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THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT

A CASE OF BERHAN INTERNATIONAL BANK S.C

**A Thesis Submitted to Addis Ababa University, College of Business and
Economics, in Partial Fulfillment of the Requirements for the Degree of
Masters of Business Administration**

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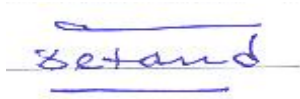
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ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES

This is to certify that the thesis entitled, the effect of organizational culture on employee engagement the case of Berhan International Bank SC. was carried out by Tesfaye Shimelis under the supervision of Asres Abitie (Ph.D.), submitted to in Partial Fulfillment of the requirement for the degree of Master of Business Administration with a regulation of the University concerning originality.

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DECLARATION

I, hereby declare that the thesis entitled “The effect of organizational culture on employee engagement: the case of Berhan International Bank S.C” is my original work and had not been submitted anywhere for any award of degree.

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Abstract

This study aimed to examine the effect of organizational culture on employee engagement in Berhan International Bank S.C... The specific objectives of the study were to determine the relationship between organizational culture types namely clan culture, adhocracy culture, market culture, and hierarchy culture with employee engagement in Berhan International Bank S.C. The research design adopted for this study was a case study and an Explanatory or causal research design was applied in which the research pursued to collect data from a target population of employees working in Berhan International Bank S.C, using a survey questionnaire. This study uses two sampling stages. The first one is to sample out the branch and secondly, several respondents who work at head office, and within the selected, two branches (Meganagn and Bole). The target populations contained 429 employees from the head office and within the selected two branches of the study organization. A sample size of 207 was drawn from the overall target population. The data were analyzed using SPSS (version 23). Both Descriptive, as well as inferential statistics, are used to analyze the data and interpret results. Results of the study show that clan culture was the dominant culture type in the organization. In addition, this study found that all organizational culture types namely clan culture, adhocracy culture, market culture, and hierarchy culture were significant and relationship with employee engagement. According to the regression analysis result, adhocracy culture is the most contributing organizational culture type followed by clan culture, market culture, and hierarchy culture in the prediction of employee performance in the organization.

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

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LIST OF ACRONYMS

CVF	Competing Values Framework
HRM	Human Resource Management
OC	Organizational Culture
OCAI	Organizational Culture Assessment Instrument
SPSS	Statistical Packages for Social Science
CC	Clan Culture
AC	Adhocracy Culture
HC	Hierarchy Culture
MC	Market Culture
SD	Standard Deviation

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

The concept of organizational culture has become a fundamental aspect in business, management, psychology, and sociology (Oyafunke, Paul & Olumuyiwa, 2014) because culture within an organization is important, playing a large role in whether or not the organization is a healthy place to work (J Nurs Manag, 2006) additional as one of key stable factor Organizational culture has the potential to enhance organizational performance, employee job satisfaction and a sense of certainty about problem-solving (Kotter, J., 2012).

According to (Thokozani, 2017) Organizations with strong Organizational cultures are more Successful than Organizations with weak cultures because unity among employees holds common beliefs and values. He further explains that strong organizational culture means a situation where the employee adjusts well, respects the organization's policies, and adheres to the guideline. In contrast, weak organizational culture refers to a culture, a value, and beliefs not strongly and widely shares within the organization.

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

One of the main components in recent human resources management is to understand the concept, application, and principles of the organizational culture and its associated elements. Different studies show the relationship of organizational culture with employee performance, job satisfaction, employee commitment and motivation, organizational performance, creativity, and many more. Adewale & Anthonia, (2013) examined the impact of organizational culture on HRM practices in private universities of Nigeria. The findings showed that there is a relationship between culture and recruitment, development programs, performance, engagement, benefits, and salary. Additionally in one such study on investigating the relationship between organizational culture

and employee engagement at a South African Information Technology firm by (Naidoo & Martins, 2014) they concluded that it is logical for an organization to nurture a culture that is positive and one which ensures that employees feel and continue being engaged in their work to sustain the workers in the organization longer workers longer than those organizations that do not emphasize and promote employee engagement.

Another study on the relationship between organizational culture and work engagement: A multilevel investigation by (Anja Krog, 2014) carried out in 35 Norwegian organizations showed that culture affects individuals and that clan culture and engagement are moderately related. Similarly, the market culture and the hierarchy culture did not show any major negative relationship with work engagement. In both of the quoted studies, the researchers did not quite identify the organizational cultures that influence engagement and what determines and manifests as engagement.

The organizational culture has developed to provide support to an organization and bring Continuous improvement Salihu, et Al, (2016). Likewise, a strong and healthy organizational culture possesses the organization's core values visible in all aspects of its day-to-day operations.

Moreover, strong organizational culture improves employee engagement, organizational and employee performance as well. As the result, Organizational culture has varying impacts on employee performance and motivation levels. Hence, if employees consider themselves as a part of the culture, they work harder to achieve organizational goals.

Therefore, studies in organizational culture about employee engagement would be essential to know what goes in the organization to improve engagement level in the banking industry. For this study was used the organizational culture assessment index (OCAI) developed by (Cameron & Quinn, 1999) based on the competing value framework as a research tool because this framework was analyzed the different organizational culture types and how they might be influencing employee engagement in study organization.

1.2. Background of the study organization

Article 304 of the Commercial Code of Ethiopia to operate in the banking industry formed Berhan International Bank S.C. The Bank was registered and licensed by the National Bank of Ethiopia on 27th June 2009 with an authorized capital of Birr 300 Million and subscribed capital of Birr 154.7 Million divided into shares of 1000 Birr par value each. Branch network-leapfrogging 231 as of April 2021, headquartered in Bole Addis Ababa; operate in virtually all regional cities of Ethiopia and their respective towns. Its vision is to be a radiant and trustworthy bank in excellence. It also has a value of quality service for customers with high ethical standards and confidentiality. Corporate social responsibility is also one of the values of Berhan bank along with the innovative and learning organization. The bank operates in virtually all regional cities and their respective major towns. Berhan bank has 3,378 employees and serves more than 582,122 customers across the nation.

With the bank's goal to make banking stress-free and efficient, it invests in technology and innovations that enable its customers to reach their goals in saving, investment, business, or managing money. In addition, the bank offers electronic banking services such as debit cards allowing customers to access their accounts at any ATM nationwide, introducing mobile banking with a plan to introduce internet banking and agent banking shortly managing money. Beyond local banking service, the bank also partnered with international money transfer companies such as western union, money gram, Ria, Dahabshiil, Transfast, Xpress money, Taran express, and world remit.

1.3. Statement of the problem

According to Roseann Wangeci, et al, (2015) many organizations today put more effort only into the intrinsic and extrinsic reward system to enhance employee performance, given less concern on the organizational culture. However, Organizational culture is an important construct that affects both individual and organizational outcomes (Yesil, S., and Kaya, A., 2012). Moreover, Organizational culture at the workplace influences the process of strategy implementation and the performance of the organization highly. According to Stephen, (2016), Organizational culture is important in any organization because it is powerful and helps the organization achieve higher

performance. In addition, it determines how an employee interacts, and this affects performance satisfaction and engagement. Therefore, every organization should develop a culture that should be well understood by its employees. So, several related studies have been carried out on organizational culture and employee engagement most of the result shows that there is a positive relationship between organizational culture and employee engagement.

Research undertaken by Alarcon, (2010.) concluded a solid connection between organizational culture and engagement of work. Additionally, another study carried out shows that those (Shuck, M. B., Rocco, T. S. & Albornoz, C. A., 2011.). Research undertaken by (Rehema Grace Niuguna , 2015) on the title of influence of organizational culture on employee engagement in the banking sector in Kenya concluded that the organization culture has a significant effect on employee engagement. Also in the context of Ethiopia, few studies have been conducted that address the effect of organizational culture on employee engagement in different organizations such as (Sinshaw Ali, 2020) on the title of effective organizational culture on employee engagement in Dashen bank SC. the result concludes that all organizational culture types: clan, adhocracy, market, and hierarchy has a positive relationship with employee engagement. On top of that, clan culture had highly correlated with employee engagement.

But in the Ethiopian context have not done a lot of research to evaluate the effect of organizational culture on employee engagement except there have been carried out on organizational culture with different variables such as employee performance, job satisfaction, and organizational performance.

Therefore, this study intends to fill this gap and put its contributions and provide empirical evidence through studying the effect of organizational culture on employee engagement in Berhan int. Bank SC. By investigating dominant organization culture types in the organization, the relationship between organizational culture types namely; clan culture, adhocracy culture, market culture/competitive culture, and hierarchy culture with employee engagement was targeted by answering the question.

What is the effect of organizational culture on employee engagement at Berhan int. Bank SC?

1.4. Research Questions

- What is the most dominant organizational culture type in Berhan int. Bank SC?
- What is the effect of clan culture on employee engagement in Berhan int. Bank SC?
- What is the effect of Market culture on employee engagement in Berhan int. Bank SC?
- What is the effect of Adhocracy culture on employee engagement in Berhan int. Bank SC?
- What is the effect of hierarchy culture on employee engagement in Berhan int. Bank SC?
- What is the effect of organizational culture on employee engagement in Berhan int. Bank SC?

1.5. Objectives of the study

1.5.1. General objective

The purpose of the study is to be to investigate the effect of the organizational culture on employee engagement at Berhan int. Bank SC.

1.5.2. Specific objectives

- To examine the dominant organizational culture in terms of clan, hierarchy, market, and adhocracy cultures.
- To examine the relationship between clan culture and employee engagement.
- To examine the relationship between adhocracy culture and employee engagement.
- To examine the relationship between Market culture and employee engagement.
- To examine the relationship between hierarchy culture and employee engagement.
- To determine the effect of organizational culture types on employee engagement.

1.6. Scope of the study

The scope of this study was delimited to investigate the effect of organizational culture on employee engagement in Berhan int. Bank. The study looks at whether the following dimension of organizational culture (clan culture, Market culture, adhocracy culture, and hierarchy culture)

influence the employee engagement of Berhan int. Bank, in this study explanatory research design with Quantitative method used.

1.7. Significance of the study

This study is important for the banking industry's management and shareholders because it demonstrates the impact of organizational culture on employee engagement toward the achievement of organizational goals. The first would assist banks in managing their business activities and developing new ones. Second, this paper provides a stimulating opportunity to advance knowledge of the link between organizational culture and employee engagement at Berhan International Bank s.c, as well as to assist similar organizations operating in the same industry in gaining a glimpse of information on organizational culture that is related to employee engagement.

1.8. Organization of research paper

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

1.9 Limitations of the study

Since the study is limited to one company operating in the banking sector, the information is based on employee opinions and attitudes, which may result in some bias in their response, which may distort the results of the study if misconceptions can occur due to high expectations. And also another limitation there is not sufficient literature were available related to the effect of organizational culture on employee engagement for reference this may affect the quality of research findings.

1.10. Definitions of key terms

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

1.10.1 Organizational culture

Organizational culture is the organization's introduction toward sits and clients and incorporates composed and verbal circulated rules that direct the employee's behavior including the perspective of the steady beliefs, values, and principles developed and shared inside the organization (Thokozani, S., 2017).

1.10.2 Employee engagement

A workplace approach is intended to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and can improve their sense of well-being at the same time. (MacLeod, D. and Clarke, N. , 2009.)

1.10.3. Clan culture

The clan paradigm is viewed as an agent of a family-type organization in which individual collaboration in diction making and collaboration are extremely important aspects of the job.

1.10.4. Adhocracy Culture

Is defined by a flexible and inner core that serves as the foundation for a creative culture that encourages business, advancement, and novel approaches to problem-solving and staying on the cutting edge.

1.10.5 Hierarchical Culture

Is composed of an authoritatively ordered chain of command control that emphasizes steadiness, consistency, and productivity and is distinguished by solidity and an enclosed consistency.

1.10.6 Market culture

Characterized by steadiness and outside the center, which results in a competitive organization that, emphasizes outcomes and achievement.

CHAPTER TWO

2. LITERATURE REVIEW

This chapter covers theoretical views related to theories and concepts of organizational culture, characteristics of organizational culture, functions of organizational culture, the importance of organizational culture, models of organizational cultures such as Edgar Schein's model of organizational culture, Hofstede model of organizational culture, Denison model of organizational culture, Cameron and Quinn model of organizational culture. The third part of the chapter includes types of organizational culture, clan culture, adhocracy culture, market/competitive culture, hierarchy culture. The fourth part is concepts of organizational culture/, the fifth part is Empirical reviews and at the last presented a conceptual framework of the study.

2.1. Characteristics of Organizational Culture

Leovavidis & Cismaru, (2016) defined organizational culture as being “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, and that has worked enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel concerning those problems”. As a consequence, organizational culture is a set of ideas, viewpoints, and values that serve as a guide for both new and veteran employees. According to Schein (1984, 2018), Culture is continually evolving and involves all aspects of human functioning; for a better understanding of this pattern of fundamental assumptions, in-depth analysis and observation are advised ways (which are, in most cases, unconscious). Schein (1984, 2018) visible objects, values, and underlying assumptions are the three layers of organizational culture expression.

The key question of whether the climate is a common perception or a shared set of circumstances is still a point of contention (Denison, 1996, pp. 621-624). The cultural approach focuses on the interactions of members of an organization rather than individual perspectives as a driver of climate change (Moran). According to *FoL*, (2019) a company's culture can be defined as a framework of shared understanding among its employees. As a result, it must be by the workers' shared values. In addition, he defines organizational culture as follows: Characteristics

characterize organizational culture. The culture of a company defines how employees should behave within the company. This culture is made up of pioneers' shared convictions and ideals, which are then conveyed and reinforced through various tactics, resulting in employee perceptions, behaviors, and understanding. This is how organizational culture operates. Each organization, like individuals, has its distinct personality. The fascinating personality of a company is referred to as its culture. Organizational culture is an invisible but powerful force that influences the behavior of members of a group of people who work together. So, what do we mean when we say "organizational culture"? Organizational culture is a set of common assumptions, values, and beliefs that governs how employees act in the workplace. These common values have a strong influence on employees, dictating how they dress, act, and do their jobs. Each organization develops and maintains its own culture, which establishes standards and limits for its members' behavior. Let's look at the elements that make up an organization's culture. Organizational culture is made up of seven traits that are ranked from high to low in importance. Each organization has a unique value for each of these traits, which when combined constitute the culture of the organization. Members of organizations make judgments about the importance these traits have in their organization, and they alter their conduct to reflect this set of values. Let's take a closer look at each of these characteristics:

2.1.1. Innovation

According to (FoL, 2019) to be successful, innovation and risk-taking require the correct internal frameworks. Experts provide suggestions for balancing risk and return. A culture that supports acceptable risk is necessary for sparking creativity. A culture has to start at the top. Then you'll need the tools to assess risk in your organization. New product innovation is highly valued. Uncertainty, originality, and a unique attitude are all elements of innovation that not everyone possesses or is prepared to accept. My research shows that positive adversity adaption and the ability to overcome obstacles are two fundamental traits of inventive individuals.

2.1.2. Attention to detail:

The emphasis on metrics, performance, and exactness demonstrates that attention to detail is highly valued. It is the capacity to efficiently organize your cognitive resources to complete activities with thoroughness and correctness, regardless of how little or huge they are. You may increase your workplace productivity, efficiency, and performance by honing your attention to detail abilities. Your rate of mistake is reduced by the amount of attention you put into work and by focusing on it. For example, a pilot who focuses so completely on landing an airplane that they are unaffected by distractions.

2.1.3. Emphasis on the Outcome

Outcome orientation prompts an organization to define its priorities. When leadership defines desired outcomes beforehand, the team knows what is a priority before taking action. When a team works towards a particular outcome, it eases quickly into taking ownership of a goal or project. It is the ability to focus on the desired outcome rather than the process, effort, or tactics used to get there. It is the belief that nothing else matters except achieving the desired results.

2.1.4. Emphasis on Individuals.

Supporting and developing individuals in their team is part of the people-oriented approach. This approach necessitates a high level of leadership involvement. Leaders that are people-oriented think about how their actions will influence others and weigh them significantly against any final action. Companies that place a high priority on this organizational culture attribute, such as fairness orientation, place a high weight on how their actions will affect their people. These businesses must treat their employees with respect and decency.

2.1.5. Teamwork

According to (FoL, 2019) sharing varied abilities in complementary positions and working to attain a similar objective is what team orientation entails. It denotes that employees are working toward a common goal. Those that collaborate well with others are likely to surpass the competition in any field. The organization values collaboration so much that you're more likely to be identified as a group member rather than an individual. The focus of the organizational culture

is on the group. Collaboration within a group can aid in the resolution of challenging issues. Brainstorming is an excellent technique for the team to share ideas and come up with innovative solutions. Teams can find the most effective solutions by working together.

2.1.6. Aggressiveness (Competitive Orientation)

The company needs to win within the commercial center and outperform the competition. Hence, the company places a high value on forcefulness.

2.1.7. Stability (Orientation of the Rule)

Stable cultures are dependable, rule-based, and bureaucratic. These organizations strive to maximize efficiency by coordinating and aligning individual activities. When the environment is stable and predictable, these cultures can aid the organization's effectiveness by ensuring consistent production levels. A company that values consistency highly is rule-driven, predictable, and bureaucratic. Because their output is continuous and predictable, these companies are best suited to stable market circumstances.

2.2. Organizational Culture's Functions

The Functions of Organizational Culture Concurring to Winangish et al., (2017) an organization's culture is hence a casual, shared way of seeing life and individuals within the organization that ties members together and impacts what they think about themselves and their work. In general, culture benefits organizations by increasing organizational commitment and the consistency of worker behavior. It moreover helps employees by lessening uncertainty. Within the handle of helping to form a common understanding of the organization's life, organizational culture satisfies five essential functions.

- ✓ It imbues individuals with an organizational personality by instilling a feeling of personality in its members.
- ✓ It promotes a sense of community. The common purpose that emerges from a shared culture tends to inspire strong dedication from all individuals who recognize it as their own.
- ✓ It improves the stability of the organization. Culture energizes long-term integration and involvement among an organization's individuals by maintaining a common sense of character and commitment.

- ✓ It cultivates social solidity as well, as culture is the social stick that holds the business together by providing appropriate benchmarks for socially acceptable worker behavior.
- ✓ It influences behavior by influencing how people see their surroundings. The culture of an organization serves as a source of common meanings that help to explain why things happen the way they do. Culture acts as a guiding and shaping force in the lives of people.

The culture of a company serves as a kind of social stick for strengthening conscientious, supported behaviors at work by completing these five roles. According to another scholar, the primary function of organizational culture is to describe the way things are done to give meaning to organizational life (Arnold, 2005). Because organizational members should benefit from the lessons of previous members, making meaning is a problem of organizational culture.

According to (Brown & Duguid, 1998), organizational culture has the following capabilities:

- Reduction of conflict: A shared culture promotes uniformity in perception, problem description, evaluation of concerns and viewpoints, and activity inclination
- Coordination and control: Culture favors organizational forms of coordination and control because it promotes uniformity of viewpoint.
- Instability is lessening: Receiving the social intelligence overview relieves anxiety. The choice is made by a gadget that rearranges the universe of labouré.
- Motivation: A culture that is appropriate and harmonious.
- Competitive advantage: A strong culture improves an organization's chances of being successful in the marketplace.

The definition of corporate culture is straightforward. Organizational culture may be defined as a social force that directs organizational behavior by shaping members' perceptions and discernments of implications and contents, providing full feeling energy for mobilization, and determining who has a place and who does not.

2.3. Theoretical Review

2.3.1. Concept of organizational culture

Different authors and Researchers according to their perspective or purpose define organizational culture differently. However a lack of a common definition of organizational culture but agreed by many researchers were organizational culture could be a set of values, beliefs, and behaviors pattern that form the core identity of organizations, and help to shape employee behavior (Deal, T.E., Kennedy, A.A., 1982).

In a recent article in Harvard Business Review, the writers said that Organizational culture is the collective impact of the common convictions, behaviors, and values of the individuals inside a company. Those norms inside any organization direct how employees perform and serve clients, how they co-operate with each other, whether they feel persuaded to meet objectives, and in case they are earnestly into the companies in general mission. How are employees getting their work done independently or collaboratively? Do employees feel inspired, committed, engaged, annoyed, overworked, and underappreciated? (Groysberg, B., Lee, J., Price, J., & Cheng, J., 2018).

The above definitions of organizational culture express how organizational culture played important role in the organization to create an effective work environment, other definitions support this definition.

Organizational culture is a culture formed by organizational goals by sharing the things acquired by learning and comprises all the values, activities, philosophy, ideals, etc. of an organization (Nam, Y., and Kim, H., 2016.).

Organizational culture is the Organization's introduction towards its employees and clients and incorporates written and verbal circulated rules that direct the employee's behavior included the angle of stable beliefs, values, and principles created and shared inside the organization (Thokozani, S., 2017).

2.3.2. Importance of organizational culture

Organizational culture is the DNA of your company; it provides the backbone for your company's guidelines, boundaries, goals, mission, and vision. When we mention organizational culture, we are talking about the worker experience, the interior view. What do the employees think? What is it like, to work here? How can the leadership keep them locked in, loyal, and given? Organizational culture, the employee experience, may be a steady setting for each organization's daily operations. It does not matter if the organizations develop a high-quality product or plan a killer kick-off meeting, if there is an underlying attitude of unpleasantness, resentment, or boredom, the long-term outlook for the organization will not be good. Organizational culture is the filter through which everything else happens. Meanwhile creating a positive employee experience may be a universal goal, but there is quite a method to urge there. In addition, the lines between functions and duties are often blurred (Brown, Melian, Solow, Chheng parker, 2015). In addition, understanding organizational culture and culture types help employees and leaders understand differently within and between organizations (O'Donnell & Boyle, 2008). Schein (1992) suggest that organizational culture is more important today than it was in the past to improve efficiency, quality, and speed for delivering product and services. Moreover, Organizational culture is important in any organization because it is powerful and helps Organization achieve higher performance. Therefore, every organization should develop a culture that should be well understood by its employees (Stephen, 2016).

2.4. Models of Organizational Culture

Various organizational cultural scholars have developed that cultures can be compared and measured by the concept of organizational culture. Some of the famous scholars and their organizational culture models are specifically, Edgar Schein's model, Hofstede model, Denison model, and R. Cameron and Quinn model of organizational culture.

Cameroon and Quinn's Model is taken as a working model or classification of organizational culture for this paper since it is the one broadly discussed and has a tried measurement i.e. Organizational Culture Assessment Instrument (OCAI).

2.4.1. Edgar Schein's Model of organizational culture

An American management professor Schein developed this model in 2004. According to Schein (2004), culture exists simultaneously on three levels: Artifacts, values, and basic assumptions. Assumptions speak to taken-for-granted convictions almost reality and human nature. Values are social standards, philosophies, goals, and benchmarks considered to have intrinsic worth. Artifacts are the obvious, tangible, and capable of being heard comes about of action grounded in values and presumptions.

The foremost broadly utilized organizational culture model is that of Edgar Schein (2004) who adopts the functionalist see and described culture as a design of essential presumptions designed, found, or developed by a given group, because it learns to manage its issues outside adoption and inner integration that has worked well enough to be considered substantial and, thus is to be instructed to modern individuals as the right way to see, think and feel approximately those issues.

2.4.2. Hofstede Model of organizational culture

Hofstede developed this model in 1968. Hofstede developed the original model because of using factor analysis to examine the results of a worldwide survey of employee values by IBM in the 1960s and 1970s. The original theory proposed four dimensions along which cultural values could be analyzed: individualism-collectivism; uncertainty avoidance; power distance and masculinity-femininity. The masculinity dimension represents a preference in society for achievement, heroism, assertiveness, and material reward for success. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak, and quality of life. The masculinity-femininity dimension of culture refers to the degree to which values associated with stereotypes of masculinity and femininity are emphasized (Hofstede, 2001). Individualism-collectivism refers to whether individual or collective action is the preferred way to deal with issues. In cultures oriented toward individualism, people tend to emphasize their individual needs, concerns, and interests over those of their group or organization (Henry L. Tosi and Thomas Greckhamer, 2004). The opposite is true in organizations high on collectivism where an individual is expected to interact with members of his or her group (Brislin,1993). According to (Hofstede, 2001), power

distance is the extent to which people believe that power and status are distributed and unequal distribution is accepted as a proper way for social systems to be organized. Power distance influences the amount of formal hierarchy, the degree of centralization, and the amount of participation in decision-making in organizations. Organizations with high power distance tend to be more centralized and employees participate less in decision-making.

Furthermore, Uncertainty avoidance refers to the uncertainty and ambiguity based upon tolerance that helps in mitigating the willingness of people. In addition, this dimension refers to the degree to which individuals require set boundaries and clear structures. A high uncertainty culture allows individuals to cope better with risk and innovation; a low uncertainty culture emphasizes a higher level of standardization and greater job security (Perm, 2011).

The culture of any work environment chooses how representatives would carry on with each other or with the external parties conjointly choose their association in profitable errands. In like manner, there are majorly six components that impact the culture of the workplace.

- ✓ **Power Separate Orientation:** power separate alludes to the contrasts within the work culture as per the power assigned to the workers. There are a few organizations that accept designating group pioneers or group directors who are capable of their particular teams and have the challenge of extricating the best out of the individuals. The team individuals have to regard their group leaders and work as per their orders and advice. In any case in a few organizations, each worker is responsible for his claim execution. No extraordinary individual is assigned to require a charge of the representatives. The people are liable to none but for themselves. Each worker gets a rise to treatment from the administration and has got to take proprietorship of his /her possess
- ✓ **Manliness vs. Femininity:** this alludes to the impact of contrasts in male and female values on the culture of the organization. Organizations where male workers rule their female partners will take after diverse approaches as compared to organizations where females have a major say within the choice-making handle of the organization. Male representatives would be more forceful as compared to the females who would be more caring and soft-hearted. The duties to shift as per the sex of the workers.

- ✓ **Individualism Vs Collectivism:** It may well be depicted as the degree to which an organization coordinates a gathered attitude and advances a solid sense of community (as restricted to autonomy) inside the organization. There are a few organizations that emphatically depend on group work. Here people with a common intrigued come together and work as a group. These organizations accept that the yield is continuously more when people trade their thoughts, examine things among themselves to come out with imaginative thoughts. In such a situation the workers share a solid relationship and take each other's offer assistance when required.
- ✓ **Uncertainty Avoidance Index:** vulnerability evasion depicts an organization's consolation level with risk-taking. As chance and return are generally correlative within the commerce environment, organizations must instill a reliable level of consolation with taking dangers. The vulnerability evasion file alludes to a culture where employees know how to reply to unordinary and unanticipated circumstances. It bargains with the resilience level of the workers in both comfortable and awkward circumstances.
- ✓ **Long Term Orientation:** this is often the degree to which an organization or culture plans pragmatically for the long run or endeavors to form short-term pickup. There are a few organizations that center on long-term relationships with the representatives. In such organizations, individuals have a consistent approach and endeavor difficult to live up to the desires of the administration. Representatives get connected to the organization and don't see it at brief-term destinations. On the opposite, a few organizations have workers who are more concerned with their position and picture. They take after a culture where individuals move on in a short period and nothing is done to hold them. The representatives are concerned as it were with their benefits and targets and take off as and when they get distant better; a much better; a higher; a stronger; an improved">a much better opportunity.
- ✓ **Tolerance vs. Restraint:** this relates to the sum (and ease) of investing and satisfaction of needs. For case, a controlled culture may have strict rules and controls for tapping company assets.

2.4.3. Denison model of organizational culture

Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown within the literature to influence organizational performance, (Denison, 2000.)

Involvement implies that effective organizations engage their individuals, construct their organizations around groups and create human capability at all levels. Executives, directors, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at slightest some input into decisions that will affect their work which their work is straightforwardly connected to the goals of the organization, (Denison, 2000). Consistency manages that organizations too tend to be successful since they have strong societies that are exceedingly steady, well-coordinated, and well-integrated. Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching an agreement even when there are diverse points of view. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity, (Denison, 2000).

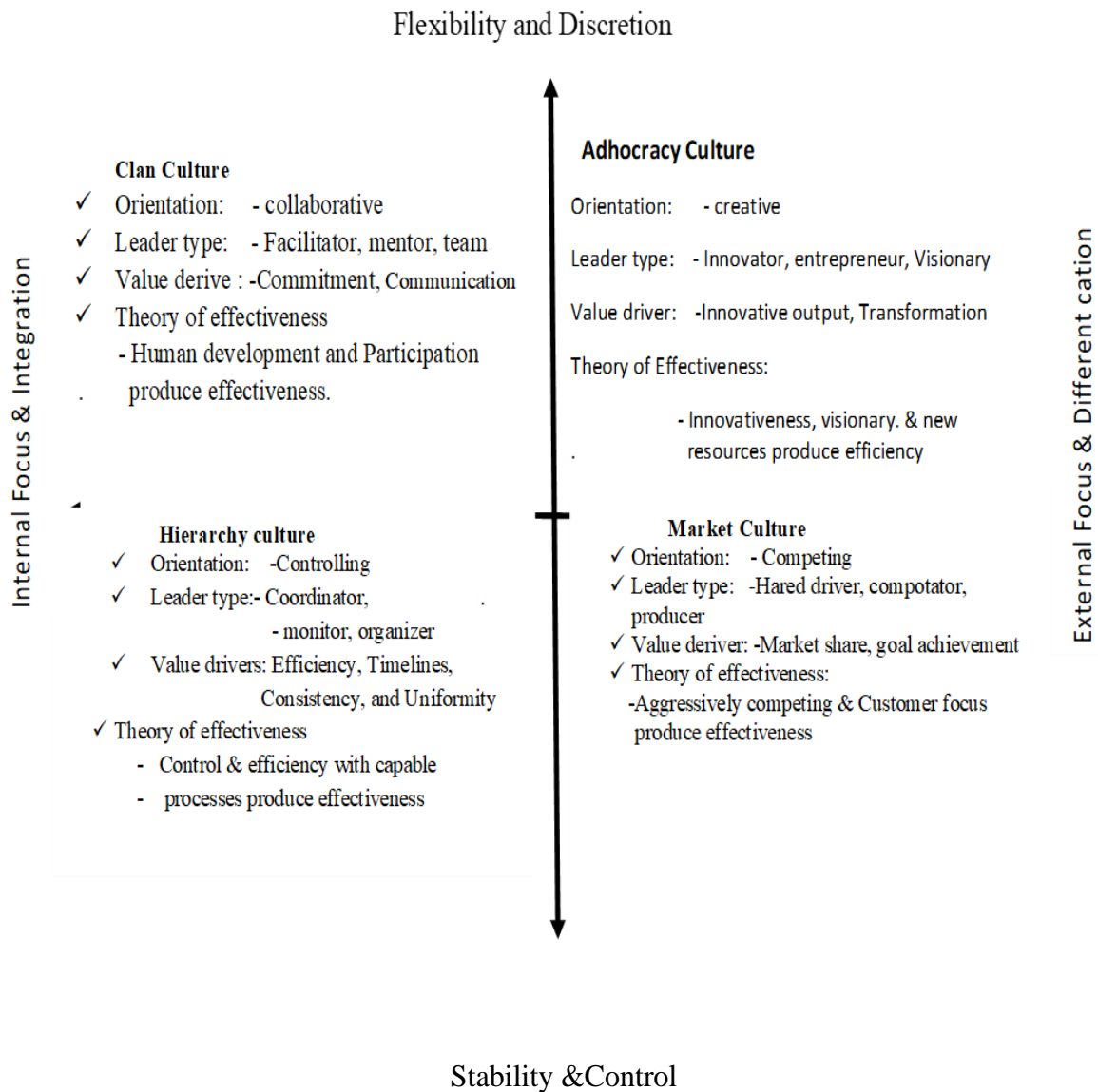
Adaptable organizations are driven by their clients, take risks and learn from mistakes, and have the capability and experience at creating change. They are persistently changing the framework so that they are progressing the organizations' collective capacities to supply a value for their customers, (Denison, 2000). Mission: Effective organizations have a clear sense of reason and direction that defines organizational goals and strategic objectives and communicates a vision of how the organization will see within the future. When an organization's underlying mission changes, changes happen in other angles of the organization's culture, (Denison, 2000).

2.4.4. Cameron and Quinn Model of organizational culture

Cameron and Quinn (1999) have developed an organizational culture framework built upon a theoretical model called the "Competing Values Framework." The Competing value framework has two major dimensions organized into four main clusters. These are the values of flexibility, discretion, and dynamism dimension at first place and scale with stability, order, and control on the second dimension.

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

Figure.2.1. The four main Clusters of Competing Value Framework of organizational culture.



Source: The Computing Value Framework (adapted from Figure 3.1 in Cameron & Quinn, 2006 P, 35).

With an internal focus and emphasis on control, hierarchy cultures are to be found in workplaces where formalized and structured procedures set the guideline for what people do (Cameron & Quinn, 2006). In hierarchy cultures, rules and policies are said to hold the organization together, so that stability and predictability will foster efficiency (Hartnell et al., 2011). Clan cultures emphasize flexibility with an internal focus. Teamwork and employee development, as well as participation and empowerment of employees, hold the organization together, while concern for people is part of defining success (Quinn, R. E., & Kimberly, J. R. , 1984). Adhocracy cultures have an external focus, supported by a flexible organizational structure. In adhocracy cultures, emphasis is put on individuality and innovation, so that the organizations become a dynamic and creative place to work (Cameron, K. S., & Quinn, R. E., 2006). Last, market cultures emphasize stability and control with an external focus. Market cultures are result-oriented and hold the organization together by focusing on productivity, profits, and winning (Quinn, R. E., & Kimberly, J. R. , 1984).

2.5. Type of organizational culture

Within the literature, there are a few organizational culture typologies and related measurements such as Schwartz, Hofstede, O'Reilly, and the Competing Values Framework. From these dimensions, the Competing Values Framework (CVF) is one of the foremost compelling and extensively used models within the area of organizational culture research (Aktas, et.al 2011) this framework assesses and defines the four dominant organizational culture types: clan culture, hierarchy culture, adhocracy culture, and market culture.

2.5.1 Clan culture

Clan culture is shaped between the dimensions of organization focus and flexibility/dynamism. The clan culture possesses high affiliation and concern with teamwork and participation (Quinn, R. and Spreitzer, G., 1991).

The “Clan” culture attaches great importance to teamwork, participation, consensus, morale, and loyalty. In this culture, success was defined in terms of sensitivity to customers in “clan” culture-oriented organizations. In clan culture, members see themselves as a part of one big family that is active and involved. Some basic assumptions are that in an environment that is managed through

teamwork and employee development, customers are best for partners (Alas, R., Ubius, U., & vanhala, S., 2011).

2.5.2 Adhocracy Culture

Adhocracy (creative) culture is a developmental organizational culture that is based on risk-taking, innovation, and change (Quinn, R. and Spreitzer, G., 1991). It refers to the culture of an organization in entrepreneurial, flexible, innovative, and creative areas with its external oriented and dynamic structure. Employees can take the initiative, supported with discoveries and freedoms so they feel satisfied, happy, and successful in this environment (Barrio, 2003 Cameron, and Quinn, 1999; Erdem, 2007).

2.5.3 Market/ Competitive Culture

Market culture is a type of culture, which stresses the effectiveness of goal achieving. This organization is concerned with the external environment because it focuses on exchanges with such externalities as suppliers, customers, contractors, licensees, unions, controllers, etc. The market works essentially through the monetary exchange, as competitiveness and productivity in these organizations. They are dependent on solid outside situating and control. (Quinn, R. and Spreitzer, G., 1991).

The market culture in an organization could be a result-oriented entity that is concentrated on interaction with the external environment, solidness, and controllability. The most assignment of both an organization as an entire and each employee individually is the accomplishment of planned goals by settled time.

Moreover, these objectives, as well as the endeavoring for their accomplishment, hold an organization together. As a rule, these goals are characterized in quantitative economic terms. For occurrence, to increase a benefit by 15% by the conclusion of the year, or to extend a advertise the market niche twice. In this culture, the organization emphasizes competition both outside and inside. Leaders are tough and demanding competitors. Success is defined in terms of market winning (Pushnykh, V., Chemeris, V.,, 2006).

2.5.4. Hierarchy culture

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

The organization with a hierarchy culture oversees its staff with more executing rules and directions in this culture. The hierarchy is more standardized. As the work environment is more formal and with more levels, the communication channels are not exceptionally smooth. Organization directors get valuable data from the grassroots, whereas they need a sharp perception of the external market (ZHU, 2012).

2.6. Concept of Employee engagement

The earliest definition of employee engagement can trace back to (Kahn, 1990). Kahn’s research has been recognized by most researchers as one of the most influential studies of employee engagement and has set the path for future studies in this area. He had applied motivational theories and conceptualized employee engagement from Maslow’s hierarchy of needs. Kahn defined engagement as the coherent employment and expression of a person’s personality in fulfilling task behaviors that can increase connections with other members and role performances. Further, he reported employee engagement as fitting employees to their work roles and allowing the employees to express their physical, cognitive, and emotional selves during their work role performances.

Additionally, (Kahn, 1990) suggested that work engagement or disengagement was related to three psychological factors: meaning, safety, and availability. The concept of ‘Meaningfulness’ is considered to be a feeling of significance an employee perceives from work, and the feedback received from peers and seniors. His emphasis on meaningfulness is similar to Herzberg’s theory that autonomy in employee’s persona, recognition of themselves and work, and clear and meaningful understandings were factors to increase an employee’s inbuilt intrinsic willingness to

engage in work (Latham, G. P., & Ernst, C. T., 2016). Safety was the ability to show one's self without fear of negative consequences to self-image, status, or career. Availability was the sense of owning physical, emotional, or psychological resources to personally engage at a particular moment (Kahn, 1990).

Further, (Schaufeli, W. B., Salanova, M., Bakker, A. B., & Gonzales-Roma, V., 2018) Employee engagement is characterized as a three-dimensional positive, affective psychological work-related state of mind: vigor, dedication, and absorption. High levels of energy and mental resilience at work, enthusiasm to engage effort in one's task, and perseverance in the face of difficulties are all characteristics of vigor. The term Dedication is given by a sense of enthusiasm, significance, inspiration, pride, and challenge. The term indicates a stronger involvement than the normal level of identification with the job. The other dimension, absorption, is characterized by being fully concentrated and deeply engrossed in the task so that time passes quickly and employees get away from work.

2.7. Empirical Review

This section outlines the result of different researchers on the topic of “the effect of organizational culture on employee engagement “in different countries and organizations.

A study was conducted by (Ilyasa, Madhakomala & Ramly, M., 2018) on 563 employees to assess the impact of organizational culture on employee engagement and effectiveness. The findings from this study revealed that there is a direct positive impact that organizational culture has on employee engagement.

Kalia, N. and Verma, Y.S. (2017) study were conducted within the hospitality sector in Himachal Pradesh in India to evaluate organizational culture and employee engagement. The findings from their study revealed that organizational culture plays an integral role in enhancing the overall rate of employee engagement; another study was carried out by Pratima Sarangi and Nayak, B. (2016) with regards to the impact of organizational culture and employee engagement within the manufacturing sector in India. The study involved around 200 employees and the results indicated that the present level of employee engagement and aspects related to work warranted an

improvement to ensure employee engagement effectively. Based on the survey and analysis that was conducted, it was found that employees had diverse opinions and confidence concerning the organizational culture.

Also made a study by (Njuguna R. G., 2015). The study used a descriptive research design within all 1026 employees of the KCB head office in Nairobi as the target population. Employee engagement was measured using vigor, dedication, and absorption as criteria. Quantitative data were analyzed using descriptive and inferential statistics. The study used frequency, mean, standard deviation, and percentages in descriptive statistics. The study regression analysis revealed a strong positive association between the variables ($R= 0.644$). The study further established that market culture is the most dominant at KCB's head office. Hierarchical culture is also dominant though to a small extent. Adhocracy and clan culture exist to a very small extent finally the study recommends that the management of commercial banks in Kenya should ensure that an entrepreneurial culture is instilled among staff aimed at enabling them to stick out their necks to take risks whenever opportunities present themselves.

A study conducted by Parent and Lovelace (2015) on the impact of employee engagement and a positive organizational culture on an individual's ability to adapt to organizational change concluded that individual adaptability to change can be enhanced through positive organizational culture. They also concluded that organizations with a positive organizational culture foster both job and organizational engagement in their employees and that employees with high levels of job engagement are less adaptable to change.

According to Richard and Theresa (2017) studied organizational culture and employee engagement, culture has a significant and positive effect on employee engagement. When members of an organization share the values and assumptions that underpin their organization's growth, they become extremely committed to their jobs.

According to the findings of (Anja Krog, 2014), there is no substantial negative association between hierarchical culture and employee engagement. This suggests that a regulated and organized work environment has a detrimental influence on employee engagement, although the

effect is minor. Unlike Krog, Caroline et al. (2018) discovered that there is a robust link between organizational commitment and work satisfaction.

(Babu et al., 2020) studied on Impact of working culture on employee engagement in India. They found that the Adhocracy culture type is the one where the employees feel the best in terms of engagement towards the organization. Hence the management and HR can focus on enhancing Innovativeness, encouraging creativity among employees, enabling more autonomy for taking decisions that affect their day-to-day work, increasing variety in work, and making work challenging and stimulating for the employees.

2.8. Conceptual framework of the study

There are different models for organizational culture studies. In the present study, the researcher preferred K. Cameron and Quinn's (1999) organizational culture model. The reason for the adoption of this model as a conceptual framework was it indicates the organizational culture of the study organization and its effect on engagement. This model also measures different types of organizational culture such as clans, hierarchy, market, and adhocracy culture, which are taken as independent variables, and employee engagement (vigor, dedication, and absorption) would be taken as the dependent variable. A conceptual model is developed based on their relationship to analyze which type of organizational culture is most appropriate to improve the engagement of employees in Berhane international bank.

Independent variables

Dependent variable



Organizational Culture

Employee Engagement

Figure 2.2: conceptual framework

Source: The researcher (adopted from the literature review)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the research methodology parts used to address the research questions. It explains the research design, sample design, target population, sample size and sampling techniques, data collection methods, and data analysis. Furthermore, this section discusses the reliability and validity of data, and finally the ethical consideration.

3.2 Research design

A research design is a procedural plan that was embraced by the researcher to replay questions validly, objectively, precisely, and economically. This study employs a survey design through a structured questionnaire to determine the effects of organization culture on employee engagement the case of Berhan int. bank sc. This method is preferred because it is a scientific method of investigation and it is economical. Furthermore, there are numerous divers' legitimizations for the quantitative approach. To begin with, the quantitative method enables wide and comprehensive scope. Moment, the information to be collected is quantifiable and objective. Third, past researchers have conducted this strategy to investigate the impact of organizational culture on workers' engagement. At last, this strategy to reasonable since this inquiry has to be completed inside a short time outline and by employing a quantitative strategy; the annalist can make generally quick investigation in factual programs (Denscomb, 2013). The study will adopt a quantitative method design approach. This method is a growing area of methodological choice for many academics and researchers from across a variety of discipline areas (Cameron, R., 2008). In this study, the research design contains research philosophy, approach, strategy, method, time horizons, and research type and purpose.

These plans were utilized since they empower the researcher to depict around and fundamentally examine the relationship between the dependent variable (Employee engagement) with the independent variables (organizational culture).

3.2.1. Research philosophy

According to Creswell (2014), there are four research philosophies as Post-positivism, Constructivism, Transformative and Pragmatic. This study mainly employed the post-positivism research philosophy. Creswell described the post-positivism paradigm that, “its assumption represented the traditional form of research and those assumptions hold more for quantitative research than qualitative research.” Developing numeric measures of perceptions and examining the behavior of people gets to be fundamental for a post-positivist. The rationale to employ this research paradigm was the study by its nature is quantitative and pre-developed objectives or hypotheses were measured.

3.2.2. Research approach

According to the book of Saunders et al (2009), there are two approaches in research as deductive and inductive approaches. A deductive approach is an approach in which a researcher develops a theory and hypothesis and designs a research strategy to test the hypothesis. An inductive approach is an approach in which a researcher would collect data and develop a theory because of data analysis. This paper also emphasized that a deductive research approach owes more to post-positivism research philosophy. Accordingly, this particular research followed the deductive research approach since it pursue the positivism research philosophy and there were pre-determined objectives (hypothesis) that has been measured by collecting quantitative data.

3.2.3. Research Strategy

The study was a survey that is usually associated with the deductive approach. The survey strategy provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population which can be analyzed quantitatively using descriptive and inferential statistics. Surveys are prevalent as they permit the collection of a huge sum of data from a sizeable population in a profoundly prudent way. Often obtained by using a questionnaire administered to a sample, these data are standardized, allowing easy comparison. In addition, the data collected using a survey strategy can be used to suggest possible reasons for particular relationships between variables and to produce models of these relationships. Using a survey

strategy, when sampling is used, it is possible to generate findings that are representative of the whole population at a lower cost than collecting the data for the whole population (Thornhill, A. et.al., 2009).

3.2.4 Research Method

A quantitative method of doing research was used because, quantitative research answers questions through a controlled deductive process, allowing for the collection of numerical data, the prediction, the measurement of variables, and the use of statistical procedures to analyze and develop inferences from that data (Dawson, 2009). The quantitative investigation is, as the term proposes, concerned with the collection and analysis of information in a numeric frame. It tends to be moderately large-scale and representative sets of data and it consists of those studies in which the data concerned can be analyzed in terms of numbers. Indeed, quantitative methods formulate assumptions within their structure through the process of asking questions or posing hypotheses by incorporating words, such as "cause," "difference between," "effect," and "predicts," which all assist in the general quantitative research's aim of developing generalizations that allow better predictions, explanations and understanding of specific factors by the researcher (Albaqami, 2016).

3.2.5 Time Horizon

Regarding the time horizon to collect data this research uses cross-sectional data. This cross-sectional data also called the data, which collect in a snapshot time horizon. Cross-section studies often employed a survey strategy (Saunders et al., 2009). Since the nature of this study was a survey, it employed the cross-sectional research approach.

3.2.6 Research Type and Purpose

For this study, the researcher used an explanatory research design. Explanatory or analytical research enabled to examine and explain relationships between variables, in particular cause-and-effect relationships (Gill, J. and Johnson, P.G, 2002). The explanatory design was used to assess the effect of corporate entrepreneurship on organizational performance. Since the purpose of this study is to investigate the relationship and effect of the independent variables with the dependent

variable in which causation was used. Thus, the research formats for this study were explanatory designs.

3.3 Target Population and Sample design

According to Sekaran, (2009) population is the universe of units from which the sample is to be selected or it is an entire group of persons or elements that have at least one thing in common. Sampling is the process of selecting the target respondent that accurately represents the population that has been studied. The primary purpose of sampling is that by selecting some elements of a population, the researcher can conclude the entire population. For some research questions, it is possible to collect data from an entire population as it is of a manageable size (Saunders et al., 2009).

This study used two sampling stages. The first one was to sample out the branch within the whole bank; a purposive sampling technique would be used to select the branch among 231 branches of Berhan int. bank sc. in Addis Ababa. Secondly, to select respondents within the selected branch, a simple random sampling technique would be adopted.

The total target population selected from Bole, Megenagna branch and head office were 429 employees both head office and branches staffs of Berhan int.Bank sc. Hence, the respondents were a sample out of 207 total population of employees at head office and two branches by using (Kothari, (2004)) formula at confidence level 95% and confidence interval (margin of error) of 5%.

The reason to select those branches is Bole and Megenagna was inaugurated and launched its operation on October 3, 2009, opening its first branch in Bole,

The Formula for sample size:

$$n = \frac{N}{1+N(e)^2} = \frac{429}{1+429(0.05)^2} = \underline{\underline{207}}$$

Where N= Total number of Employees which is 429

$n =$ Sample size which is 207

$e =$ standard Error which is 0.05

$1 =$ Constant

The research has done the study based on 207 workers representative of the total population.

3.4 Sampling Techniques

In this research, a purposive sampling technique would be used to select the branches among a branch of Berhan int. bank sc. The selected branches were a high number of customers and high transactions and according to the 2020 report of a bank containing the largest number of employees with diversified educational levels and disciplines. As of Jun 31, / 2021, the total number of employees on these two branches and head offices in Addis Ababa was 429, Hence the total population for this study was 429.

Once the sample size is determined the following step is deciding the number of the respondent that attending to be chosen from the head office and two branches, In arrange to do that a proportional stratified testing sampling technique, the number of testing units drawn from each stratum is in the extent to the popular estimate of that stratum. For this reason of this think about the testing method utilized was relative stratified sampling in combination with systematic examining. The test was drawn from the existing professional employees of the bank found in Addis Ababa by taking the two branches and head office as a stratum. Teothar (2004) to calculate the number of elements selected from each stratum provides a formula.

$M = pm$, $pm =$ strata m/N

Where $m =$ number of items selected from stratum m

$Pm =$ proportion of population included in stratum m

$N =$ total sample size

Appropriately, after applying the above equation the number of respondents chosen from each stratum was obtained which is outlined within the following table.

Table 3.1: Proportionate Stratified Sample.

Departments (Terry)	The employees of the terry	Sample selected
President office and Brand division	5	2
Strategic planning & Performance Appraisal Dep.	15	7
Risk and compliance management Dep. & Treasury and Investment Dep.	19	9
Internal audit Dep. & International Banking Dep.	59	28
Lalage and lone recovery Dep & Marketing Corporate communication Dep.	23	11
Human Resource Operation & Development Dep.	32	15
Financial Resource Mobilizing Dep. & Finance & Accounts Dep.	36	17
Facility management Dep.	46	24
Property valuation Dep.	15	7
Credit Analysis and Appraisal, Credit follow-up & portfolio ma. Dep	40	19
Corporate customer and Relationship Dep. & CATS and standardization Dep.	25	12
Business Development and Intelligent Dep	10	5
IS Department	65	32
Branches (Bole & Megenagna branch)	<u>39</u>	<u>19</u>
Total	<u>429</u>	<u>207</u>

Source = Survey data from Brehan Int. Bank sc. (2021).

T formula for to calculate per Department are-

Employees of the department X **Sample size** = $5/429 \times 207 = 2$ **sample** selected from
Target population .one department (according to the
. size of the department)

3.5 Data Sources and Data Collection Methods

The researcher used primary and secondary data for the entire analysis of this study. Primary data were gathered through a questionnaire from the selected sample respondents/ employees and managers of Berhan int. bank sc. The secondary was collected from different articles, books, and Berhan int. bank sc. annual reports, documents from the organization database were reviewed to a useful theoretical foundation for the study.

3.6 Data Gathering Tool

The researcher used a closed-ended questionnaire and a survey questionnaire administered to collect data. A closed-ended questionnaire refers to any question for which research provides research participants with an option from which to choose a response. Closed-ended questions are now and then stated as an explanation that requires a reaction. It defined that question sort that asks respondents to select from an unmistakable set of pre-defined responses such as "yes or no" or among set multiple-choice questions. Alternatively, questions that allow someone to give a free answer are a limited set of possible answers all above or choose. The researcher selected this tool because it is a common method of primary data collection.

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

3.7 Data Analysis Techniques

According to Marshall and Ross man, (1999) data analysis is the process of bringing order, structure, and interpretation to the mass of collected data in the thesis. It involves the coding, editing, and cleaning of data in preparation for processing. The data were collected using a questionnaire and coded then entered into the statistical packages for social sciences (SPSS) version 23. Then the data analysis was used through both descriptive and inferential statistics (correlation and regression analysis), to examine the relationship between organizational culture types and employee engagement.

3.8. Reliability

Any measurement instrument may have some ‘garbage items’ that lack similarity to the majority of the other items (Churchill, 1979). As a result, conducting initial measure purification is required to weed out garbage items, if any. The recommended method for conducting measure purification is item analysis using internal consistency reliability (Boudreau & Geffen 2004). All value of Cronbach alpha in this study was above the minimum acceptance value (0.7). Therefore, this value yields a stable and unbiased outcome of the study.

According to Connelly, (2008) as cited in Dawit, (2020) a pilot study sampling should be 10% of the sample project for the higher parent study from 207 respondents $207(10\%) = 21$ respondents were taken to taken for assuring the reliability of the questionnaire. The following table shows the Cronbach alpha of the study is.

Table 3 .2: Reliability test result

No	Measurement	<u>no</u> <u>Items</u>	Cronbach alpha value
1	Clan culture	5	.898
2	Adhocracy culture	6	.887
3	Market culture	6	.878
4	Hierarchy culture	6	.879
5	Employees engagement	17	.899

Source: Own Survey, computed in SPSS, 2023

Therefore, Cronbach’s alpha was utilized to test the reliability quality of the survey, and all of the surveys were found to have a result higher than 0.7. Nominally as cited by Melese (2017) has recommended that score reliability quality of .70. or superior is worthy when utilized in fundamental social science inquire. The Cronbach’s alpha coefficient can be calculated through the taking after condition higher coefficient values (the closer the reliability quality coefficient to 1.00) means that the scales are more solid. As arum the show of thumb, satisfactory alpha ought to be slightest 0.70 or over (lobby as cited by Kangure, 2014)

As we can observe in the above table 3.2, the Cronbach alpha combination of dependent and independent variables is more than 0.889. This greatly enhances the reliability of the data collected by the researcher.

3.9. Validity

With the view of ensuring content validity, this study defined the domain of constructs comprising the theoretical model clearly and unambiguously. Existing literature was reviewed in-depth and where appropriate, items were taken from the existing instruments and conducted a pilot test with 21 respondents representing an employee of the sample frame to which the final questionnaire survey was to be administered. These processes helped to purify the instrument, to include some, and to reclassify others. Further, these procedures helped to tailor the wording of some of the measures based on suggestions received from the respondents. The above procedures ensured that the instrument used in this study had sufficient content validity.

3.10. Conceptual Model

Regression analysis was used to test whether the independent variable has any impact on employee engagement in Brehan int. bank sc. the next model were propose the reason running multiple linear regression is essential to test the impact and statistical significance of the organization on employee engagement.

The study was done based on the dependent and independent variables. The dependent variable is employee engagement and the independent variable is the four major organizational culture types that are described by clan culture, adhocracy culture, hierarchy culture, and market culture. The model can be developed as follows:

$$EE = \beta_0 + \beta_1CC + \beta_2AC + \beta_3HC + \beta_4MC + \varepsilon$$

Where: EE = Employees Engagement,

CC = Clan Culture,

AC = Adhocracy Culture,

Hc = Hierarchy Culture,

MC = Market Culture,

β = Unknown regression coefficient,

ϵ = Error term

3.11. Ethical Consideration

Ethical considerations are a nine dispensable portion of a investigate handle that collects information from human subjects. This thought follows and recognizes the reality that questionnaires about undertaking could be a delicate issue, requiring to regard the dignity and values of individuals included within the investigating prepare (Cohen Manion, and Morrison, 2007). In line with the moral contemplations of the conversation, the agent presented him to all members including within to inquire about the setting, clarifying, utilize and importance to the investigation. The analyst guaranteed to all members that the data given from them remains secret.

3.12. Method of Presenting the Outcome

A key component of scientific research is presenting research results to the scientific community

Research results are presented in three main formats: oral presentation; poster presentation; written paper. After confirming the thesis by the advisor and department summit hared paper for advisor and department then prepare PowerPoint for presentation according to university schedule during the schedule present using PowerPoint foe examiner and other represented person.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter focuses on the analysis and interpretation of the data collected through a questionnaire on the effect of organizational culture on employee engagement in Berhan International Bank S.C. For the clear presentation of the finding's tables, charts, and brief descriptions were used. The chapter begins with a presentation of the response rate followed by respondent profile, the demographic characteristics of the respondents, the descriptive (mean, standard deviation, tables frequencies, and percentages) statistics such as frequencies, percentage then the inferential statistics such as person correlation, regression results were presented by using data analysis's was conducting SPSS version 23. It includes explanatory with descriptive analysis / demographic discription clear examination for scale things/ and statistical of factual tests.

4.2. Response Rate

AS indicated in chapter three, this study used two sampling stages. The first one was to sample out the branch within the whole bank; a purposive sampling technique would be used to select the branch among 231 branches of Berhan int. bank sc. in Addis Ababa, and selected respondents within the selected branch, a simple random sampling technique would be adopted.

Table 4.3: Overall response

No	The target population of sample size	207
	Questionnaire distributed	207
	Returned questionnaire	186
	Note returned questionnaire	21
	Incomplete questionnaire	-
	Total used questionnaire	186

Source: Collected survey data (2021)

Response rate $186 / 207 \times 100 = \underline{90\%}$

Out of 207 sets of distributed questionnaires, 186 were returned, yielding 90% of response rate, and were used for data analysis, which is necessary and adequate for conducting the necessary statistical test.

4.3. Descriptive analysis

4.3.1. Demographic characteristics of respondents

In this section, the profile of 186 respondents who participated in the study was summarized through frequency and percentage. The demographic information of respondents gathered for this study was Gender, Age, working experience, educational background employees working in Berhan International Bank S.C.

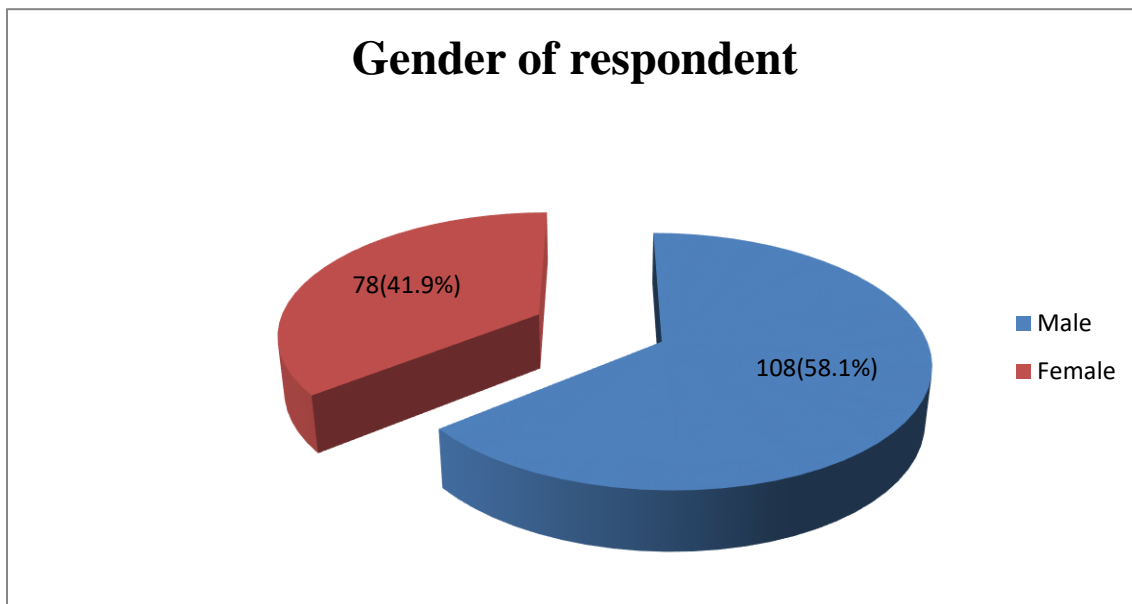


Figure 4.1: Gender Distribution of the respondent

Source own survey 2021

First, when the demographic characteristics of respondents were considered, the result of the study as indicated in the above fig 4.3 shows that 108(58.1%) of respondents were male whereas 78(41.9%) of them were female. It indicates that more respondents of the organization are male.

Table 4.4: Educational Level of Respondents

Educational level	Frequency	Percent	Valid percent	Cumulative percent
Valid Diploma	3	1.6	1.6	1.6
Degree	122	65.6	65.6	67.2
Masters	61	32.8	32.8	100.0
Total	186	100.0	100.0	

Source own survey 2021

When the educational status of respondents was considered, the result of the study in table 4. shows that 3 (1.6%) of respondents were Diploma, followed by 122 (65.6 %) of respondents were Degree holders. The result of the study also shows that 61(32.8%) of respondents were a Masters's Level in educational achievements. This infers most of the workers of Brehan Bank bachelor's degree and above that. So that the organization worked with a sensibly well-taught work drive.

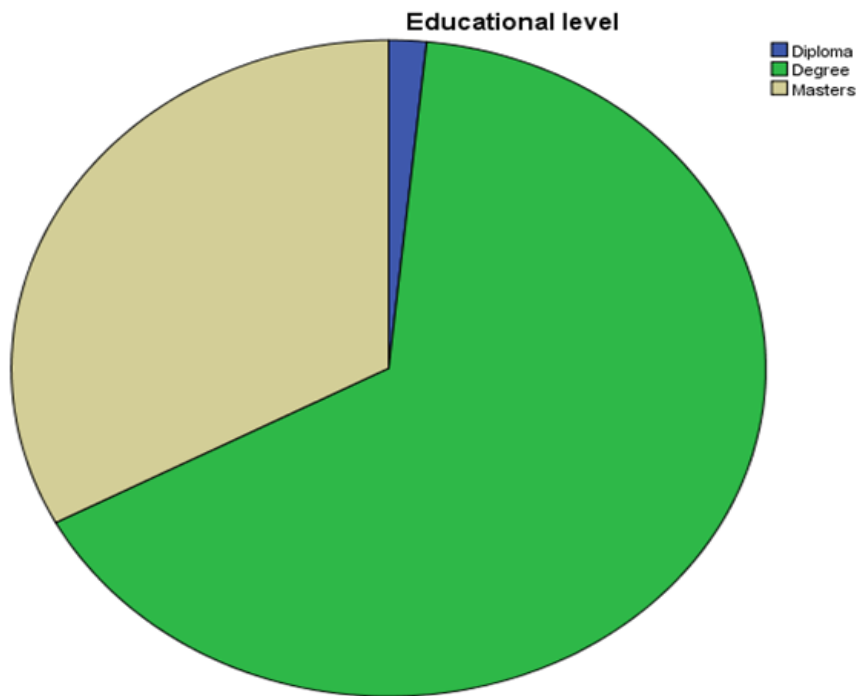


Figure 4.2: Respondent statuses

Source own survey 2021

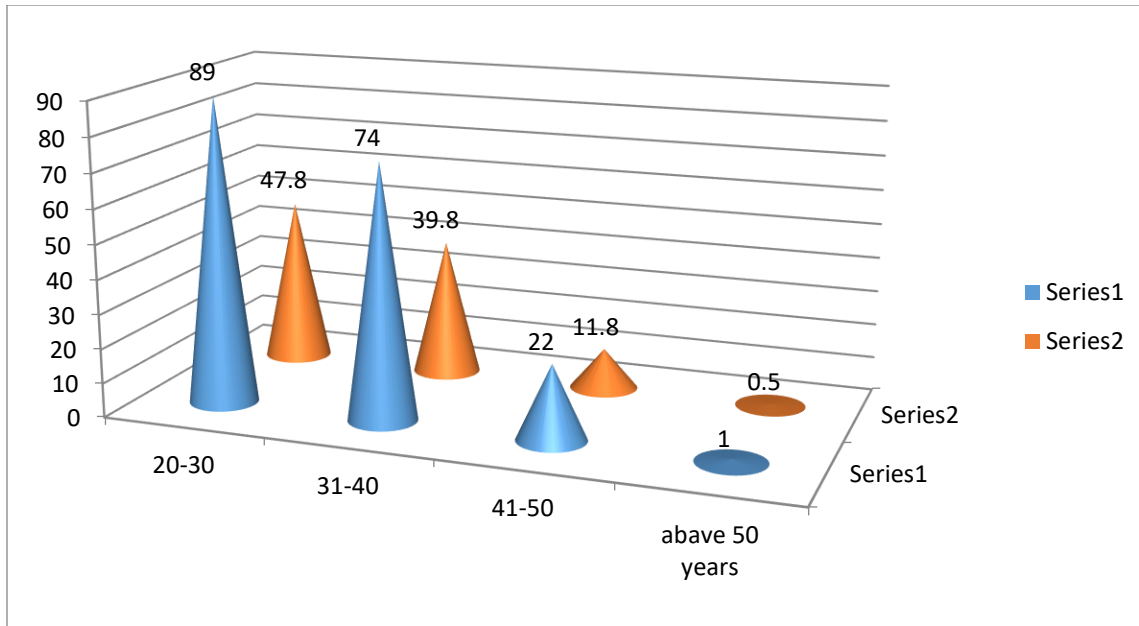


Figure 4.3: Age Distribution of the respondent

Source own survey 2021

As shown in the above figure 4.5 the result of the study shows that 89 (47.8%) of respondents were found in the age categories of Between 20 and 30 years old followed by 74 (39.8%) of them were found in the age category of 31 to 40 years old respondents. The study also showed that 22 (11.8%) respondents were found in the age category of 41 to 50 years whereas 1(0.5%) of them were above 50.

Table 4.5: Work experience of the Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 3 years	68	36.6	36.6	36.6
From 4—6 years	74	39.8	39.8	76.3
From 7—10 years	36	19.4	19.4	95.7
Above 11 years	8	4.30	4.30	100
Total	186	100.0	100.0	

Source own survey 2013

As indicated in Table 4.5 shows that 68 (36.6%) of respondents were with below 3 years of experience in bank industry work experience, whereas 74 (39.8 %) of respondents were 4 to 6 years of experience, and the remaining 36 (19.4%), and 8 (4.3%) of respondents were respectively from 7 to 10 years, and above 11 years work experience is a long time involvement.

4.4. Descriptive analysis of organization culture measure

Descriptive statistics were used as a way to examine the frequency and percent as well as mean, standard deviation, and other information. The common purpose of those techniques is to summarize both variabilities and spread of the numbers and center of the data. In this study, the mean indicates to what extent the sample group averagely agrees or disagrees with different statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more respondents agree with the statements. On other hand, the standard deviation indicates the variability of observed responses from a single sample.

Table 4.6: Descriptive Statistics of clan culture

	N	Mean	Std. Deviation
The Bank feels like my family	186	3.83	.993
The bank's leadership facilitates, mentors, and nurtures staff	186	3.51	.943
The administration style is based on teamwork, compromise, and involvement	186	3.62	.906
Loyalty shared trust, and commitment is what holds the bank together	186	3.88	.907
The bank explains accomplishment based on the growth of human capital, collaborations, employee commitment, and care for people	186	3.60	.966
Valid N (listwise)	186		

Source own survey

As indicated in table 4.6. the finding showed that from clan culture measures items the organization was a Loyalty, shared trust, and commitment is what holds the bank together had scored a higher mean (3.88). This implies the majority of the respondents agree that the bank was a Loyalty, shared trust and commitment are what holds the bank together.

Table 4.7: Descriptive Statistics analysis of adhocracy culture

	N	Mean	Std. Deviation
The Bank provides a vibrant innovative space providing for risk-taking	186	3.27	.848
The bank's leadership exhibits free enterprise, invention, and risk	186	3.30	.904
The administration style is considered to encourage personal, invention, liberty, and exclusivity	186	3.35	.971
Commitment to invention and development is what holds the bank together	186	3.43	.974
The bank stresses procuring new resources and creating new challenges.	186	3.24	.987
The bank explains success based on having the newest and most unique products.	186	3.38	1.055
Valid N (listwise)	186		

Source own survey 2021

As shown in the above table 4.7. Respondents were asked the level of adhocracy culture measure. The result shows that items from adhocracy culture measure the Commitment to the invention, and development is what holds the bank together had scored a higher mean (3.43). This implies the majority of the respondents agree that the Bank was Commitment to invention development is what holds the bank together.

Table 4.8: Descriptive Statistics analysis of hierarchy culture

	N	Mean	Std. Deviation
The Bank is controlled and organized with prescribed procedures that govern people	186	3.66	.899
The bank's leadership coordinates organize and focus on efficiency	186	2.25	.848
The administration style is characterized by the security of employment, predictability, and steadiness in relationships	186	2.38	.785
Rules and policies are what hold the bank together and smooth operations are considered very important	186	3.61	.858
The bank stresses stability, efficiency, control, and operating smoothly	186	3.42	.843
The bank explains success based on effectiveness.	186	3.62	.905
Valid N (list wise)	186		

Sources own survey 2021

As shown in the above table 4.8. Respondents were asked the level of Hierarchy culture measure. The result shows that items from the Hierarchy culture measure The Bank is controlled and organized with prescribed procedures that govern people had scored a higher mean (3.66). This implies the majority of the respondents agree the Bank is controlled and organized with prescribed procedures that govern people.

Table 4.9: Descriptive Statistics of market culture

	N	Mean	Std. Deviation
The Bank recognizes its employees publicly for competition and achievement	186	3.40	.920
The administration style involves hard-driving effectiveness, high demands, and success	186	3.50	.890
Emphasis on accomplishment and goal attainment is what holds the bank together.	186	3.53	.852
The bank stresses attaining stretched goals and winning in the marketplace.	186	3.55	.918
The bank explains success as winning in the market, leadership in a competitive market is vital	186	3.62	.935
Rules and policies are what hold the bank together and smooth operations are considered very important	186	3.75	.989
Valid N (list wise)	186		

Source own survey 2021

The result shows in table 4.9. that rules and policies are what hold the bank together, and smooth operations are considered very important is where the mean value of 3.75 (SD= 0.989 had scored a higher mean. This implies the majority of the respondents agree rules and policies are what hold the bank together and smooth operations are considered very important.

Table 4.10: Descriptive Statistics summary organization culture

		Mean	Std. Deviation
Clan	186	3.6849	.74449
Adhocracy	186	3.3306	.72606
Hierarchy	186	3.1595	.46039
Market	186	3.5502	.73000
Valid N (listwise)	186		

Source own survey 2021

The above table 4.10. illustrated the descriptive analysis summary result of organizational cultures types mean and standard deviation. Accordingly, the result indicates that clan culture categorical summative was a mean value of 3.68 (SD=0.74), Adhocracy culture was a mean value of 3.33 (SD=0.72), hierarchy culture was a mean value of 3.15 (SD=0.46), and market culture was a mean value of 3.55 (SD=0.73). According to the summary result in the above table 4.10 from the four organizational culture types, the overall mean score value of clan culture was relatively higher (3.68). This implies that the majority of the respondents agreed with the measures of clan culture items it showed that Berhan int. bank sc. had implemented more of clan culture. The finding also revealed that next to clan culture, the mean score of market culture was relatively higher (3.55). It means that market culture was practiced in the institute next to clan culture. Besides, the study indicated that adhocracy culture scores a mean of 3.33 and hierarchy culture a mean value of 3.15. This indicates that the majority of the respondents are less agree on practices of adhocracy culture and hierarchy culture in the bank. Based on the result, clan culture was a dominant culture type in Berhan int. bank sc.

4.4.1. Descriptive Analysis of Employee engagement measures

This section presents the descriptive statistics (Mean & Standard deviation) of the dependent variable of the study; thus, are three employee engagement scales namely Vigor, Dedication, and Absorption.

Table 4.11: Descriptive Analysis of Employee engagement descriptive Statistics

	N	Mean	Std. Deviation
Vigor	186	3.6613	.67559
Dedication	186	3.4849	.63031
Absorption	186	3.4223	.66832
Valid N (list wise)	186		

Source own survey 2021

Table 11. Revealed the mean score and standard deviation of three dimensions, which measures employee engagement (dependent variable) thus, respondent rated Vigor has scored a mean value of 3.66 and standard deviation of 0.67, Dedication has scored a mean value of 3.48, and standard deviation of 0.63, Absorption has scored a mean value of 3.42 and standard deviation of 0.66. The finding shows that Vigor had a high mean value. This implies that the majority of the respondents were agreed with the statements of Vigor measures engagement measures.

4.5. Analysis of Inferential statistics

4.5.1 Correlation analysis

Correlation is the most important system for bivariate relationships analysis that provides the yardstick whereby the intensity or strength of the relationship can be gauged (Bryman & Cramer, 2005). Bivariate analysis was conducted between each independent variable with the dependent variable to assess initial significant predictors (Hair, Black, Babin, & Anderson, 2010; Field, 2009). The two significance levels used in correlation analysis were 0.05 and 0.01. The correlation coefficient has both magnitude and direction. As a result, the correlation coefficient can take a number with a + or – sign. Pearson product-moment correlation is one of the commonly used methods to calculate a correlation coefficient. This method results in a number between –1 and +1 that expresses how closely the two variables are related, ± 1 shows a perfect 1:1 relationship (positive or negative) and 0 indicates that no systematic relationship exists between the two variables. Regarding the magnitude of correlation coefficient which developed by (Davis, 1971) cited by Larry E. Miller (1994) the interpretation of the strength of correlation coefficient between 0.70 and 0.90 very strong association, between 0.50 and 0.69 strong association, between 0.30 and 0.49 moderate association and between 0.10 and 0.29 is low association.

Table 4.12: Correlation analysis

Correlations

		Engagement	Clan	Adhocracy	Hierarchy	Market
Engagement	Pearson Correlation	1				
	Sig. (2-tailed)					
	N					
Clan	Pearson Correlation	.719**	1			
	Sig. (2-tailed)	.000				
	N	186	186			
Adhocracy	Pearson Correlation	.797**	.660**	1		
	Sig. (2-tailed)	.000	.000			
	N	186	186	186		
Hierarchy	Pearson Correlation	.398**	.530**	.455**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	186	186	186	186	
Market	Pearson Correlation	.669**	.671**	.688**	.611**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	186	186	186	186	186

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

Source own survey

The results in the above Tables 4.12 indicate that there is a positive and strong relationship between Adhocracy culture and employee Engagement, Adhocracy culture has a value of .797** , (r = .797** , p < 0.01) which is in very strong association and significance value is less than 0.001 this significance tells that there is the indisputable relationship between Adhocracy culture and employee Engagement. Additionally, Clan culture next to Adhocracy culture has a positive and strong relationship with a Pearson correlation coefficient of 0.719 (r= 0. 719, p < 0.01) and significance value is less than 0.001 the results indicate that there is a positive and strong relationship between Clan culture and employee Engagement. The Pearson correlation coefficients showed that Market culture (r = 0.669), and Hierarchy culture (r = 0. 398) were positively correlated with employee Engagement and sig. (2- tailed) at 0.000 which is P <0.01. The result of the finding shows that Market culture strong relationship and Hierarchy culture has a moderate relationship. From correlation analysis, all results are positive and significant.

4.6. Diagnostics of Assumptions in Regression

Before conducting a regression analysis, five major assumptions for multiple linear regressions were tested: linearity, normality, Multi-collinearity, homoscedasticity, and autocorrelation. This is a mandatory prerequisite in explaining the relationships between dependent and explanatory variables. Therefore, the researcher has checked major least square assumptions and proved that they met reasonably well.

4.6.1. Normality

Figure 4.6. Frequency distribution of regression standardized residual result shows that the histogram is a bell-shaped curve and data are normally distributed. Normality can be visually assessed by looking at a histogram of frequencies output (Garson, 2012). Therefore, no data problem would lead to assumption have violated.

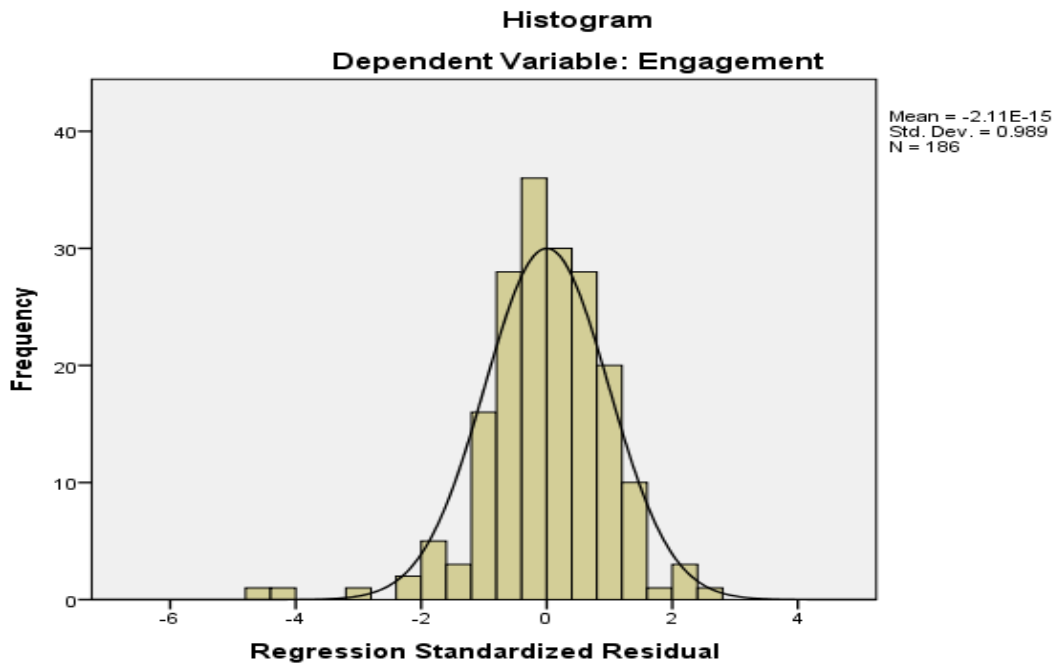


Figure 4.4: Normality distribution test

Source own survey 2021

4.6.2. Testing for Linearity

Linearity is most essentially thought of as data that is a straight line when charted. An ordered and unsurprising framework not commonly seen in nature. This implies that the mean of the reaction variable may be a linear combination of the parameters (regression coefficients) and the indicator factors. Note that this assumption is much less prohibitive than it may at, to begin with, seem.

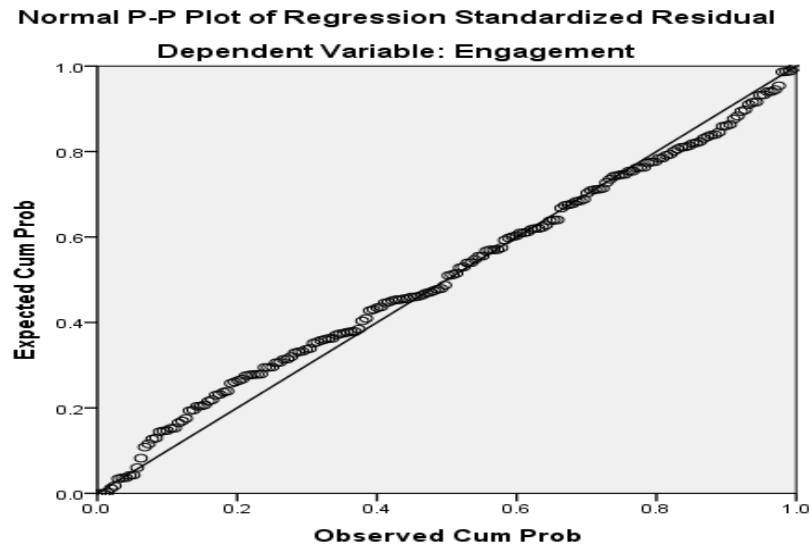


Figure 4.5: Normality distribution test

Source own survey 2021

The above scatter plot is a check on linearity; the plotted points should follow the straight line. This indicated that there is a linear relationship between the dependent and independent variables. Similarly, the above figure 4.7. Showed the normal distribution of residual around the mean of zero. Hence, the assumption was valid based on the above figure 4.7. Therefore, Standard multiple regression accurately estimates the relationship between dependent and independent variables if the relationship is linear (Jason & waters, 2014).

4.6.3 Testing for Multi-co linearity

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

between two or more predictors in a regression model. Multi-co linearity poses a problem only for multiple regressions because simple regression requires only one predictor. The results are presented in Table 4.14. of col-linearity statistics, two values are given.

Tolerance is an indicator of how much of the variability of the specified independent variables is not explained by the other independent variables in the model. If this variable is very small (less than 0.10), indicate the multiple correlations with other variable is high, suggesting the possibility of Multi-co linearity. The other value given is the VIF (variance inflation factor), which is just the inverse of the tolerance value (1 divided by tolerance). The multi-co linearity statics related the tolerance value greater than 0.1 and VIF value significance below 10. This shows that there was no Multi co-linearity problem in the model.

Table 4.13: Testing for Multi-co linearity

Coefficients

		Collinearity Statistics	
	Model	Tolerance	VIF
1	Clan	.457	2.190
	Adhocracy	.456	2.194
	Market	.381	2.628
	Hierarchy	.601	1.665

a. Dependent Variable: Engagement

Source own survey 2012

4.6.4. Testing for Autocorrelation

Autocorrelation or independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently (Stevens, (2009). Durbin-Watson statistic can be used to test the assumption that our residuals are independent (or uncorrelated). This statistic can vary from 0 to 4. For this assumption to be met, the DW value needs to be close to 2. Values below 1 and above 3 are problematic and cause for concern. As per table 4.15. Below the value of Durbin Watson is 1.924 therefore, the model is free from autocorrelation.

Table 4.14: Testing for Autocorrelation

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	.845 ^a	.713	.707	.32187	1.924

a. Predictors: (Constant), Hierarchy, Adhocracy, Clan, Market

b. Dependent Variable: Engagement

Source own survey 2021

4.6.5. Testing for Homoscedasticity

The assumption of homoscedasticity refers to the equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). This is evident when the variance around the regression line is the same for all values of the predictor variable. In figure 4.8, it shows that each of the four dimensions of organizational culture is against employee engagement. The plot in the same figure 4.8, of the annexed plot shows how the points are randomly and evenly dispersed throughout the plot. In addition, these patterns are indicative of a situation in which the assumption of homoscedasticity has been met in whole the four dimensions of organization culture against employee engagement.

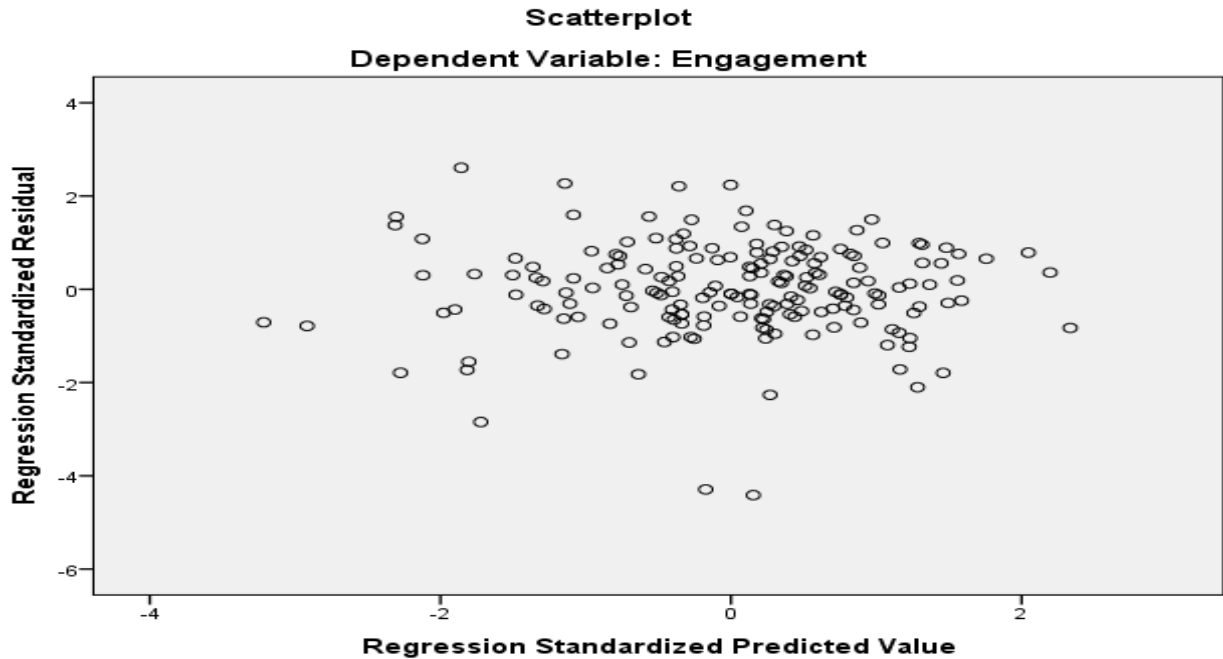


Figure 4.6: Testing for Homoscedasticity

Source: Own researcher

4.7. Regression analysis

Regression is a powerful tool that summarizes the nature of the relationship between variables and helps for making predictions of the likely values of the dependent variable (Bryman & Cramer, 2005). In this study, multiple regression analysis was employed to examine the effect of organizational culture on employee engagement the results of the regression analysis are presented as follows. Regression is used to express the magnitude of variables.

Table 4.15: Regression analysis model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.713	.707	.32187

a. Predictors: (Constant), Market, Hierarchy, Clan, Adhocracy

source own survey 2021

Table 4.16. results predict the goodness of the regression to fit the model. The multiple regression analysis coefficients (R), Coefficient of determination (R square), and Standard error were examined. The coefficient of determination (R square) presents how much of the variance in the measure of organizational performance is explained by organization culture dimensions (independent variable). The R-value represents multiple regression coefficients between predictor and outcome. In this case, the value of multiple regression coefficients organization culture dimensions and organizational performance with 0.845 indicates a strong degree of correlation. The R^2 the value indicates how much of the total variation in the dependent variable (outcome) explained by the independent variable (predictor) or organization culture dimensions can account for 70.7% of the variation in explaining employee engagement.

The model also indicates that the remaining 29.3 % of the variance can be explained by other variables out of this model and indicates that further research is needed to identify the additional factors that influence employee engagement.

Table 4.16: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.676	4	11.669	112.635	.000 ^b
	Residual	18.752	181	.104		
	Total	65.428	185			

b. Dependent Variable: Engagement

c. Predictors: (Constant), Market, Hierarchy, Clan, Adhocracy

Source own survey 2021.

The ANOVA Tables 4.16 above shows the overall significance/acceptability of the model from a statistical perspective With the P-Value of 0.000 compared to the alpha level of 0.05 it can be concluded that the independent variables predict the dependent variable and organizational culture dimensions (Market, Hierarchy, Clan, and Adhocracy) had a significant effect on employee engagement.

Table 4.17: Regression coefficient

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.132	.170		6.666	.000
	Clan	.259	.047	.325	5.513	.000
	Adhocracy	.430	.048	.525	8.913	.000
	Hierarchy	-.139	.066	-.108	-2.096	.037
	Market	.127	.053	.156	2.411	.017

a. Dependent Variable: Engagement.

Source own survey 2021

The model reaches statistical significance Sig=0.000, this means $P < 0.05$. When the model is statistically significant it will have a low p-value which indicates that there is a significant portion of the variation in the dependent variable by a change in independent variables. The value of F illustrates the extent of association of organizational culture dimensions. The greater the value of F, the greater will be the association among variables value and it must be greater than 10 to say a model is fit. Accordingly, in this model F value is found 112.635.

The value of regression coefficient beta (β) is used to show which independent variable is the most predictor of the dependent variable. The advantage of β is to provide a constant scale, and that the β s are comparable, that the greater the value of unstandardized regression coefficient the more the independent variable explains the dependent variable (Zikmund, et al., 2010). A standard coefficient beta was used to determine the strong predictor of organizational performance from

independent variables. The Unstandardized Beta Coefficients give a measure of the contribution of each variable to the model. A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable.

As shown in the above table 4. 17. the regression Unstandardized coefficients for four independent variables which had the greatest effect on employee engagement in Berhan int. bank sc. was Adhocracy with a coefficient β .430, at 1 percent significance level ($\beta = 0.430, p < .01$). The result revealed that a one-unit increase in Adhocracy would lead to a 0.430 unit increase in the level of employee engagement with all other variables in the model controlled and strong positive statistically significant influence in explaining or predicting the dependent variable employee engagement.

The other independent variable, Clan culture made a statistically significant positive influence on the dependent variable with the Beta value of 0.259 ($\beta = 0.259, p < .01$) at a 1 percent significant level which was the second strong positive influence in predicting the criterion variable employee engagement. This validity was checked by hypothesis as Table 18 shows that the insignificant levels for Clan culture, Adhocracy culture, Hierarchy culture, and Market culture are, respectively, .000, 0.000, -.037, and 0.017, which are less than 0.05. This suggests that the association between them and employee engagement is statistically significant. As a result, the null hypotheses concerning Clan culture, Adhocracy culture, Hierarchy culture, and Market culture were rejected.

In addition, regarding the effect of market culture on employee engagement followed by another predictor variable market culture made the third strong and positive effect in predicting the dependent variable, employee engagement with the Beta value of 0.127 ($\beta = 0.127, p < .005$).

Lastly, the last independent variable of this study effect of Hierarchy culture is the least strong statistically negative significant contribution/effect in determining the dependent variable on employee engagement. The result shows that there is a negative and significant effect of risk-taking on the performance of the organization with the Beta value of -0.139 ($\beta = -0.139, p < .005$). The result revealed that a one-unit increase in Hierarchy culture would lead to a 0.139 unit decrease in the level of employee engagement.

Table 4.18 Summary of hypothesis teste

N0	Types of culture	Hypothesis	Consequence	Reason
HO1	Clan culture and employee engagement	There is a positive and statistically significant influential relationship between clan culture and employee engagement.	Reject the null hypotheses	P 0.000 is less than 0.05
Ho2	Adhocracy culture and employee engagement	There is a positive and statistically significant influential relationship between adhocracy culture and employee engagement	Reject the null hypothesis	0.00 P< 0.05 Or the p =0.000 is less than 0.05
HO3	Market culture and Employee Engagement	There is a positive and statistically significant influential relationship between market culture and employee engagement	Reject the null hypotheses	0.017p<0.05
HO4	Hierarchy culture and employee Engagement	There is a negative and statistically significant influential relation between hierarchy culture and employee engagement	Reject the null hypothesize	P 0.037<.05

Finally, from the above table result and all explanations of each dimension of regressions analysis, such a model has been developed which is

$$Y = \beta_0 + \beta_1 (CC) + \beta_2 (AC) + \beta_3 (HC) + \beta_4 (MC) + \varepsilon$$

Y=Employee engagement CC=Clean culture AC = Adhocracy culture MC= Market culture

$$\text{Employee engagement} = 1.132 + .259 (CC) + .430 (AC) - .139 (HC) + .127 (MC)$$

The table 4.17. shows the value of the regression coefficient and the constant, which is the expected value of the dependent variable when the values of independent variables are equal to zero. Results indicated that all of the independent variables have a statistically significant positive relationship with the dependent variable except hierarchy culture. All result was statically significant at a p-value less than 0.05. Similarly, the study revealed that clan culture, adhocracy culture, market culture, and hierarchy culture were significant predict employee engagement with a beta value of .259, .430, 0.127, and -.139 respectively. The variable with the largest beta coefficient makes the strongest contribution in explaining the dependent variable (employee engagement). Therefore, the study found that adhocracy culture is the most contributing organizational culture type in the prediction of employee engagement with a beta value of 0.430. The other three organizational culture types, in their descending order of unstandardized coefficients, are clan culture (B=.259), market culture (B=.127), and hierarchy culture (B=-.139) the variables are making signs to the prediction of employee engagement.

This study was also consistent with Anja Krog, (2014) study of the Relationship between Organizational Culture and Work Engagement: A Multilevel Investigation the study found that Clan cultures are positively related to work engagement. Additionally, another study was also consistent with the study of the influence of organizational culture on employee engagement at head office KCB by (Njuguna, 2015) the results of this study, concluded that: the results of this study, concluded that the organization culture has a significant effect on employee engagement at KCB head office.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

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

5.1. SUMMARY OF THE FINDINGS

The outline of the major finding relates to the general objective of the study, strategies, and major findings. The major objective of the research was to examine the effect of organizational culture on Employees engagement in the case of Berhan Int. Bank.

To attain the over tailgate's, the researcher administered a questionnaire for 207 members of which, 186 (90%) respondents returned the questionnaire. To measure the organizational culture, the competing values framework organizational culture evaluation instrument created by (Cameron and Quinn, 2011) is employed.

The data collected were analyzed using a statistical package for social science (SPSS) Version 23. The descriptive factual examination was conducted for respondents' demographic characteristics utilizing frequencies, percentages, mean, and standard deviations to analyze the demographic characteristics of the respondents.

Inferential measurements were carried out utilizing relationships (Pearson) to know the association between the independent (clan, adhocracy, hierarchy, and market culture) and dependent variable (employee engagement). Regression analysis was utilized to gauge the effect of independent variables on the dependent variable.

The analyses of the data yield the following major findings:

According to the summary result in the above table 4.11 from the four organizational culture types, the overall mean score value of clan culture was relatively higher (3.68). This implies that the majority of the respondents agreed with the measures of clan culture items. It showed that Berhan int. bank sc. had implemented more of clan culture. The finding also revealed that next to clan

culture, the mean score of market culture was relatively higher (3.55). It means that market culture was practiced in the institute next to clan culture. Besides, the study indicated that adhocracy culture scores a mean of 3.33 and hierarchy culture a mean value of 3.15. This indicates that the majority of the respondents are less agree on practices of adhocracy culture and hierarchy culture in the bank. Based on the result, Clan culture and Market culture have the highest mean values $M=3.68$, $SD=.744$, $M=3.55$, and $SD=.73$ respectively compared to the others. This tells that the foremost predominant culture in Berhan Int. Bank SC. Clan culture and Market culture respectively.

The correlation analysis appears the association between CC, HC, AC, and MC and employee engagement on Berhan Int. Bank. The Pearson correlation coefficient result tells that the association between employee engagement and the organizational culture sort is positive and noteworthy. The results the indication that there is a positive and very strong relationship between Clan culture and employee Engagement, Clan culture has a value of $.719^{**}$, ($r = .719^{**}$, $p < 0.01$) which is in very strong association, and significance value is less than 0.001 this significance tells that there is the indisputable relationship between Clan culture and employee Engagement. Additionally, Market culture next to Clan culture has a positive and strong relationship with a Pearson correlation coefficient of 0.688 ($r= 0.688$, $p < 0.01$) and significance value is less than 0.001 the results indicate that there is a positive and strong relationship between Market culture and employee Engagement. The Pearson correlation coefficients showed that Adhocracy culture ($r = 0.66$), and Hierarchy culture ($r = 0.455$) were positively correlated with employee Engagement and sig. (2- tailed) at 0.000 which is <0.01 . The result of the finding shows that Adhocracy culture strong relationship and Hierarchy culture has a moderate relationship. The ANOVA result appears that the F-ratio (112.635) =15.55, $P=0.000$, shows the F value more prominent than 4 and P-value <0.05 so that the overall regression analysis was statistically significant.

-The unstandardized beta value of the predictors variable CC, AC, and MC had 0.259, 0.430, and 0.127 respectively. This infers that the three independent factors are significant indicators. On the other hand, the negative value beta of Hierarchy culture (-0.139) signifies there is an insignificant negative impact on worker engagement. The consistent beta esteem (1.132) tells that as the independent variable increases with one unit (CC, AC, and MC) so does the dependent variable. This validity was checked by hypothesis as Table 18 shows that the insignificant levels for Clan

culture, Adhocracy culture, Hierarchy culture, and Market culture are, respectively, .000, 0.000, .037, and 0.017, which are less than 0.05. This suggests that the association between them and employee engagement is statistically significant. As a result, the null hypotheses concerning Clan culture, Adhocracy culture, Hierarchy culture, and Market culture were rejected.

- The result of the normality test from the histogram shows that employee engagement was approximately normally distributed for each independent variable.
- The autocorrelation result appears that from the Durbin-Watson result (1.924) there is no sign of autocorrelation.
- To test multi-collinearity, the researcher used tolerance value, variance inflation factor, and the value of correlation coefficient. From the result, one can infer that there is no sign of a multi-collinearity problem.
- Moreover, the result was tested by the summary of the hypothesis the resulting study revealed that all dimensions of organizational culture dimensions statistically significant effect on employee engagement in both correlation and the regression analysis.
- In general, the R-value represents multiple regression coefficients between predictor and outcome. In this case, the value of multiple regression coefficients organization culture dimensions and organizational performance with 0.845 indicates a strong degree of correlation. The R^2 the value indicates how much of the total variation in the dependent variable (outcome) explained by the independent variable (predictor) or organization culture dimensions can account for 70.7% of the variation in explaining employee engagement.

The model also indicates that the remaining 29.3 % of the variance can be explained by other variables out of this model and indicates that further research is needed to identify the additional factors that influence employee engagement.

5.2. Conclusions

The main objective of this research was to investigate the effect of four organizational culture dimensions (clan, hierarchy, market, and adhocracy cultures) on employee engagement at Berhan int. Bank SC. The result of the study revealed that all dimensions of organizational culture

dimensions statistically significant effect on employee engagement in both correlation and the regression analysis.

The results of the correlation analysis result of this study show that except for Hierarchy culture moderate relationship the rest of them there was a significant positive and strong relationship between organization culture dimension and employee engagement at Berhan int. Bank SC. And the regression results indicate that each dimension of organization culture such as clan, market, and adhocracy cultures has a positive and significant effect on employee engagement at Berhan int. bank sc. but hierarchy cultures have a negative and significant effect on employee engagement at Berhan int bank sc. Among out of four dimensions of organization culture variables Adhocracy has a high effect with the highest beta value 0.430 or (43%) this shows that organizations need to promote Adhocracy culture using adopting organizational culture to make employees engage in the organization.

In addition, based on the finding the multiple regression analysis results showed that out of four three organizational culture types (clan, adhocracy, market, and hierarchy culture) influence employee performance positively. From these organizational culture types, the clan culture and adhocracy culture had the greatest effect on overall employee engagement with the value of regression coefficient 0.259 & 0.430 respectively. This implies that both variables (clan culture and adhocracy culture) lead to a 25.9% and 43.0% increase the employee engagement.

5.3. Recommendation

Based on the findings of this research study recommends the following points

Organizational culture is important in improving the level of employee engagement. Therefore, the organization needs to give strong emphasis on organizational culture traits clan, hierarchy, market, and adhocracy cultures. Based on the study result indicated that the company betters to gives primary attention for an employee to feel the organization like their family further leadership of the organization should be facilitated, mentors and nurtures to staff to the growth of human capital, collaborations, employee commitment teamwork, compromise, and involvement.

As a business organization, the Management of the organization is should be given more emphasis on individual risk-taking, innovation, trying new things, and prospecting for opportunities. Furthermore, the leadership in the organization should be enhanced by entrepreneurship, innovating, and vision. Additionally, the results of the study in market culture imply that the management needs to do more in the result and achievement-oriented, as well as employees, to become competitive.

Finally, based on the research findings, using this research is imperative for the organization and any related organization to develop cultures that are well appreciated and consistent with the interest of the employees to gain their commitment retain and engage them for the maximum periods. And also an organization with lower employee turnover is perceived as more competitive in the long run. Strategic emphasis should mainly focus on human growth, high confidence, candidness, and participation. This will go a long way in engaging staff to focus on their set targets thus greater satisfaction and engagement.

5.4. Policy implications and theoretical contribution

- ✓ Encouraging employees to increase their participation alone may not lead to productivity. What is expected to be more effective is to encourage the development and culture of entrepreneurship at all levels and; develop internal policies that promote the work ethic and make the employee see it as a tradition so that the bank and other similar institutions can bring about technological change at all levels. Both the institution and the employee can work for change as often as possible.
- ✓ Although I admire the Brehan bank for being better, the bank is still busy with major promotions; Although this has its contribution, as the employee is loyal servants of the bank; they need to develop a sense of belonging. It takes a long time to build the capacity of the staff to get them involved in the bank's affairs and the benefits are enormous. Therefore, the bank needs to implement a multi-sectoral approach.
- ✓ Culture brings employees together by making them understand who you are and growing up. Generated improved manpower from time to time, Commitment eliminates benefits, helps to organize standards and standards for the success of the organization in a way that

suits the organization and its employees. In addition, the rules and policies that support this should be practiced.

5.5. Limitations and future research

- In this study, there are various limitations, which are opportunities for future research. First, the study was a case study with a selected bank branch. Hence, the result of the study was limited within the boundary of the study organization.
- Following this study and further limitations, further study may fill the gaps left by this study. This study focuses on organizational culture based on Berhan Bank headquarters and two branches; It has an impact on participation, which means that general data cannot be adequately extended by other branches and commercial banks. Therefore, an extensive study covering all commercial banks in Ethiopia should be conducted.
- Someone with short-term work experience may not be familiar with the company's work culture; Therefore, if employees with long experience have a good knowledge of the work culture of the organization, they can solve future research problems if they are included in the sample respondent.

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Appendix 1 questioner



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

Dear Respondents,

I am Tesfaye Shemels, a student at Addis Ababa University studying for a degree of Master of Art in Business administration. I have designed the following questionnaire for the study of the effect of organizational culture on employee engagement; a case of Berhan international bank.

The questionnaire has three parts. Part I deals with demographic characteristics, part II about four dominant organizational culture types, and Part III deals with employee engagement. This study is only for academic purposes. Hence, I am assured that your responses will be treated with the utmost confidentiality. The soundness and the validity of the findings highly depend on your genuine responses. Therefore, I kindly request you to respond to each item as frankly as you can.

Instruction: -

- No need of writing your name
- Read each statement carefully

- please put your answer by using the “✓” sign in the corresponding boxes;
- Multiple responses are not possible.

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

Phone: +251966060046

Thank you very much for spending your valuable time!

Part I - Demographics Questionnaire

1. Gender Male Female

2. Education level:

Diploma Degree

Masters Doctors

3. Please indicate your age

Between 20-30 years Between 31-40 years

Between 41-50 years Above 50 years

4. Number of years in the company (Work experience)

Below 3

From 4 - 6

From 7 – 10

Above 11

Part II. Organizational Culture Types Assessment Questionnaire

The following statements describe four dominant cultural types in your organization. This part of the questionnaire consists of items taken from the Organizational Culture Assessment Instrument. Please indicate your agreement with the statement below. Put “√” mark for each rating. 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree

No	Clan Culture	1	2	3	4	5
1	The Bank feels like my family					
2	The bank's leadership facilitates, mentors, and nurtures staff					
3	The administration style is based on teamwork, compromise, and involvement					
4	Loyalty shared trust, and commitment is what holds the bank together					
5	The bank explains accomplishment based on the growth of human capital, collaborations, employee commitment, and care for people					
	Adhocracy Culture	1	2	3	4	5
1	The Bank provides a vibrant innovative space providing for risk-taking					
2	The bank's leadership exhibits free enterprise, invention, and risk-taking					
3	The administration style is considered to encourage personal, invention, liberty, and exclusivity					

4	Commitment to invention and development is what holds the bank together					
5	The bank stresses procuring new resources and creating new challenges.					
6	The bank explains success based on having the newest and most unique products.					
	Hierarchy Culture	1	2	3	4	5
1	The Bank is controlled and organized with prescribed procedures that govern people					
2	The bank's leadership coordinates organize and focus on efficiency					
3	The administration style is characterized by the security of employment, predictability, and steadiness in relationships					
4	Rules and policies are what hold the bank together and smooth operations are considered very important					
5	The bank stresses stability, efficiency, control, and operating smoothly.					
6	The bank explains success based on effectiveness.					
	Market Culture	1	2	3	4	5
1	The Bank recognizes its employees publicly for competition and achievement					
2	The administration style involves hard-driving effectiveness, high demands, and success					
3	Emphasis on accomplishment and goal attainment is what holds the bank together.					
4	The bank stresses attaining stretched goals and winning in the marketplace.					
5	The bank explains success as winning in the market, leadership in a competitive market is vital					
6	Rules and policies are what hold the bank together and smooth operations are considered very important					

Part III. Employee engagement Measurement Questionnaire

The following statements are prepared to measure Employee engagement in your organization. Employee engagement is characterized by vigor, dedication, and absorption. Please rate the statements by selecting and putting a tick mark "√" in the box of your choice.

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

	Vigor	1	2	3	4	5
1	I burst with energy at my work					
2	I feel strong and energetic at my work					
3	I feel like going to work when I wake up					
4	I can work for extended periods					
5	I am mentally robust at work					
6	I have high perseverance at work even when things are wrong					
	Dedication	1	2	3	4	5
1	My work has a lot of meaning and purpose					
2	I am passionate about what I do					
3	I am proud of my work					
4	I am inspired by my job					
5	My job gives me the challenge I need					
	Absorption	1	2	3	4	5
1	I have no recollection of a time when I am working					
2	Working intensely gives me contentment					
3	I get engrossed in my work					
4	I forget everything else around me when I am doing my work					
5	When I am engaged with work I get carried away					

Thank you for your kindly cooperation.