve the level of employees' job satisfaction, and retain them through actually practicing an effective type of organizational culture types and creating conducive environment for employees. The study recommends that the organization should be concerned about compatibility of formalized and structured place to work. The organization should revise periodically the rules and policies of organization.

Keyword: *Organizational culture, hierarchy culture, market culture, clan culture, adhocracy culture and job satisfaction*

Table of Contents

Acknowledgement	i
Abstract	ii
Table of Contents	iii
List of Tables	vi
List of Figures	vii
Acronyms	viii
CHAPTER ONE	1
1. INTRODUCTION	1
1.1. Backgrounds of the Study	1
1.2. Statement of the Problem	3
1.3. Research Questions	4
1.4. Objectives of the study	5
1.4.1. General Objective	5
1.4.2. Specific Objectives	5
1.5. Scope of the Study	5
1.6. Definitions of Terms	6
1.7. Organization of the Study	6
CHAPTER TWO	7
2. LITERATURE REVIEW	7
INTRODUCTION	7
2.1. Theoretical Review	7
2.1.1. Concept and Definition of Organizational Culture	7
2.1.2. Models of Organization Culture	9
2.1.3. Type of Organization Culture	15
2.1.4. Levels of Organizational Culture	19
2.1.5. Job Satisfaction	19
2.1.6. Dimensions of Job Satisfaction	20

2.2. Empirical Review	21
2.2.1. The Relationship between Organizational Culture and Job Satisfaction	21
2.3. Conceptual Framework	22
CHAPTER THREE	24
3. RESEARCH METHODOLOGY	24
Introduction.....	24
3.1. Research Design.....	24
3.2. Data Types and Sources	24
3.3. Population and Sampling Design	25
3.4. Data Collection Method	26
3.5. Method of Data Analysis and Presentation	27
3.6. Factor Analysis.....	28
3.7. Validity and Reliability of Data	28
3.8. Ethical Considerations.....	29
CHAPTER FOUR.....	30
4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION	30
4.1. Descriptive Analysis	30
4.1.1. Personal Background of Respondents	30
4.1.2. Characteristics of Organizational Culture	33
4.1.3. Levels of Job Satisfaction.....	37
4.2. Diagnostic Tests of Assumptions of Classical Linear Regression Model	38
4.2.1. Linearity Test.....	38
4.2.2. Homoscedasticity Test.....	38
4.2.3. Autocorrelation Test	38
4.2.4. Multicollinearity Test	39
4.2.5. Normality Test.....	39
4.3. Correlation Analysis.....	40
4.4. Regression Analysis	42
4.5. Discussion	44

CHAPTER FIVE	47
5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	47
5.1. Summary	47
5.2. Conclusions	48
5.3. Recommendations	49
5.4. Recommendations for Further Studies	49
References	51
Appendix A: Questionnaire	57
Appendix B: Factor Analysis	65
Appendix C: CLRM Assumptions Test	66

List of Tables

Table 3.1: Proportionate Sampling Determination	26
Table 3.2: Reliability Test.....	28
Table 4.1: Gender of Respondents.....	30
Table 4.2: Age of Respondents.....	31
Table 4.3: Experience of Respondents.....	32
Table 4.4: Clan Culture.....	33
Table 4.5: Adhocracy Culture.....	34
Table 4.6: Market Culture.....	35
Table 4.7: Hierarchy Culture	36
Table 4.8: Mean of Individual Cultures.....	37
Table 4.9: level of job satisfaction.....	37
Table 4.10: Classification of the Strength of Relationship.....	40
Table 4.11: Correlation between Organizational Culture and Job Satisfaction.....	41
Table 4.12: Correlation between overall organizational culture and overall job satisfaction	41
Table 4.13: Model Summary	42
Table 4.15: Effects of Organizational Culture on Job Satisfaction	44
Table 4.14: ANOVA.....	43

List of Figures

Figure 2.1: The competing values frame work	17
Figure 2.2: Conceptual framework	23
Figure 4.1: Gender of respondent	31
Figure 4.2: Experience of the respondent	32

Acronyms

ANOVA: Analysis of variance

DBU: Debre Berhan University

JSS: Job Satisfaction Survey

OCAI: Organizational Culture Assessment Instrument

SPSS: Statistical Packages for Social Science

CHAPTER ONE

1. INTRODUCTION

1.1. Backgrounds of the Study

The research on organization culture in the early time, the antecedents of this research can be traced to the origins of social science. Understanding the contributions of other social science disciplines is particularly important in the case of organization culture. Because of the debates that continue in this areas reflect differences in historical research of traditions (Griffin & Moorhead, 2014).

More than 150 definitions of culture have been identified by different scholars (Kluckhohn, Kroeber, & Meyer, 1952). The two main disciplinary foundations of organization culture are sociological (organizations have cultures) and anthropological (the organizations are cultures). Culture is granted values, underlying assumptions, expectations, and definitions that characterize organizations and their members. The organizational culture was functional, sociological perspective had come to predominate. Most discussions of organization culture (Cameron and Quinn, 1988; O' Reilly and Chatman, 1996; Schein, 2010) agree that culture is a socially constructed attribute of organizations that serves as the social glue binding an organization together (Cameron & Quinn, 2011).

The current great interest with organizational culture began in the 1970s and early 1980s with the work of (Peters and Waterman, 1982; Deal and Kennedy, 1982; and Kanter, 1983). However, academics had drawn attention to the notion of culture operating at the organizational or unit level much earlier. Nevertheless, despite the emphasis given to this concept for over 50 years, there remain considerable debate and contention surrounding the nature of and the value of studying organizational culture (Brooks, 2006).

Culture is a shared phenomenon; while organizational culture was sharing of assumptions, believes, values takes place at the level of the organization. Individuals in a culture differ and this is a product of personality differences. Culture can make one group of people behave, think,

and even look, different from another. These different groups may have different beliefs, different values, and different interpretations of things around them (Brooks, 2006).

Organizational culture is a system of shared meaning held by members that distinguishes one organization from other organizations because the organizational culture in all over the world have been innovative, aggressiveness, stability, people, outcome, and team oriented and provide attention in the organization that taking risk (Robins & Judge, 2013).

Organizational culture has a powerful effect on the performance and long term effectiveness of organizations. In addition to organization level effects, the impact of organizational culture on individual's morale, commitment, productivity, physical health, and emotional well being is also well documented relation with the job satisfaction of employees in the organization (Cameron & Quinn, 2006).

Organizational culture was described by Deal and Kennedy (1982) was the pattern of values, norms, beliefs, attitudes and assumptions which might not have been articulated but which shape the ways in which people in organizations behave and things get done. Researchers link job satisfaction with many factors e.g., fairness of rewards, growth opportunities, participation in decision making, supervisory support and compensation.

A large number of researchers, however, link job satisfaction with organizational culture (Sabri, Ilyas, and Amjad, 2011; Taber and Seashore, 1975; Jiang and Klein, 2000; McKinnon, Harrison, Chow, and Wu, 2003; Waliser, 2004; Rad, Mohammad, Mohammadian, and Hossein, 2006; Arnold and Spell 2006; Chang and Lee, 2007; Mansoor and Tayib, 2010). According to Schhneider and Reicher (1983) organizational culture is a combination of value system and assumptions which lead an organization to run its business.

Higher education institutes and universities are believed to produce human capital because the academic staffs of higher education institutes make a big community of this sector. According to Peters and Waterman (1982) success of the organization depends on the brilliance or the excellence of the culture. A moral and emotional support of organizational culture of higher education institution would play its role in different ways. In order to raise the satisfaction level of academic staffs this may be helpful for instructors to give good working effectiveness when

students would observe good ethical behavior from instructors and management they would try to behave in the same manner after joining their professions.

This study aims to examine the role of organizational culture on job satisfaction of academic staffs of public higher education institutes in Debre Berhan University, as one of public institutions in the country that needs to create strong organizational culture to improve the level of job satisfaction in academic staffs. The current study illustrates the competing values framework types of culture (clan, adhocracy, market, and hierarchy) practices in the university and its role in academic staff job satisfaction because it was psychological and personality based in academic environment.

1.2. Statement of the Problem

Academic interest in organizational culture is evidenced by the level of attention it has received over the last few decades (Ojo, 2010). According to Ashraf & Rezaie, (2015) the role of organizational culture had aimed to investigate organizational culture as a predictor of faculty members' job satisfaction.

The finding of those studies showed hierarchical culture was not related to job satisfaction significantly. On the other hand advocacy, clan and market culture were related to job satisfaction positively. The researcher was conducted this research to know really in DBU from the perspective of creating a sense of interest among the academic staffs to achieve organizational objective by satisfied employees.

Organizational culture types could play role on job satisfaction indicated in limited studies. About faculty members of university due to the presence of the characteristics is being emphasized in the culture of universities, because job satisfaction of faculty members could understand which cause better performance. The researcher was interested to study this topic to narrows the differences between understandings of the organizational culture on job satisfaction among academic staffs.

Tesfatsion (2011) in his study organizational culture and academic staff job satisfaction; that the hierarchy culture had a negative significant influence on overall teacher's job satisfaction. But, it was inferred that the change its organizational culture as it is desired by its employees.

The culture should realize encouragement, people orientation, equitability, trust, and by allowing greater academic freedom. The researcher haven't got any research conducted in DBU about this topic in order to fill this gap to understand a sense of identity about them to add the contribution of culture on satisfaction about DBU and other public university.

Fatima (2016) in his research investigated the impact organizational culture types on the job satisfaction of employees of entrepreneurial organizations. The study showed that organization culture types strongly impact the job satisfaction of employees

According to Getachew (2014) there was a very weak non significant positive correlation between organizational culture and employee job satisfaction. The researcher in order to fill the literature gaps assessing the level of status in addition to this relationships and impact between them.

In general, there were different research finding done on the relationship of organizational culture and job satisfaction of academic staffs there is no similar study conducted on the public universities in Ethiopia particularly in Debre Berhan University. Therefore, this study was considered important to determine the influence, level, relationships of culture on job satisfaction.

Therefore the purpose of the study are it helps the researcher in identifying the real world problem and the study serves as a basic document for potential researchers as a reference and further detailed study of the same area. The study provides a dominant culture which practices in the institution, level of job satisfaction, and the correlation between them. In addition with guidelines where they need to enhance and where they have to invest, in order to improve and get highly committed staff with stable, productive, and creative work environment, that all contribute to institutional development and success.

1.3. Research Questions

Little is known about the nature of organization culture and its role on employee job satisfaction in DBU. In scene of these limitations, there was an effort in this study to provide answers to the following research questions:

1. What is the dominant culture type in the institution?
2. Is there significant relationship between organizational culture and job satisfaction of academic staff in the university?
3. Which culture type has more power to influence job satisfaction of employees?
4. What is the level of job satisfaction of academic staffs?

1.4. Objectives of the study

1.4.1. General Objective

The general objective of this study is to examine the role of organizational culture on employee job satisfaction of academic staff in Debre Berhan University.

1.4.2. Specific Objectives

To achieve the overall objective of the study, the following specific objectives are developed:

- To identify the dominant culture type in the institution.
- To investigate the relationship between organizational culture and job satisfaction of academic staff in the university.
- To identify the cultural type which has more power to influence job satisfaction of academic staffs.
- To examine the level of job satisfaction of employees, particularly academic staffs in the institution.

1.5. Scope of the Study

To make the study manageable the study was attempted to explain the relationship between the two variables. The study aimed at examining the role of organizational culture, based on the competing values framework which has four independent variables (Hierarchy, Market, Clan, and Adhocracy) on employee's job satisfaction which is the dependent variable in the institution particularly on academic staffs of Debre Birhan University. Therefore, any result found in this study is interpreted in relation to the organizational culture and academic staff employees' job satisfaction of the institution.

1.6. Definitions of Terms

Culture is the learned and shared way of thinking and acting among a group of people or society.

Organizational culture: refers to a system of shared meaning held by members that distinguishes the organization from other organizations.

Job satisfaction: Job satisfaction reflects the extent to which individuals find fulfillment in their work.

1.7. Organization of the Study

This research paper consists five chapters. The first chapter includes background of the study, statement of the problem, research questions, objective of the study, significant of the study, scope of the study, and organization of the study. The second chapter covers the review of related literatures. The third chapter is all about research design and methodology of the study. Results and discussion are discussed under chapter four. The last chapter is about summary of major findings, conclusions and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

INTRODUCTION

In this chapter theoretical and empirical concepts of organizational culture, functions of organizational culture, characteristics of organizational culture, strong and weak culture, dimensions of organizational culture, approaches of organizational culture and conceptual framework are included in detail.

2.1. Theoretical Review

2.1.1. Concept and Definition of Organizational Culture

There is considerable debate concerning the nature of organizational culture. It had far reaching consequences for management and all manner of organizational activity. It was, therefore, vital that we explore the different definitions and implications of the concept of culture and organizational culture. One source of divergence of opinion as to the meaning and value of organizational culture derives from the different fields which study the concept. Much work in the 1980s, for example, derived from business and management schools (Griffin & Moorhead, 2014).

Many definitions of culture are incompatible with one another along a number of dimensions. For example, if we define culture in an objective manner as an organizational variable then the understanding that culture can and should be actively managed is implicit. If we view culture as interpretative, intangible and indistinguishable from the organization itself, we tend to accept that it is a much deeper concept which can only be understood in subjective terms. In the latter case, the management and intentional change of culture is viewed as a more haphazard and doubtful experience (Brooks, 2006).

An aspect of the recent rise in interest in organization culture is that the concept, unlike virtually every other concept in the field, has no single widely accepted definition. Indeed, it often appears that authors feel compelled to develop their own definitions, which range from very broad to highly specific. More specific definitions include those of Schein (1985) the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration. Peters and Waterman (1982) a dominant and coherent set of shared values conveyed by such symbolic means as stories, myths, legends, slogans, anecdotes, and fairy tales (Griffin & Moorhead, 2014).

Organization culture is the unique configuration of norms, values, beliefs and ways of behaving. Those characterize the manner in which groups and individuals combine to get things done (Armstrong, 2006).

Culture is a system of informal rules that spells out how people are to behave most of the time (Eldridge & Crombie, 1974).

Culture is the commonly held beliefs, attitudes and values that exist in an organization. Culture is the way we do things in the organization (Deal & Kennedy, 1982).

Culture is a system of shared values and a belief about what is important, what behaviors are important and about feelings and relationships (Furnham & Gunter, 1993).

Organizational culture shows how employees perceive the characteristics of an organization, not whether they like them that is, it's a descriptive term. Research on organizational culture has sought to measure how employees see their organization. In contrast, job satisfaction seeks to measure how employees feel about the organization's expectations, reward practices, and the like (Robbins & Judge, 2013).

Organizational culture reflects the shared and learned values, beliefs, and attitudes of its members. Organizational culture includes organizational rituals, ceremonies, the language commonly used, the norms shared by individuals, teams throughout the organization. In addition organization culture includes dominant values held by the organization, the philosophy that guides management's policies and decision making. None of these components individually represents the culture of the organization (Hellriegel & Slocum, 2011).

Organizational culture is the system of shared actions, values, and beliefs that develops within an organization and guides the behavior of its members. In the business setting, this system is often referred to as the corporate culture. Just as no two individual personalities are the same, no two organizational cultures are identical. Today management scholars and consultants believe that cultural differences can have a major impact on the performance of organizations and the quality of work life experienced by their members (Schermerhorn, Hunt, Osborn & Uhl-Bien, 2010).

2.1.2. Models of Organization Culture

One reason so many dimensions have been proposed is that organizational culture is extremely broad and inclusive in scope. It comprises a complex, interrelated, comprehensive, and ambiguous set of factors (Cameron & Quinn, 2011).

The models discussed in this section provide valuable insights into the dimensions along which organization cultures vary. No single framework for describing the values in organization cultures has emerged; however, several frameworks have been suggested. Although these frameworks were developed in the 1980s, their ideas about organization culture are still influential today. Some of the excellent companies that they described are not as highly lauded today. But the concepts are still in use in companies all over the world. Managers should evaluate the various parts of the frameworks described and use the parts that fit the strategic and cultural values of their own organizations (Griffin & Moorhead, 2014).

The organizational culture has several models and dimensions that influence the job satisfaction, performance, effectiveness and others according to the nature of the organization. Some of the models of organizational cultures have discussed as follows.

According to Handy (1981) organization culture contain role culture, achievement culture, power culture and support culture.

A role culture is one which emphasizes conformity to expectations. The Role orientation assumes that people work most effectively and efficiently when they have relatively simple, clearly defined, circumscribed and measurable tasks. Clarity and precision of roles and procedures are striven for in order to fit the parts of the organization together (Handy, 1981).

An achievement culture people are interested in the work itself, and have a personal stake in seeing that it is done. The achievement oriented organization makes high demands on its people's energy and time, assuming that people actually enjoy working at tasks which are intrinsically satisfying (Handy, 1981).

A power culture certain persons are dominant and others subservient. There is a relatively bounded and stable occurrence of social order based on habits of deference to authority. In the Power organization at its best, leadership is based on strength, justice and paternalistic benevolence. The leaders are expected to be all knowing as well as all powerful. Subordinates are expected to be compliant and willing. At its worst, the Power organization tends towards a rule by fear (Handy, 1981).

The Support oriented organization culture offers its members satisfactions which come from relationships, mutuality, belonging, and connection. The assumption is that people will contribute out of a sense of commitment to a group or organization of which they feel themselves truly to be members, and in which they believe they have a personal stake (Handy, 1981).

According to Harrison (1972) categorized the organizational culture what he called organization ideologies.

Power orientated culture has competitive, responsive to personality rather than expertise. It has a single source of power to control and influence work and employees due to inequality access of resources, highly centralization and low formalization modes of operation. People orientated culture on consensual, management control rejected and the task orientated focus on competency, dynamic. But the role orientated focus on legality, legitimacy and bureaucracy because which has a system of structures and procedures focuses on job description and specialization.

According to Schein (1985) identified the following four cultures of the organization due to the personality and psychological perspective nature of culture. According to Schein (1985) the dimensions are discussed as follows:

The power culture is one in which leadership resides in a few and rests on their ability and which tends to be entrepreneurial.

The role culture is one in which power is balanced between the leader and the bureaucratic structure. The environment is likely to be stable and roles and rules are clearly defined. The achievement culture is one in which personal motivation and commitment are stressed and action, excitement and impact are valued.

The support culture is one in which people contribute out of a sense of commitment and solidarity. Relationships are characterized by mutuality and trust.

According to Williams (1989) redefined the four categories listed by Harrison and Handy; Power orientation organizations try to dominate their environment and those exercising power strive to maintain absolute control over subordinates. Role orientation emphasizes legality, legitimacy and responsibility. Hierarchy and status are important. Task orientation focuses on task accomplishment. Authority is based on appropriate knowledge and competence. People orientation the organization exists primarily to serve the needs of its members. Individuals are expected to influence each other through example and helpfulness.

Denison Organizational cultural dimension

According to Denison (2011), organizational culture has four basic traits that integrated with its organizational performance and effectiveness that achieve their setting objective in the organization.

Involvement organizational cultures characterized as highly involved, strongly encouraged, employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. Out of this sense of ownership grows a greater commitment to the organization and an increasing capacity for autonomy. Receiving input from organizational members increases the quality of the decisions and improves their implementation.

Empowerment individuals have the authority, initiative, and ability to manage their own work. This creates a sense of ownership and responsibility toward the organization.

Team orientation value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization relies on team effort to get work done.

Capability development the organization continually invests in the development of employees skills in order to stay competitive and meet ongoing business needs.

Consistency provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support. They have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of do's and don'ts.

Consistency creates a strong culture based on a shared system of beliefs, values and symbols that are widely understood by members of an organization. Implicit control systems based on internalized values can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations.

The power of this method of operation is particularly apparent when organizational members encounter unfamiliar situations. It enables individuals to better react in a predictable way to an unpredictable environment by emphasizing a few general, value based principles on which actions can be grounded.

Coordination and integration different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done.

Agreement the organization is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.

Core values members of the organization share a set of values which create a sense of identity and a clear set of expectations.

Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development.

Three aspects of adaptability impact an organization's effectiveness. The first is ability to perceive and respond to the external environment. Successful organizations are very focused on their customers and their competitors. The second is ability to respond to internal customers, regardless of level, department or function. The third is capacity to restructure and re-institutionalize a set of behaviors and processes that allow the organization to adapt. Without this ability to implement adaptive response, an organization cannot be effective.

Creating change the organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, quickly react to current trends, and anticipate future changes.

Customer focus the organization understands and reacts to their customer, and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customer.

Organizational learning the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.

A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short and long term commitment to the organization. Success is more likely when individuals and organizations are goal directed.

Strategic direction and intent clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute, and make their mark in the industry.

Goals and objectives are clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work.

Vision the organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

Hofstede's Dimensions of National Cultures

Cultures vary in their underlying patterns of values and attitudes. The way people think about such matters as achievement, wealth and material gain, and risk and change may influence how they approach work and their relationships with organizations. A framework developed by Hofstede (1980) offers one approach for understanding how value differences across national cultures can influence human behavior at work.

The five dimensions of national culture in his framework can be described as follows: The first four dimensions in Hofstede's framework were identified in an extensive study of thousands of employees of a multinational corporation operating in more than 40 countries. The fifth dimension of long term or short term orientation was added from research using the Chinese Values Survey conducted by cross cultural psychologist Michael Bond and his colleagues. Their research suggested the cultural importance of Confucian dynamism, with its emphasis on persistence, the ordering of relationships, thrift, sense of shame, personal steadiness, reciprocity, protection of face, and respect for tradition. Hofstede framework, it is important to remember that the five dimensions are interrelated, not independent. According to Hofstede (1980) the followings are meaning of the cultural dimensions.

Power distance is the willingness of a culture to accept status and power differences among its members. It reflects the degree to which people are likely to respect hierarchy and rank in organizations. Power distance is a culture's acceptance of the status and power differences among its members.

Uncertainty avoidance is a cultural tendency toward discomfort with risk and ambiguity. It reflects the degree to which people are likely to prefer structured versus unstructured organizational situations.

Individualism collectivism is the tendency of a culture to emphasize either individual or group interests. It reflects the degree to which people are likely to prefer working as individuals or working together in groups.

Masculinity femininity is the tendency of a culture to value stereotypical masculine or feminine traits. It reflects the degree to which organizations emphasize competition and assertiveness versus interpersonal sensitivity and concerns for relationships.

Long term or short term orientation is the tendency of a culture to emphasize values associated with the future, such as thrift and persistence, or values that focus largely on the present. It reflects the degree to which people and organizations adopt long term or short term performance horizons.

2.1.3. Type of Organization Culture

a) Strong versus Weak Cultures

According to Robbins and Judge (2013) it is indicated that in a given organization that the culture to be strong and weak so it's possible to differentiate between strong and weak cultures. If most employees have the same opinions about the organization's mission and values, the culture is strong. If opinions vary widely, the culture is weak. In a strong culture, the organization's core values are both intensely held and widely shared. The more member accept the core values and the greater their commitment, the stronger the culture and the greater its influence on member behavior, because the high degree of sacredness and intensity creates a climate of high behavioral control.

A strong culture should reduce employee turnover because it demonstrates high agreement about what the organization represents. Such unanimity of purpose builds cohesiveness, loyalty, and organizational commitment. These qualities, in turn, lessen employees' propensity to leave. One study found that the more employees agreed on customer orientation in a service organization, the higher the profitability of the business unit (Robbins and Judge, 2013).

Strong culture was conceptualized as a coherent set of beliefs, values, assumptions, and practices embraced by most members of the organization that emphasis on the degree of consistency and the pervasiveness of consistent beliefs, values, assumptions, and practices (Hudrea, 2006).

According to Langton and Robbins (2002) the organization consists of the following cultural nature within the given organization to the significant consideration of culture so the organization culture contains both dominant and subcultures.

Dominant culture expresses the core values a majority of members share and that give the organization its distinct personality. Subcultures tend to develop in large organizations to reflect common problems or experiences members face in the same location (Robbins, 2002).

b) Competing Values Framework

According to Cameron & Quinn (2006) organizational culture determine the organization consistency in the market with important leadership that bureaucratic, entrepreneur for growth and development have a clan, market, advocacy and hierarchal culture in the nature of the organizations.

The four culture types of the competing values framework (Hierarchy, Market, Clan, and Adhocracy) was developed initially from research conducted on the major indicators of effective organizations. The Competing Values Framework diagnoses and facilitates change in organizational culture (Cameron & Quinn, 2006). It is a framework that was empirically derived, has been found to have both face and empirical validity. The researcher used this dimension for the study due to the psychology and personality based particularly in the academic environment than the business environment (Denison, 2011).

The Competing Values Framework has been found to have a high degree of congruence with well known and well accepted categorical schemes. That organize the way people think, their values and assumptions, and the ways they process information. The Organizational Culture Assessment Instrument (OCAI) is based on the Competing Values Framework, a theoretical model that is now the dominant framework in the world for assessing organizational culture (Cameron & Quinn, 2011).

The six items describe some of the fundamental manifestations of organizational culture. These dimensions are not comprehensive, of course, but they address basic assumptions (dominant characteristics, organizational glue), interaction patterns (leadership, management of employees), and organizational direction (strategic emphases, criteria of success) that typify the fundamentals of culture (Cameron & Quinn, 1988).

Flexibility and Discretion

Internal Focus and Integration	Clan	Adhocracy	External Focus and Differentiation
	Hierarchy ▲	▲ Market	

Stability and Control

Source: (Cameron & Quinn, 1988)

Figure 2.1: The competing values frame work

The above framework refers to whether an organization has a predominant internal or external focus and whether it competes for flexibility and individuality or stability and control. The framework is based on the four dominant culture types (Clan, Adhocracy, Market, and Hierarchy). Each culture types of competing value framework details are summarize as follows.

Hierarchy (Control) Culture

The organizational culture compatible with this form is characterized by a formalized and structured place to work. The procedures govern what people do. Effective leaders are good coordinators and organizers. Maintaining a smoothly running organization is important. The long term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.

Market (Compete) Culture

Competitiveness and productivity in market organizations are achieved through a strong emphasis on external positioning and control in the Figure 2.1. Market culture, as assessed in the OCAI, is a result oriented workplace. Leaders are hard driving producers and competitors who are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long term concern is on competitive actions and achieving stretch goals and targets. Success is defined in terms of market share and penetration. Outpacing the competition and market leadership are important.

Generally, the basic assumptions in a market culture are that the external environment is hostile rather than benign. Consumers are choosy and interested in value, the organization is in the business of increasing its competitive position, and the major task of management is to drive the organization toward productivity. It is assumed that a clear purpose and an aggressive strategy lead to productivity and profitability (Cameron & Quinn, 2006).

Clan (Collaborate) Culture

A third ideal form of organization is represented by the upper left quadrant in Figure 2.1. It is called a clan because of its similarity to a family type organization. Some basic assumptions in a clan culture are that the environment can best be managed through teamwork and employee development. Customers are best thought of as partners, the organization is in the business of developing a humane work environment.

The major task of management is to empower employees and facilitate their participation, commitment, and loyalty. The clan culture, as assessed in the OCAI, 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. 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 (Cameron & Quinn, 2011).

Adhocracy (Create) Culture

According to Cameron & Quinn (2011) adhocracy culture, as assessed in the OCAI, is characterized by a dynamic, entrepreneurial, and creative workplace. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk oriented. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and services. Readiness for change and meeting new challenges are important. The organization's long term emphasis is on rapid growth and acquiring new resources. Success means producing unique and original products and services.

2.1.4. Levels of Organizational Culture

The level of organizational culture is the degree to which the cultural conditions that is visible to the observer of the organizations and others. So the organizational culture according to Schein (2004) there are three levels of organizational cultures.

Artifacts express the visible organizational structure and process because of the surface is artifacts level, which includes all the phenomena that one sees, hears, and feels when one encounters a new group with an unfamiliar culture. Artifacts include the visible products of the group, such as the architecture of its physical environment but it is important point to be made about this level of the culture is that it is both easy to observe and very difficult to decipher.

Espoused beliefs and values indicates that the strategies, goals and espoused justifications about the organizational cultures that all group learning ultimately reflects someone's original beliefs and values, their sense of what ought to be, as distinct from what is. When a group is first created or when it faces a new task, issue, or problem, the first solution proposed to deal with it reflect some individual's own assumptions about what is right or wrong, what will work or not work.

Basic underlying assumptions level of organizational culture indicated that unconscious, taken for granted beliefs, perceptions, thoughts, and feelings. Basic assumptions, like theories in use, tend to be nonconfrontable and nondebatable, and hence are extremely difficult to change. When a solution to a problem works repeatedly, it comes to be taken for granted.

2.1.5. Job Satisfaction

An attitude of great interest to managers and team leaders is job satisfaction. Job satisfaction reflects the extent to which individuals find fulfillment in their work. Job satisfaction has been linked to employees staying on the job and low job turnover. With the cost of replacing employees being about 30 to 40 percent of their salary, job turnover can become quite expensive. Similarly, employees who are highly satisfied with their jobs come to work regularly and are less likely to take sick days. Low job satisfaction can result in costly turnover, absenteeism, tardiness, and even poor mental health (Armstrong, 2006).

The sources of job satisfaction and dissatisfaction vary from person to person. Some individuals may find that being an animal control officer, mortician, correctional or probation officer, or a

used car salesperson might not offer sources of personal satisfaction. Yet, individuals who perform these jobs often think that they are performing important jobs and derive a great sense of job satisfaction from performing them. Important sources of satisfaction for many employees include the challenge of the job, the interest that the work holds for them, the physical activity required, working conditions, and rewards available from the organization, the nature of coworkers, and the like. An important implication is that job satisfaction should be considered an outcome of an individual's work experience. Thus, high levels of dissatisfaction should indicate to leaders that problems exist, say, with working conditions, the reward system, or the employee's role in the organization (Hellriegel & Slocum, 2011).

Job satisfaction is the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Aziri (2011) clarifies job satisfaction is a combination of positive and negative feelings of staff toward their job and show different reactions at work environment. Organizational culture affects individual attitudes and behaviors (Lund, 2003; Schein, 1992). One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture.

2.1.6. Dimensions of Job Satisfaction

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work (Armstrong, 2006).

There is no doubt that one of the most talked about of all job attitudes is job satisfaction, defined earlier as an attitude reflecting a person's evaluation of his or her job or job experiences at a particular point in time (Schermerhorn, Hunt, Osborn and Uhl-Bien, 2010).

According to Spector (1985), job satisfaction measures through the nine dimensions. Those are work indicates the job tasks itself. Pay is including amount pay and remuneration. Promotion includes Promotion opportunities to bring satisfaction. Benefits are includes monetary and nonmonetary fringe which is contingent rewards appreciation, recognition, and rewards for good

work. Operating procedures to measure the level of job satisfaction by includes operating policies and procedures. Working conditions are includes like equipment, ventilation and location. Supervision includes immediate supervisor. Coworkers including people you work with and finally communication within the organization have those measured the job satisfaction of the employees in the organization.

2.2. Empirical Review

This part of the literature review is designed to present different researches and empirical studies that have investigated the link between organizational culture and job satisfaction.

2.2.1. The Relationship between Organizational Culture and Job Satisfaction

According to Locke (1976) described overall job satisfaction as a pleasurable or positive emotional state that results from the evaluation of one's job. Brooke, Russell, and Price (1988) claimed that job satisfaction reflects an individual's general attitude towards the job, stemming from the gratification of needs and wants, while Hirschfeld (2000) referred to an expression of one's feelings about his/her job. It appears, however, that individuals tend to experience greater levels of job satisfaction when their abilities, values and experiences can be utilized in the working environment and when their expectations are met (Buitendach & De Witte, 2005; Roberts & Roseanne, 1998).

Employee job satisfaction is one of the most widely studied concepts in the organizational behavior field, as it has been identified as a key job attitude related to the quality of the working context in any organization (Sempane, Riger, & Roodt, 2002). In the body of literature there are evidences that assure the impact of organizational culture on individual attitudes and behaviors (Lund, 2003; MacIntosh & Doherty, 2010; Schein, 1985). One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture (MacIntosh & Doherty, 2010).

According to Goodman, Zammuto & Gifford (2001) hierarchy culture was negatively associated with job satisfaction while clan culture was positively associated with job satisfaction.

San and Kim (2009) job satisfaction was positively correlated with clan and market culture, while the influence of adhocracy and hierarchy culture was not statistically significant.

According to Abel (2015) there was high relationship between culture and employee's job satisfaction in this specific organization, the overall satisfaction level of employees was exhibited to be below the average measure, and employee's job satisfaction is negatively affected by the existing culture of the organization.

Ashraf & Rezaie (2015) adopted the competing value frame work and among four types of organizational culture, hierarchical organizational culture was not related to job satisfaction significantly. And three types of adhocracy, clan and market organizational culture were related to job satisfaction positively.

Habib, Aslam, Hussain, & Yasmeen (2014) organizational culture is important element which highly influences the employee commitment and their job satisfaction. Sabri, Ilyas & Amjad (2011) organizational culture affect job satisfaction positively and significantly.

According to Lund (2003) adopted the competing value framework to explore the relationship between the four culture types and job satisfaction. The results pointed out to a positive relationship between clan and adhocracy cultures. On the other hand, job satisfaction had a negative relationship with hierarchy and market cultures.

2.3. Conceptual Framework

Conceptual frameworks of the study have independent variables which are organizational culture and dependent variable job satisfaction. The objective of the research is to investigate the role of organizational culture on employee job satisfaction a particular reference to academic staffs of Debre Birhan University based on clan, market, adhocracy, and hierarchy.

Adhocracy is innovative & pioneering initiatives to foster entrepreneurship and creativity. Clan is about teamwork, employee involvement, and corporate commitment to employees. Market culture focuses on drive the organization toward productivity. Hierarchy is about standardized procedures and policies.

The researcher was conducted this study to identify the role of organizational culture types (adhocracy, clan, market and hierarchy) in academic environment rather than business environment in order to develop professional manpower supply to the countries with a good culture. The researcher wants to identify the influence and contribution of organizational culture types on job satisfaction academic staffs of Debre Berhan University.

The level of job satisfaction of academic staffs measured the dimension of work, pay, promotion, benefits, working conditions, operations, coworkers, and supervision and communication perspective that identifying the status of job satisfaction for further improvement in the organization by creating satisfied academic staffs in the organization. Generally, see the role of organizational culture on job satisfaction of academic staffs in DBU.

The figure below shows the proposed conceptual framework adopted and modified from literatures

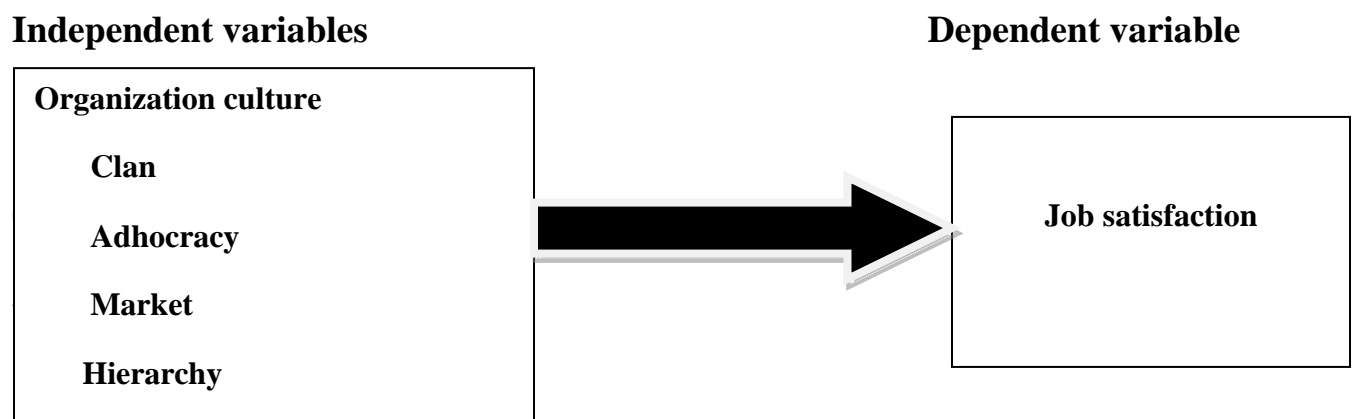


Figure 2.2: Conceptual framework

Source: Adopted from literature (Cameroon & Quinn, 2011)

CHAPTER THREE

3. RESEARCH METHODOLOGY

Introduction

In this chapter the research methodology which is used for this study are discussed. Topics of coverage in this chapter include research design, population and data type source, sampling design, and data collection method, data collection instruments, data analysis and presentation method, finally validity and reliability and ethical consideration are included.

Research methodology is a way to systematically solve the research problem as well as understood as a science of studying how research is done scientifically (Kotharie, 2004). Research methods may be understood as all those methods/techniques that are used for conducting of research.

3.1. Research Design

The type of research design undertaken in this study was explanatory. The nature of this study leads towards correlation research, investigating the relationship between organizational culture practiced within the institution and employee job satisfaction of academic staffs. The study is also a cross sectional in the sense that relevant data were collected at one point in times which were useful to assess practices, attitudes, knowledge and beliefs of a population in relation to a particular topic.

3.2. Data Types and Sources

The study used both primary and secondary data. The primary data was collected from academic staffs of Debre Berhan University through dispatching the standard questionnaire to them. Secondary data of the study was gathered from different sources like information center of the institution, e-sources, library books, journal articles, thesis and dissertations which were relevant to prepare literature review.

Those data used to get better insight on the research topic, to establish the worthwhile platform for the theoretical framework constituting the bases of the research, and to design the sample frame for getting the primary data. Another advantage of using secondary data was its comparability character. The researcher used it to validate and compare the data get through questionnaire to existing literature and articles.

3.3. Population and Sampling Design

Total populations of the study were academic staffs from all nine colleges (college of engineering, college of agriculture science, college of computing, College of Business and Economics, College of Natural and Computational Sciences, College of Health Sciences, College of Social Sciences & Humanities, College of Law, and College of Education Planning). There were total of 854 academic staffs in 2017/18 academic year at the university.

The study respondents' were sampled from nine different colleges. Based on Yamane (1967) sample size determination formula, from a total of 854 academic staff at the university the calculated sample size is 272, at 95 % confidence level and 0.05 precision levels.

The formula below is used to determine the sample size:

$$no = \frac{N}{1 + N(e^2)}$$

Where = no is the sample size

N= is the population size, and

e = is the level of precision or sampling error

The stratified technique was used. The study grouped the population into strata. From each stratum of college the respondents selected conveniently.

Table 3.1: Proportionate Sampling Determination

No	Colleges	Sample size	
		Total No of instructors	Proportion of sample
1.	College of Engineering	281	$[(281/854) \times 272]= 90$
2.	College of Agriculture Science	56	$[(56/854) \times 272]= 18$
3.	College of Computing	76	$[(76/854) \times 272]= 24$
4.	College of Business and Economics	75	$[(75/854) \times 272]= 24$
5.	College of Natural & Computational Sciences	138	$[(138/854) \times 272]= 45$
6.	College of Health Sciences	72	$[(72/854) \times 272]= 22$
7.	College of Social Sciences & Humanities	126	$[(126/854) \times 272]= 40$
8.	College of Law	20	$[(20/854) \times 272]= 6$
9.	College of Education Planning	10	$[(10/854) \times 272]= 3$
	Total	854	272

3.4. Data Collection Method

In this study, standardized questionnaires were employed for both organizational culture through Organizational Culture Assessment Instrument (OCAI) and job satisfaction through Job Satisfaction Survey (JSS). In relation to this, Cohen et al. (2008), argue that questionnaires encourage the respondents to be honest since they are answered anonymously. Moreover, it has the ability to solicit information from several respondents within short period of time (Johnson & Christensen, 2008). It has an advantage for respondent the scaled items, according to (McMillan and Schumacher, 2010), allow the respondents to choose. The details of each standardized instruments presented below.

Organizational Culture Assessment Instrument (OCAI)

A standardized questionnaire OCAI which was developed by Cameron and Quinn (1999) was used in this study. The OCAI is an instrument that allows diagnosing the dominant culture of an organization based on the four culture types.

The purpose of OCAI is to measure six dimensions of organizational culture (dominant characteristics, institutional leadership, and management of employees, organizational glue, strategic emphasis, and criteria of success). Each organizational culture dimension has four alternatives (clan, adhocracy, market and hierarchy cultures).

Job Satisfaction Survey (JSS)

In this study, to measure employees' job satisfaction, job satisfaction survey which was developed by Spector (1985) was adopted. Spector (1985) developed Job Satisfaction Survey to measure employees' attitudes towards nine aspects of their jobs (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication) using a Likert-type rating scale format.

The instrument measures nine facets of job satisfaction as well as overall satisfaction. JSS was one of the most widely used instruments to measure job satisfaction. Although the JSS was originally developed for use in human service organizations it is applicable to all organizations (Spector, 1985).

3.5. Method of Data Analysis and Presentation

In this study for analyzing the data, descriptive analysis used to describe the behavior of the individual variables over the period under review and the Statistical Package for the Social Science (SPSS) were used. Multiple linear regression was used to find the value of R, R Square, F. pearson Correlation, a significance test of the variables.

Data entered into IBM SPSS with close supervision of the researchers after which data cleaning was conducted throughout the variables. The statistical reliability of items on the questionnaire was checked using Cronbach-alpha.

Specifically, Pearson Coefficient of Correlation was use as a measure of finding correlation between the two variables (cohen, 1998) and use the multiple linear regression model that shows the impact of independent variables on its dependent variable which means the organizational culture on job satisfaction and sometimes it may be use the pearson correlation that determine their relationship between the two variables. The multiple linear regression model included the R squared, the ANOVA that determine the analysis of variance on dependent variable.

3.6. Factor Analysis

Factor analysis was first conducted on a pre selected set of measures derived. Factor analysis help in revealing underlying factors and assist in identifying what the factors represent conceptually. The analysis was performed using SPSS 20 based on the principal components factoring method with varimax rotation on the correlations of the observed variables. The following criteria were used in making decisions about inclusion or exclusion of items in scales and sub scales. Items with loading less than 0.40 were excluded from further analysis as they were considered to be weak (Hair, Black, Babin, & Anderson, 2010). In case of an item cross loaded on two different factors with a loading of less than 0.40 on the second factor, it was also excluded (Refer appendix: B)

3.7. Validity and Reliability of Data

The OCAI's reliability and validity were checked by most scholars in the area and taken as a standardized questionnaire for the organizational culture study. Reliability of the instrument (i.e., the extent to which the instrument measures culture types consistently), has been tested by (Quinn & Spreitzer, 1991) with 796 executives from eighty six different public utility firms. Cameron and Freeman (1991) illustrated the OCAI instrument measured the four types of organizational culture in a study of 334 institutions of higher education, with 12 – 24 individuals responding from each institution for a total of 3,406 individuals participated.

Validity of the instrument was examined by matching the domain of effectiveness in which the organization excelled and the type of decision making, structure and strategy employed.

JSS is one of the few instruments available to measure job satisfaction that have shown high reliability and high validity as well (Van Saane, Sluiter, Verbeek, Dresen, 2003).

Table 3.2: Reliability Test

Culture Type	Cronbach's Alpha	No of items
Clan	.866	6
Adhocracy	.898	6
Market	.873	6
Hierarchy	.961	6
Job satisfaction	.970	36

Sources: survey result, 2018

Reliability coefficients range from 0.00 to 1.00, with higher coefficients indicating higher levels of reliability (Carole, Almut, Kimberlin & Winterstein, 2008). From the table above Cronbach's Alpha of the variable were higher; indicating that respondents tended to rate their organization's culture consistently across the various questions on the instrument (Cameron & Quinn, 2011).

3.8. Ethical Considerations

An ethical consideration of confidentiality and privacy was addressed. A concerted and conscious effort was made at all times to uphold the promise. A guarantee was give to the Debre Birhan University's respondents that their names were not exposed in the research report.

The researcher tried to clearly inform to the respondents the purpose of the study is for academic purpose. In addition to this, they informed that their participation in the study was based on their consents. The researcher also not personalizes any of the response of the respondents during data presentations, analysis, and interpretation. Finally, all the materials that were used for this research are duly acknowledge.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This chapter includes the data presentation, analysis and interpretation of the findings. The analysis starts with a description of the respondents demographic profiles. The total sample of the study was 272, out of the 272 questionnaires distributed, 239 were returned and 7 were rejected because of poor data quality 232 questionnaires were valid with sufficient amount of response rate of 85.3%.

Babbie (1990) suggests that response rate of 50% is adequate, 60% is good, and 70% or above is very good. Therefore, as per Babbie the response rate in this research was very good.

4.1. Descriptive Analysis

4.1.1. Personal Background of Respondents

Table 4.1: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	173	63.6	74.6	74.6
	Female	59	21.7	25.4	100
	Total	232	85.3	100	
Missing	System	40	14.7		
Total		272	100		

Source: Survey data, 2018

The respondents were asked to indicate their gender and the results are shown above. Table 4.1 indicates the results which were obtained where 173(74.6%) of the respondents were male and 59(25.4%) were female. From this, the number of female instructors is by far less than male instructors.

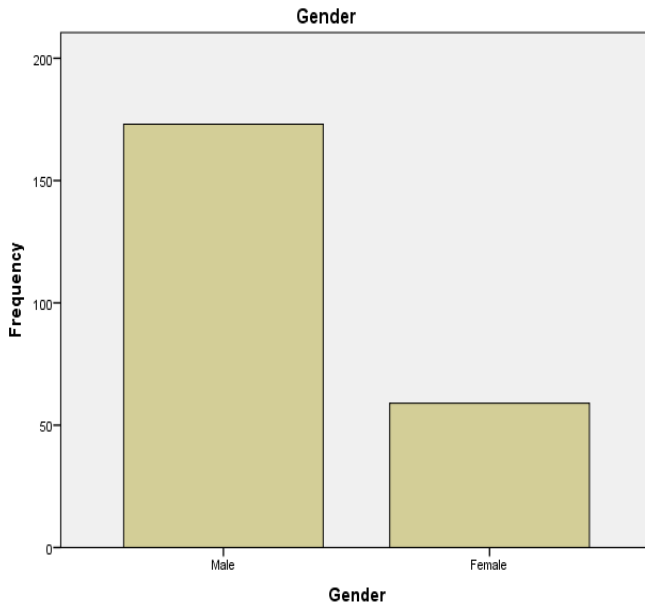


Figure 4.1: Gender of respondent

The figure above 4.1 indicated that the same with on the table but to clarify for the reader male instructors in the organization were more dominate rather than female instructors. So the organization needs to improve the participation of female instructors in departments and colleges.

Table 4.2: Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	89	32.7	38.4	38.4
	31-40	123	45.2	53	91.4
	41-50	14	5.1	6	97.4
	Above 50	6	2.2	2.6	100
	Total	232	85.3	100	
Missing	System	40	14.7		
Total		272	100		

Source: Survey data, 2018

Table 4.2 indicates that 89(38.4%) of respondents were between 20-30 years of age, 123(53%) of respondents were between 31-40 years of age, 14(6%) of respondents were between 41-50 years, and 6(2.6%) of respondents were above 50years. This shows that majority of the respondents were aged between 31-40 years.

Table 4.3: Experience of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 Years	17	6.3	7.3	7.3
	2-5 Years	160	58.8	69	76.3
	6-10 Years	47	17.3	20.3	96.6
	Above 10 Years	8	2.9	3.4	100
	Total	232	85.3	100	
Missing	System	40	14.7		
Total		272	100		

Source: Survey data, 2018

From the above table 17(7.3%) of the respondents have served for less than 2 years, 160(69%) have worked for 2-5 years, 47(20.3%) have worked for 6- 10 years, 8(3.4%) have worked for 10 years and above. This shows that majority of the respondents have worked for 2-5years.

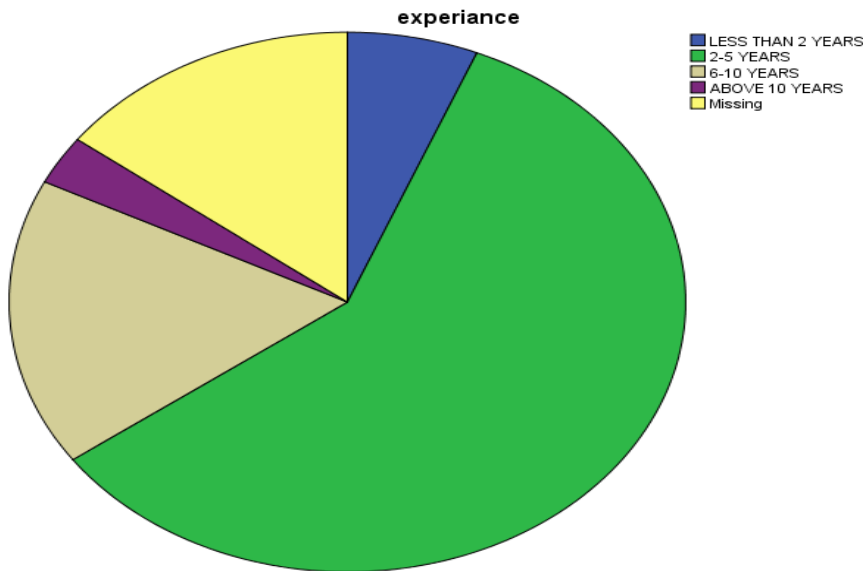


Figure 4.2: Experience of the respondent

The above figure 4.2 indicates that the employees in the academic staff those served between 2-5 years were large in numbers.

4.1.2. Characteristics of Organizational Culture

The results were interpreted by using the means and standard deviations of the organization culture and job satisfaction dimensions. Based on the result comparison of clan, adhocracy, market and hierarchy type of culture was done. Identification of cultural patterns and dimensions and how they are perceived, desired by groups in the organization undoubtedly would enable to grow, do well in core areas and survive.

Table 4.4: Clan Culture

Clan Culture	N	Mean	Std. Deviation
The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves	232	3.75	1.011
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	232	3.48	1.173
The management style in the organization is characterized by teamwork, consensus, and participation.	232	3.85	.977
The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	232	3.75	.996
The organization emphasizes human development. High trust, openness, and participation persist.	232	3.69	1.078
The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	232	3.55	1.142
Valid N (listwise)	232		

Source: survey data, 2018

From Table 4.4 indicated that the organization was a very personal place that extended family and people seems to share had the mean score of 3.75 with the standard deviation of 1.011. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing with the mean score of 3.48 with the standard deviation (SD) of 1.173.

The management style in the organization was characterized by teamwork, consensus, and participation through clan had the mean of 3.85 with the SD of .977. The glue that holds the organization together was loyalty and mutual trust with commitment to this organization runs high had 3.75 of the mean and SD 0.996. The organization emphasizes human development with

high trust, openness, and participation persist had 3.69 mean value with the SD 1.078 and finally the organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people with the mean score of 3.55 and the SD of 1.142 indicates the status of the indicators.

Table 4.5: Adhocracy Culture

Adhocracy Culture	N	Mean	Std. Deviation
The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	232	3.37	1.224
The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	232	3.48	1.169
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	232	3.37	1.242
The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low cost production	232	3.37	1.242
Valid N (listwise)	232		

Source: survey data, 2018

From table 4.5 indicated that the status of each indicators of adhocracy culture in the organization. The management style in the organization characterized by individual risk-taking, innovation, freedom, and uniqueness with the mean score of 3.37 and the SD of 1.224. There was an emphasis on being on the cutting edge with the mean of 3.48 and the SD of 1.169. As well as the organization emphasizes acquiring new resources and creating new challenges had the mean of 3.37 and the SD of 1.242 and finally the organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low cost production had the mean score of 3.37 with the SD of 1.242.

Table 4.6: Market Culture

Market Culture	N	Mean	Std. Deviation
The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.	232	3.47	1.187
The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	232	3.42	1.152
Valid N (listwise)	232		

Source: survey data, 2018

From table 4.6 indicated that the market cultures had expressed and shows the status through the indicators of the management style in the organization was characterized by hard driving competitiveness, high demands, and achievement had the mean of 3.47 with the SD of 1.187. The glue that holds the organization together was emphasis on achievement and goal accomplishment with mean of 3.42 and the SD of 1.152.

Table 4.7: Hierarchy Culture

Hierarchy Culture	N	Mean	Std. Deviation
The organization is a very controlled and structured place. Formal procedures generally govern what people do.	232	3.97	.969
The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	232	3.99	.989
The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	232	4.10	.929
The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	232	4.04	.946
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	232	4.08	.925
The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production	232	4.06	.924
Valid N (listwise)	232		

Source: survey data, 2018

The above table indicated that the hierarchy cultures had expressed and showed the status through the indicators of the management style in the organization was characterized security of employment, conformity, predictability, and stability in relationships had the mean of 4.10 with the SD of 0.929. Hierarchy culture expressed through indicator of very controlled and structured place with the mean value of 3.97 with SD of 0.969. The leadership in the organization was generally considered to exemplify coordinating, organizing, or smooth-running efficiency had a mean value of 3.99 and SD of 0.989. Also the organization defines success on the basis of efficiency indicator had a mean value of 4.06 and SD of 0.924.

Table 4.8: Mean of Individual Cultures

	N	Mean	Std. Deviation
Clan Culture	232	3.6784	.82428
Adhocracy Culture	232	3.3976	1.12816
Market Culture	232	3.4418	1.10089
Hierarchy Culture	232	4.0409	.87789
Valid N (listwise)	232		

Source: survey data, 2018

The above descriptive statistics clearly depicts the corresponding mean and standard deviation of every construct totals (total of every individual categorical construct). Thus, clan categorical total has a mean of 3.67, adhocracy categorical total has a mean of 3.39, market categorical total has a mean of 3.44, and hierarchy categorical total has a mean of 4.04. This analysis of mean of categorical constructs showed that hierarchy culture was the dominant culture in the university.

4.1.3. Levels of Job Satisfaction

Table 4.9: level of job satisfaction

Item	N	Mean	Std. Deviation
Pay	232	3.6071	.82544
Promotion	232	3.6401	.89750
Supervision	232	3.6029	.84720
Fringe Benefit	232	3.6188	.86892
Contingent Rewards	232	3.5776	.81909
Coworkers	232	3.5167	.87257
Operating Procedure	232	3.5294	.81914
Nature of Work	232	2.7026	.66930
Communication	232	3.5407	.87889
valid N (listwise)	232		

Source: survey data, 2018

Table 4.9 deals the level of job satisfaction of employees and the descriptive statistics shows mean value of individual dimension. Promotion had mean value of 3.64. Pay was the other dimension with mean value of 3.60. The rest mean values 3.60, 3.61, 3.57, 3.51, 3.52, 2.7, and 3.54 for supervision, fringe benefit, contingent rewards, coworkers, operating procedure, nature

of work, and communication respectively. This shows employees were satisfied by the promotion activities of the university.

4.2. Diagnostic Tests of Assumptions of Classical Linear Regression Model

Five assumptions tests of CLRM (linearity, homoscedasticity, autocorrelation, Multicollinearity, and normality) were conducted and discussed below and refer appendix c for analysis results of each assumptions.

4.2.1. Linearity Test

Multiple linear regression model assumptions assume there is a linear relationship between the independent variables and the dependent variables.

The linearity assumption of multiple linear regressions is that the relationship between the independent variable and the dependent variable can be characterized by a straight line. The linearity assumption already linear from the equation of multiple linear regression models of the independent variables and dependent variable (Gujarat, 2004).

Linearity assumption was not serious threat to the study since we can draw one straight line to approximate the observations for all independent variables against the dependent variable, job satisfaction, and also the variance between the upper and lower cases of the observations were reasonably similar.

4.2.2. Homoscedasticity Test

This assumption assumed that the variance of the errors is constant. Assumptions can be checked by scatter plot diagram.

The result plots the values the model would predict, against the residuals obtained. As the predicted values increase, the variation in the residuals should be roughly similar. The graph looks like a random array of dots. So, the model is homoscedasticit.

4.2.3. Autocorrelation Test

Multiple linear regression models assume the residuals are independent of one another. The Durbin-Watson statistic is used to test for the presence of serial correlation among the

residuals. The residuals are not correlated if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50.

From the result DW was within the range of 1.50-2.50, as a result the assumption of independence of residuals was satisfied.

4.2.4. Multicollinearity Test

The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors. The decision rule is a variable whose VIF value is greater than 10 indicates the possible existence of multicollinearity problem. Tolerance (TOL) defined as $1/VIF$, it also used by many researchers to check on the degree of collinearity. The decision rule for tolerance is a variable whose TOL value is less than 0.1 shows the possible existence of multicollinearity problem (Gujarati, 2004).

From the assumption test the VIF values for all variables became less than the tolerable value, i.e., 10. Tolerance value of all variables also became above 0.1 which indicates that this model is free from multicollinearity.

4.2.5. Normality Test

This assumption test whether the data is well modeled by normal distribution or not. This test of normal distribution could be checked by graphical (histogram and dot plot) method of tests. The normality assumption assumes a critical role when a study is dealing with a small sample size, data less than 100 observation (Gujarati, 2004). The assumption was tested by using normal probability plot (NPP). The decision rule is, if the fitted line in the NPP is approximately a straight line, one can conclude that the variables of interest are normally distributed (Gujarati, 2004).

From the result residuals of the model were approximately normally distributed, because the fitted line on the NPP approximately straight line.

The study discussed five major assumptions that must be fulfilled for one to analyze data using multiple linear regression models. So, since all the five assumptions were not violated, the

researcher examined the data collected by the questionnaires using correlation and multiple linear regression models.

4.3. Correlation Analysis

In this section the correlation of clan, adhocracy, market, and hierarchy with job satisfaction are presented. The possible range of correlation coefficient values is form -1 to +1. A correlation value without a positive sign indicates the relationship is positive, whereas, negative sign indicates negative relationship. According to Cohn's (1988) classification of the strength of relationship is based on the following table.

Table 4.10: Classification of the Strength of Relationship

Correlation strength	Positive values	Negative values
Small	r=0.10 to 0.29	r = -10 to -.29
Medium	r=.30 to .49	r= .30 to -.49
Large	r=.50 to 1.0	r= -.50 to -1.0

Source: Cohen (1988)

Table 4.11: Correlation between Organizational Culture and Job Satisfaction

	clan culture	Adhocracy Culture	Market Culture	Hierarchy Culture	Job Satisfaction
Clan Culture	1				
Adhocracy Culture	.364**	1			
Market Culture	.422**	.656**	1		
Hierarchy Culture	.167*	.338**	.426**	1	
Job satisfaction	.629**	.558**	.590**	.248**	1

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

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

N=232

The above table depicted that the correlation between the organizational culture and job satisfaction of academic staff employees of Debre Birhan University. It shows positive relationship between organizational culture types and job satisfaction. Hierarchy culture had weak correlation with job satisfaction ($r = 0.248$) and the other types of cultures had large correlation strength; clan culture ($r = 0.629$), adhocracy culture ($r = 0.558$) and market culture (0.590) were strongly correlated. This shows that all types of cultures were positively correlated.

Table 4.12: Correlation between overall organizational culture and overall job satisfaction

	Job satisfaction	Organizational culture
Job satisfaction	1	
Organizational culture	.755**	1

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

N=232

Source: survey data, 2018

The above table indicates that correlation of overall organizational culture and job satisfaction. Overall organizational culture strongly correlated with job satisfaction with a value of high correlation coefficient $r = 0.755$. This depicted that the cultural types of adhocracy, clan, market

and hierarchy in the organization had a role on the overall job satisfaction. In addition to this the relationship between organizational culture and job satisfaction was positive and significant.

4.4. Regression Analysis

Regression analysis concerned with describing and evaluating the relationship between a given dependent variable and one or more independent variable(s). It is used to understand the relationship between variables and to predict the value of one variable based on another variable. This also indicated in the model summary below. The statistical relationship of the organizational culture and job satisfaction used to determine the role of organizational culture on job satisfaction.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.284 ^a	.081	.065	.75484
2	.755 ^b	.570	.555	.52069
a. Predictors: (Constant), experience, gender, educational level , age				
B. Predictors: (Constant), experience, gender, educational level , age, hierarchy culture, clan culture, adhocracy culture, market culture				

Source: survey data, 2018

From the table the demographic characteristics statistically predicted job satisfaction of academic staffs. From this finding the R is equal to 0.284 which inferred that the presence of weak correlation between the demographic factors and dependent variable and R Square is 0.081 which indicated that demographic factors explain 8.1% of the variations on job satisfaction of the dependent variable with unexplained factors of 91.9%.

According to the table above the independent variables of organizational culture statistically predicted job satisfaction of the academic staff in Debre Birhan University. From this finding the R is equal to 0.755 which inferred that the presence of strong correlation between the independent variables and dependent variable and R Square is 0.57 which indicated that independent variables of organizational culture types explain 57% of the variations on job satisfaction of the dependent variable with unexplained factors of 43%.

Table 4.14: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.367	4	2.842	4.987	.001 ^b
	Residual	129.342	227	.570		
	Total	140.709	231			
2	Regression	80.249	8	10.031	36.998	.000 ^c
	Residual	60.460	223	.271		
	Total	140.709	231			
a. Dependent Variable: Job satisfaction						
b. Predictors: (Constant), experience, gender, educational level, age						
c. Predictors: (Constant), experience, gender, Educational level, age, hierarchy culture, clan culture, adhocracy culture, market culture						

Source: survey data, 2018

Analysis of variance indicated that the variance of the variables that the researcher established that the F ratio ($F(8, 223) = 36.99$, $p = .000$) was statistically significant at $p < .05$ level of significance. This shows that organizational culture types of adhocracy, clan, market, and hierarchy cultures has statistically significant role on job satisfaction of the academic staff of Debre Berhan University which indicates the predictor variables is significant relationships of organization culture and job satisfaction.

Table 4.15: Effects of Organizational Culture on Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.323	.360		6.453	.000
	Gender	.041	.116	.023	.352	.726
	Age	.129	.084	.121	1.549	.123
	Educational level	.556	.129	.280	4.315	.000
	Experience	-.060	.097	-.047	-.614	.540
2	(Constant)	.452	.298		1.514	.131
	Gender	.007	.081	.004	.089	.929
	Age	.039	.060	.036	.642	.522
	Educational Level	.256	.091	.129	2.810	.005
	Experience	.013	.068	.010	.194	.846
	Clan culture	.386	.047	.414	8.241	.000
	Adhocracy culture	.159	.041	.230	3.868	.000
	Market culture	.182	.046	.256	3.912	.000
	Hierarchy culture	-.129	.052	-.217	-3.704	.000
a. Dependent Variable: Job satisfaction						

The above table shows that, all of the independent variables have statistically significant relationship with the dependent variable since their p-value is below the alpha level which is 0.05. Considering the standardized beta coefficients, the predictors of the dependent variable (job satisfaction) were market culture with 0.256 and clan culture, adhocracy, and hierarchy culture with a beta value of 0.414, 0.230, and -0.217 respectively. All the independent variables had positive effect on the dependent variable except the hierarchy culture which has a negative effect on the dependent variable.

The demographic background of respondents of gender, age, and experience had insignificant effect on job satisfaction. Educational level of employees affects job satisfaction significantly.

4.5. Discussion

The findings revealed that the clan culture is characterized by teamwork, consensus and participation that the organization together is loyalty, mutual trust and commitment to this organization runs high. The clan culture role was positively and significantly related on job satisfaction of the academic staffs. This was consistent with the clan culture has a significant

influence on job satisfaction and consistent with the work of (Choi, Martin and Park, 2008) in their study they aimed to assess relationship between organizational culture and job satisfaction.

In addition to this Clan culture is positively and significantly correlated to job satisfaction showed on the study of Lund (2003) which investigated on organizational culture and job satisfaction. It is consistence with the clan culture had positive and significant relation with job satisfaction and it is consistent results of the study of uniqueness (Dadgar, Barahouei, Mohammadi, Ebirhami & Gajali, 2013). It is also consistent with Aldhuwaihi (2013) clan culture was significantly and positively correlated with overall job satisfaction.

The other results indicated that the adhocracy culture is generally considered to exemplify entrepreneurship, innovating, or risk taking and the glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.

The adhocracy culture had positive and significant role on job satisfaction of the academic staffs in Debre Berhan Universty. Which was consistence with adhocracy organizational culture is the predictor for job satisfaction of faculty members. This culture is perceived by creativity, innovation, risk taking, entrepreneurship, dynamism and unity (Cameron & Quinn, 2006).

In addition to this it was in line with Gull and Azam (2008) that the adhocracy culture type are consistence to job satisfaction and the regression on job Satisfaction shows that as the positive response towards adhocracy culture decreases, job satisfaction level also decreases. It is also consistence with the result of the study of adhocracy culture; it is emphasized on management, creativity, entrepreneurship, consistency, dynamics and organizational uniqueness (Dadgar, Barahouei, Mohammadi, Ebirhami & Gajali, 2013).

The other findings that revealed that the market culture of the organization defines success on the basis of winning in the marketplace and outpacing the competition because competitive market leadership is key and the organization emphasizes competitive actions and achievement the hitting stretch targets and winning in the marketplace are dominant. This culture was also positively correlated and significant role on overall job satisfaction in the academic staffs of Debre Berhan University. This was consistence to a positive and significant relation between market culture and job satisfaction (Ashraf & Rezaie, 2015). Under the study Organizational

Culture: A Predictor of faculty members' job Satisfaction; shows positive and significant relation to job satisfaction.

The hierarchy cultures in the organization that the university management style in the is characterized by security of employment, conformity, predictability, and stability in relationships that the formal rules and policies maintaining a smooth running organization is important as well as the efficiency control with cost reduction. The hierarchy culture had statistically significantly effect on the overall job satisfaction with negative coefficient of Debre Berhan University for academic staffs. Which was consistent with the hierarchy culture affected staff job satisfaction negatively (Lund, 2003); adopted a competing value frame work to explore the relationship between organization culture and job satisfaction was consistent with this paper there is a negative relationship between job satisfaction and hierarchy culture.

In addition to this the result is in line with the study of (Teka, 2014); Organizational Culture as a Predictor of job Satisfaction the result was hierarchy culture had negative effect on job satisfaction. Gull and Azam (2012) the hierarchy culture was also found in inverse relationship with job satisfaction level of individuals. This type of culture is typified with well-versed procedures and processes that guide people of the organization what to do and how to do. Leaders are good organizers and efficiency experts. Formal rules and policies bound the organization together.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the study. The chapter gives the study summary, the study conclusions that have been derived from the study findings. The chapter also proposes recommendations for improvement and for additional studies.

5.1. Summary

The demographic profile of total respondents shows 173(74.6%) was male and 59(25.4%) were female. 89(38.4%) of respondents were between 20-30 years of age, 123(53%) of respondents were between 31-40 years of age, 14(6%) of respondents were between 41-50 years, and 6(2.6%) of respondents were above 50years. The tenure of respondents shows 17(7.3%) of the respondents have served for less than 2 years, 160(69%) have worked for 2-5 years, 47(20.3%) have worked for 6- 10 years, 8(3.4%) have worked for 10 years and above.

This study found out hierarchy culture that is characterized by the existence of formal procedures and rules was dominant culture the dominant characteristics of the organization dimension reported were the existence of formal procedures and rules.

The level of job satisfaction of the academic staff employees of the university as a whole was medium level the mean value of the items range between 3 and 4. The employees dissatisfied by the nature of work with mean value of 2.70 and satisfied by promotion with mean value of 3.64.

Clan culture had more influence on job satisfaction of employees with $B= 0.38$ followed by market culture with $B= 0.18$.

The organizational culture and job satisfaction of academic staff were strongly correlated with ($r= 0.755$). The relationship between organizational culture and job satisfaction was positively significant and strong. On the other hand the organizational culture types of hierarchy culture had small correlation strength with job satisfaction ($r = 0.248$) and the others types of culture had large correlation strength with $r = 0.629, 0.558, \text{ and } 0.590$ of clan, adhocracy, and market respectively the relationship was positive.

As the finding indicated R is equal to 0.755 which inferred that the presence of strong correlation between the independent variables and dependent variable and R Square is 0.59 which indicated that independent variables of organizational culture types explain 57% of the variations on job satisfaction of the dependent variable with unexplained factors of 43%.

Analysis of variance (F ratio (F (8, 223) =36.99 p=.000) was statistically significant at p<.05 level of significance) showed that organizational culture types of adhocracy, clan, market, hierarchy cultures has statistically significant role on job satisfaction of the academic staff of Debre Birhan University which indicates there was significant relationships of organization culture and job satisfaction.

5.2. Conclusions

The study examined the role of organizational culture on employee job satisfaction. The results of the study shows dominant culture which practices in the institution, level of job satisfaction, and the correlation between them, together with guidelines where they need to enhance and where they have to invest, in order to improve and get highly committed staff with stable, productive, and creative work environment, that all contribute to institutional development and success. Based on the findings that revealed the study reaches the following conclusion:

Appreciating females and empowering them can make the university strong in achieving its objectives and upgrading them as well other academic staffs is important to the satisfaction level of them.

The type of culture dominantly practiced in the organization characterized by environment that is relatively stable, where tasks and functions are integrated and coordinated structurally and procedural. Those cultural type were influenced the job satisfaction level of employees.

The university did not work on each of job satisfaction dimensions to improve the level of employee's satisfaction. This is an indication for the dissatisfaction of staffs by practice of organizational culture types.

Actions are not taken to create awareness about the purpose of formalized and structured place of work in the organization. Rules and policies of organization did not communicate clearly and academic staffs were not familiar with rules and policies implemented in the organization. Tasks

and functions are integrated and coordinated structurally and procedural in the organization but not clear for the employees.

There was statistically significant positive correlation between organizational culture and job satisfaction of academic staff. The four organization culture types were positively correlated.

5.3. Recommendations

According to the results and conclusion made, the following recommendations are given that strength and improve the organizational culture to improve the employee job satisfaction.

- Debere Berhan University should be communicated the academic staffs rules and procedures in the organization.
- The university should revise periodically the rules and policies of organization.
- The organization should clearly define success on the basis of efficiency, smooth scheduling and low cost production for the members.
- As recommendation the organization should be a very personal place.
- The organization should be a very dynamic entrepreneurial place to give chance for the staffs to stick their necks out and take risks.
- The organization should emphasize on competitive actions and achievements.
- The organization should encourage employees to have a sense of identity which increases their satisfaction to work since this will have positive and significant relationships.
- The organization should sustain the organization culture types of hierarchy that keep the university from different problems as per the rule and regulation obey to encourage the practice on the organization continuously.
- The organization should create smooth leadership styles that bring the satisfaction of the academic staffs to be done in consistently.
- The organization should develop the policies that encourage the employees and create sense of interest among the employee that introduced the cultural types particularly hierarchy culture on the mind of the staffs that to bring the satisfaction of them.

5.4. Recommendations for Further Studies

The focus of this study was Debre Berhan University, and its academic staff employees. The results therefore were limited with regard to generalizations, and therefore are not a complete representation of the entire public universities. Considering this research should be carried out to examine the role of organization culture on job satisfaction of academic staffs and over all employees in universities and other private and public organization of Ethiopia.

Numerous complex issues that surround the topic of employee job satisfaction that have not been addressed by this study, additional research should be carried out in order to improve the current study and increase information and understanding on employee job satisfaction.

This study used questioner method of data collection and other researchers will use additional methods like interview, focus group discussion, observation. At the end for further research it is advisable to assess other variables like leadership, technology, changes.

References

- Abel, N. (2015). The Impact of Organizational Culture on Employees Job Satisfaction, the Case of Heineken Brewery S.C Ethiopia. Unpublished thesis paper.
- Aldhuwaihi, A. (2013). The influence of organizational culture on job satisfaction, organizational commitment and turnover intention. Melbourne, Australia.
- Armstrong, M. (2006). *A handbook of human resource management practice*. (10th ed.). London: Kogan.
- Arnold, T. & Spell, S. C. (2006). The Relationship between Justice and Benefits Satisfaction. *Journal of Business and Psychology*, 20(4),599-620.
- Ashraf, G. Rezaie, M. H., (2015). Organizational culture: a predictor of faculty members' job satisfaction. *European Centre for Research Training and Development*. 3(8), 1-19.
- Babbie, E. (1990). *Survey research method*. (2nd ed.). Belmont (C.A): Wadworth.
- Brooke, P., Russell, P. & Price, J. (1988), "Discriminant validation of measures of job.
- Brooks, I. (2006). *Organizational Behavior: Individuals, Groups and Organization*. (3rd ed.) Essex: Pearson Education Limited.
- Buitendach, J.H. & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management*, 36(2): 27-37.
- Buitendach, J.H. & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management*, 36(2): 27-37.
- Cameron, K. S. and Quinn, R. E. (2006). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. (2nd ed.).The Jossey-Bass business & management series.
- Cameron, K., & Freeman, S. (1991). Cultural congruence, strength and type: Relationships of effectiveness. In W. Pasmore, & R, Woodman, (Eds.), *Research in organizational change and development* (pp. 23-58). Greenwich, CT: JAI Press.

- Cameron, K., & Quinn, R. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. (3rd ed). San Francisco (CA): Jossey-Bass.
- Carole, L. Kimberlin & almut G. Winterstein. (2008). *Research fundamentals: Validity and reliability of measurement instruments used in research*. U.S.A: University of Florida.
- Chang, S. & Lee, M. S. (2007). A study on the relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. *Learning Organization*. 14(02),155-185
- Choi, Y., & Martin, J. J. & Park, M. (2008). Relationship between organizational culture and job satisfaction in professional baseball organizations. *International Journal of Applied Sports Sciences*, 20(2), 59-77.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. (2nd ed.). Hillsdale, NJ: Erlbaum.
- Dadga .H, Barahoue.F, Mohammadi, M., Ebrahimi, .M. & Ganjali, A. (2013). The Relationship Between Organizational Culture, Job Satisfaction, Organizational Commitment and Intention to Stay of Health Personnel's of Zahedan University of Medical Sciences, *World Applied Sciences Journal*, 21 (8), 1220-1228.
- Deal, T., & Kennedy, A. (2000). *Corporate cultures: The rites and rituals of corporate life*. Perseus Publishing
- Deal, T.E., & Kennedy, A. A. (1983). Culture: A New Look Through Old Lenses. *Journal of Applied Behavioral Sciences*. 19, 498 – 506.
- Denison, R.D. and Neale, S.W. (2011). *Denison organizational Survey Facilitator Guideline*. Denison consulting LLC.
- Eldridge, J. and Crombie, A. (1974). *The Sociology of Organizations*, Allen & Unwin: London.
- Fatima, M. (2016). The Impact of Organizational Culture Types on the Job Satisfaction of Employees. *Journal of management and business*. 3(1).
- Furnham, A. & Gunter, B. (1993). *Corporate Assessment*. Routledge, London Gagne, R M (1977) *The Conditions of Learning*, 3rd edn, Rinehart and Wionston, New York.

- Getachew, M (2014). The relationship among organizational culture, change and job satisfaction at United Nations Economic Commissions for Africa. Un published MA thesis: AAU.
- Goodman, E., Zammuto, R., & Gifford, B. (2001). The competing values frame work: Understanding the impact of organizational culture on the quality of work life. *Organization Development Journal*. 19(3), 58-68.
- Griffin, R.W., & Moorhead, G. (2014). *Organizational behavior: managing people and organizations*. (11th ed.). South-Western, USA: Cengage Learning.
- Gujarati, D. (2004). *Basic econometrics*. (4th ed.). Mcgraw-hill.
- Gull, S. & Azam, F. (2012). Impact of Organizational Culture Type on Job Satisfaction Level of Employees' in Different Organizations of Lahore, Pakistan. *International Journal of Academic Research in Business and Social Sciences*. 2(12), 97-112.
- Habib, S., Aslam,S., Hussain, A.& Yasmeen,S.(2014). The Impact of Organizational Culture on Job Satisfaction, Emploeyss Commitment and Turn over Intention.
- Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate data analysis*, Upper Saddle River, NJ: Prentice Hall.
- Handy, C. (1981). *Understanding Organizations*. Penguin, Harmondsworth.
- Harrison, R. (1972). Understanding your organization's character. *Harvard Business Review*, 5, pp 119–28.
- Hellriegel, D. & John,W. Slocum, J. (2011). *Organizational Behavior*. (13th ed.). South-Western: Cengage Learning.
- Hirschfeld, R.R. (2000). Validity studies: does revising the intrinsic and extrinsic subscales of the Minnesota satisfaction questionnaire short form make a difference? *Educational Psychology Measurement*, 60(2000): 255-70.
- Hofstede, G. (1980). *Cultural Consequences: International differences in work-related values*. Sage, Beverley Hills, CA.
- Hudrea, A.(2006).*Organizational culture: Transylvanian Review of administrative sciences, Babes. Bolyai: Cluj Napoca.*

- Jiang, J. J and Klein, G. (2000). Supervisor support and career anchor impact on career satisfaction of the entry level information system. *Journal of Management Information System*, 16 (3), 219-240.
- John, R. Schermerhorn, J., James, G., Hunt, Richard N., Osborn and Uhl-Bien,M. (2010).*Organizational Behavior*.(11th ed). John Wiley & Sons, Inc.
- Johnson, B., & Christensen, L. (2008). *Educational research: Quantitative, qualitative, and mixed approach*. India: Sage Publication Pvt.
- Kluckhohn, C., Kroeber, A., & Meyer, W. U. (1952). *Culture: A Critical Review of Concepts and Definitions*. Cambridge, Mass: Peabody Museum.
- Kothari, C.R. (2004).*Research Methodology: Methods and techniques*. India: New Delhi.
- Locke. E.A. (1976). *The Nature and Causes of Job Satisfaction*. *Handbook of Industrial and Organizational Psychology*. NY: John Willey.
- Lund, D. B. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, 18(3), 219-236.
- MacIntosh, E.W., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*. 13(2), 106–117.
- Mansoor, M. & Tayib, M. (2010). An empirical examination of organizational culture, job stress, job satisfaction within the indirect tax administration in Malaysia. *International journal of Business and Social Sciences*, 01(01), 81 -95.
- McKinnon, L. J., Harrison, L.G., Chow, W.C. and Wu, A. (2003). Organizational culture: Association with commitment, job satisfaction, propensity to remain and information sharing in Taiwan. *International Journal of Business Studies*, 11, 25-44.
- McMillan, J.H. & Schumacher, S. (2010). *Research in education: Evidence-based research*.(7th ed.). Boston: Pearson.
- Mulugeta E. (2017). The Effect of Organizational Culture on Job Satisfaction in the Ministry of Science and Technology. A Thesis Submitted to the School of Commerce of Addis Ababa University in Partial Fulfillment for the Award of Master of Arts in Human Resource Management.

- O' Reilly, C. A., & Chatman, J. A. (1996). *Culture as Social Control: Corporations, Cults, and Commitment*. In B. M. Staw and L.L. Cummings (eds.), *Research in Organizational Behavior*. Greenwich, Conn.: JAI Press.
- Ojo, O. (2010). Organizational culture and corporate performance: Empirical evidence from Nigeria. *Journal of Business Systems, Governance and Ethics*, 5(2), 1-12.
- Peter, S. and Waterman, R. (1982). *In search of excellence: lessons from America's best run companies*: New York.
- Peters, T., & Waterman, R. (2004). *In search of excellence: Lessons from America's best-run companies*. (2nd ed.). London: Profile Books.
- Quinn, R. E., & Cameron, K. S. (1988). *Paradox and Transformation: Towards Framework of Change in Organization and Management*. Cambridge, Mass.: Ballinger.
- Quinn, R., & Spreitzer, G. (1991). The psychometrics of the competing values culture instrument and an analysis of the impact of organizational culture on quality of life. Woodman, R. and Passmore, w. (Eds). *Research in Organization Change and Development*. 5(p23-58). Greenwich, CT: JAI Press.
- Rad. A., Mohammad. M., Mohammadian, Y. & Hossein (2006). A study on the relationship between managers leadership style and employees job satisfaction. Emerald Group Publishing Limited, 19(2)
- Robbins, S.P. & Judge, T.A. (2013). *organizational behavior*. (7th ed). Pearson Education Limited.
- Sabri, S.U., Ilyas, M. & Amjad, Z. (2011). The effect of organizational culture on job satisfaction level of teachers of public and private sector higher education institute and universities of Lahore. *International Journal of Business and Social Science*. 2(24).
- San P.J., & Kim, T. (2009). Do types of organizational culture matter in nurse job satisfaction and turnover intention? *Leadership in Health Services*. 22(1), 20-38.
- Schein, E. H. (1985). *Organizational Culture and Leadership*. San Francisco: Jossey -Bass.
- Schein, E. H. (2004). *Organizational culture and leadership*. (3rd Ed). San Francisco: Jossey Bass.

- Schein, E. H. (2010). *Organizational Culture and Leadership*. (4th ed.). San Francisco: Jossey Bass.
- Schneider, B. & Reicher, A. E. (1983). On the etiology of climates. *Personnel Psychology*, 36, 19-37.
- Sempene, M., Rieger, H., & Roodt, G. (2002). Job satisfaction in relation to organisational culture. *SA Journal of Industrial Psychology*. 28(2), 23-30.
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*. 13, 693-713.
- Taber, T.D. and Seashore, S.E. (1975), Job satisfaction and their correlations. *American Behavior and Scientists*, 18(2), 346-56.
- Teka, B. (2014). Organizational Culture as a Predictor of Overall Job Satisfaction: The Case of Development Bank of Ethiopia, Wolaita, Ethiopia.
- Tesfatsion, H. B. (2011). Organizational culture and academic staff job satisfaction at St. Mary's University College (M.A. thesis, Addis Ababa University).
- Van Saane, N., Sluiter, J., Verbeek, J., & Dresen, F. M. (2003). Reliability and validity of instruments measuring job satisfaction: A systematic review. *Journal of Occupational Medicine*. 53(3), 191 -200.
- Waliser, M.N., Lincoln, P., Karutri, M. and Resich, K. (2004). Increasing job satisfaction, quality care, and coordination in home health. *Journal of Nursing Administration* 34(2): 88-92.
- Williams, A. (1998). Organizational learning and the role of attitude surveys. *Human Resource Management Journal*, 8(4), pp 51–65.

Appendix A: Questionnaire

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
PROGRAM OF BUSINESS ADMINISTRATION

Questionnaire to be filled by academic staff of DBU:

Dear respondents,

This questionnaire is designed to get the relevant information for the current study. The objective of the study is to assess the role of organizational culture and employees' job satisfaction in Debre Berhan University. This study is only for academic purpose. Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your genuine responses. Therefore, I kindly request you to fill the questionnaire carefully and back to me.

Instructions:-

The researcher uses this questionnaire for the genuine information is highly decisive to the success of this study. Therefore,

- ✓ Not need of writing your name.
- ✓ Put the (✓) mark in the box for your answer.
- ✓ With great excuse, possibly return back to timely.

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

Email: semenemikreman13@gmail.com

Phone: +251931635971

Thank you in advance for your cooperation!!

I. Demographic Data

1. Gender 1. Male 2. Female
2. Age 1. 20-30 2. 31-40 3. 41-50 4. Above 50
3. Educational level
1. BA/BSC 2. MA/MSc 3. PhD 4. Others
4. How long you have worked in DBU?
1. Less than 2 years 2. 2-5 years 3. 6-10 years 4. above 10 years

II. Organizational Culture

This part of the questionnaire consist items taken from the Organizational Culture Assessment Instrument (OCAI). The main purpose of the instrument is to assess four cultural types in your organization i.e. clan culture, adhocracy culture, market culture, and hierarchy culture. To what extent do you agree with the following statements about organization culture in your organization, ranging from strongly disagree to strongly agree? And put “√” mark for each rating. 1: *Strongly Disagree*, 2: *Disagree*, 3: *Neutral*, 4: *Agree* and 5: *Strongly Agree*

No	Item	1	2	3	4	5
	Clan Culture					
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves					
2	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
3	The management style in the organization is characterized by teamwork, consensus, and participation.					
4	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
5	The organization emphasizes human development. High trust, openness, and participation persist.					
6	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
	Adhocracy Culture					
1	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
2	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
3	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production					
	Market Culture					
1	The management style in the organization is characterized by hard driving competitiveness, high demands, and					

	achievement.					
2	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
	Hierarchy Culture					
1	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
2	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
5	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
6	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production					

III. Job Satisfaction Survey

For each of the following statements below, please tell how you feel about your present job, what things are you satisfied with and what things you are not satisfied with. Please indicate a (√) mark the extent to which you believe each item is true with respect to your job. 1: *Strongly Disagree*, 2: *Disagree*, 3: *Neutral*, 4: *Agree* and 5: *Strongly Agree*

No	Item	1	2	3	4	5
	Pay					
1	I feel I am being paid a fair amount for the work I do.					
2	Raises are too few and far between.					
3	I feel unappreciated by the organization when I think about what they pay me.					
4	I feel satisfied with my chances for salary increases.					
	Promotion					
1	There is really too little chance for promotion on my job.					
2	Those who do well on the job stand a fair chance of being promoted.					
3	People get ahead as fast here as they do in other places.					
4	I am satisfied with my chances for promotion.					
	Supervision					
1	My supervisor is quite competent in doing his/her job.					
2	My supervisor is unfair to me.					
3	My supervisor shows too little interest in the feelings of subordinates.					
4	I like my supervisor.					
	Fringe Benefit					
1	I am not satisfied with the benefits I receive.					
2	The benefits we receive are as good as most other organizations offer.					
3	The benefit package we have is equitable.					
4	There are benefits we do not have which we should have.					
	Contingent Reward					
1	When I do a good job, I receive the recognition for it that I should receive.					
2	I do not feel that the work I do is appreciated.					
3	There are few rewards for those who work here.					
4	I don't feel my efforts are rewarded the way they should be.					

	Operating Procedures					
1	Many of our rules and procedures make doing a good job difficult.					
2	My efforts to do a good job are seldom blocked by red tape.					
3	I have too much to do at work.					
4	I have too much paperwork.					
	Coworkers					
1	I like the people I work with.					
2	I find I have to work harder at my job because of the incompetence of people I work with.					
3	I enjoy my coworkers.					
4	There is too much bickering and fighting at work.					
	Nature of Work					
1	I sometimes feel my job is meaningless.					
2	I like doing the things I do at work.					
3	My job is enjoyable.					
	Communication					
1	Communications seem good within this organization.					
2	The goals of this organization are not clear to me.					
3	I often feel that I do not know what is going on with the organization.					
4	Work assignments are not fully explained.					

Appendix B: Factor Analysis

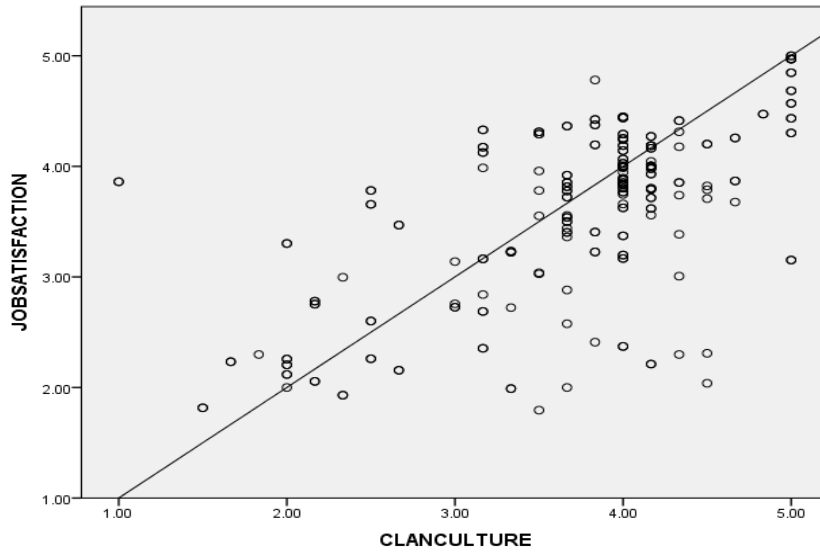
	Component			
	1	2	3	4
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	.925			
The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	.924			
The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	.904			
The organization is a very controlled and structured place. Formal procedures generally govern what people do.	.901			
The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production	.897			
The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	.893			
The organization emphasizes human development. High trust, openness, and participation persist.		.820		
The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		.804		
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		.762		
The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves		.729		
The management style in the organization is characterized by teamwork, consensus, and participation.		.729		
The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		.682		
The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production			.893	
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.			.893	
The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.			.822	
The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.			.814	
The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.				.733
The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.				.695

Extraction Method: Principal Component Analysis.

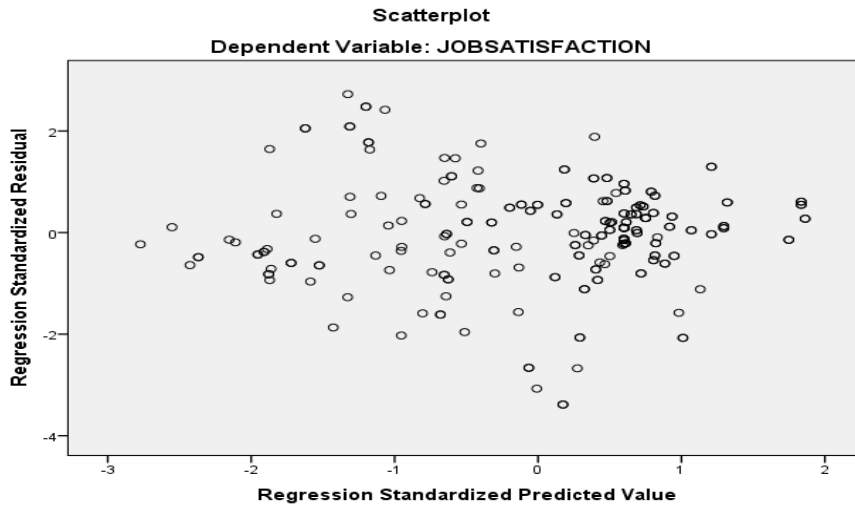
Rotation Method: Varimax with Kaiser Normalization.

Appendix C: CLRM Assumptions Test

Linearity Test



Homoscedasticity Test



Durbin Watson Test

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate	Durbin-Watson
1	.755 ^a	.570	.555	.52069	2.117

A. Predictors: (Constant), Hierarchy Culture, Clan Culture, Adhocracy Culture, Market Culture

B. Dependent Variable: Job Satisfaction

Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Clan culture	.629	1.591
	Adhocracy culture	.464	2.154
	Market culture	.347	2.882
	Hierarchy culture	.535	1.869

a. Dependent Variable: Job satisfaction

Normality Test

