

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE



**ASSESEMENT OF ORGANIZATIONAL CULTURE AND ITS EFFECT ON
EMPLOYEE ENGAGEMNT: THE CASE OF HORIZON ADDIS TYRE S.C.**

*Thesis Submitted to the Office of Graduate Studies of Addis Ababa University
School of Commerce in Partial Fulfilment of the Requirements for the Degree of
Master of Arts in Human Resource Management*

BY

BAYE KASSAHUN

ADVISOR

SOLOMON MARKOS (PhD)

Addis Ababa University College of Business and Economics

School of Commerce

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Addis Ababa, Ethiopia

DECLARATION

I, Baye Kassahun, declare that the study entitled ‘assessment of organizational culture and its effect on employee engagement at horizon Addis tyre S.c. All information in this document has been obtained and presented in accordance with academic rules and ethical conduct. The study has not been submitted to any Degree or Diploma in any college or university.

Name: Baye Kassahun

Signature _____

Date _____

CERTIFICATION

This is to certify that Baye Kassahun has carried out his research project work under my supervision, on the topic of — assessment of organizational culture and its effect on employee engagement at horizon Addis tyre S.c. This work is original in its nature and it is suitable for Submission in partial fulfillment of the requirement for the award of MA Degree Human Resource Management.

Research Advisor :Solomon Markos (PhD) _____

Signature _____

Date _____

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This is to certify that this thesis entitle as “assessment of organizational culture and its effect on employee engagement at horizon Addis tyre S.c”, submitted in partial fulfillment of the requirement for the degree of Master of Arts in Human Resource Management, done by Baye Kassahun is an authentic work carried out by his under our guidance. The theme embedded in this thesis has not been submitted earlier for the award of any degree or diploma in any other university to the best of knowledge.

Approved by Board of Examiners

SOLOMON MARKOS (PhD) **Signature** _____ **Date** _____

Advisor

WUBSHET BEKALU (PhD) **Signature** _____ **Date** _____

Internal Examiner

DEREJE T. (PhD) **Signature** _____ **Date** _____

External Examiner

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List of Acronyms and Abbreviations

ANOVA	Analysis of Variance
EE	Employee Engagement
HR	Human Resource
HRM	Human Resource Management

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Abstract

This research paper aims to assess effect of Organizational culture on the employees' engagement at Ethiopian Tyres manufacturing company in case of Horizon Addis Tyre S.C. To address the research objective 272 sampled respondents were selected. Proportional stratified sampling technique was used to get the required sample size. 272 questioners were distributed; from which 269 sample respondents replied appropriately to the questionnaire. Data gathered were analyzed based on these 269 responses using SPSS 23 software package. Descriptive statistics and explanatory research approach were employed. The result indicates that all independent variables (organizational culture perspectives) have statistically significant and positively affect its employee engagement. The company encourages work force diversity treatment, the company encourages team work culture within the employees and the company encourages and promotes team work, consensus and participation, but the company didn't openly communicate to facilitate team work, and there is no proper information flow in all directions of the company. The study recommended that Performance standards must be clearly and objectively established, effectively communicated, and used on objective criteria without any bias, better to gives primary attention to the techniques and processes used to achieve its objectives and improve the quality of internal communication, giving more training or rewarding the employees so that they will motivate to achieve their work.

Key Words: Addis Horizon Tyre S.c, Organizational Culture, Employee engagement, internal communication, team work, adaptability practices, work force diversity, performance standard

CHAPTER ONE

1.1 Background of the Study

According to Chandrasekhar (2011), and Sund storm, Town, Rice, Osborn and Brill (1994), the attention in the workplace environment is of rising concern because most workers waste their live at least half of their total lives with work that affect their emotional states, concentration behavior, actions, and abilities and by extension performance. This practice need more attention hence employees at their work area need to more focus, work together, and learn throughout their time on the job. Researchers like Ajala (2012) consider the working environment is human being immediate surrounding which they control for his or her survival.

According to Shazia Zamir (2015), organizational culture is the personality of a company. The author further defines that the environment in which employees works. Organizational cultures might include different elements, which includes the organizational work environment, organizational mission, value, ethics, and goals. We can define organizational culture as the combination of expectations of organization, experiences, philosophy and values. Employee engagement is thus, based upon the mixture of good working skill and work environment. Researchers like Dodek, Cahill and Heyland (2010) agreed that organizational culture is to an organization what character is to the employee hidden, yet joining or identifying matter that gives sense, way, and mobilization. According to Chegini (2010), company culture is the beliefs of company, values and practices of company, that form the uniqueness of company. Previously done researches has shown that organizational culture has an effect on its employee engagement. For example, Van der Post, et al. (1998) looked at the relationship between organizational culture and the employee's engagement in African countries.

According to Young (2012), an employee engagement is very important topic as it has been related to employee productivity and organizational performance. Robertson-Smith, and Mark wick (2009) emphasized also an engaged employees are viewed as a pillar of good working atmospheres where employees are effective.

Employee engagement considered as a very important issue among the different Human resource practices all over the world. This is because it exists on the bottom line of the organization and dictates to that extent employees can experience and feel fully part of the organization and

performing their job by their responsibility. Researchers link the determinants of employee engagement related to leadership styles, organizational working environment, organizational internal policies and working procedures, organizational structure, and compensation systems among others (Anitha, 2014). These preconditions or determinants of employee engagement are set in within the culture of an organization and therefore the importance of developing a good culture that engages employees.

1.1.1 Background of the Organization

According to the company report (2018), the tyre manufacturing market in Ethiopia is completely driven by the replacement tyre segment because of there are no automobile manufacturers in the country. This type of business in Ethiopia is dominated by traveler car tyre segment, followed by intermediate and heavy marketable vehicle tyre segment. Few of the major tyre companies operating in Ethiopia include Horizon Tyre, which is the only tyre manufacturing company in the country; Bridgestone, Pirelli, Michelin, Yokohama, Goodyear, and Hankook (Dublin, 2018). Because of unsteady political situation, vehicles as well as tyre companies in Ethiopia have been facing different challenges in performing their operations in the country over the last years. But, with the country progressively regaining political stability, joined with better fiscal and regulatory policies, Ethiopia was expected to grow into a more unlock and stable economy over the course of next five to ten years, that would ultimately have a positive effect on the country's automotive business in the coming years.

The business of tyres production in Ethiopia goes back to 1972, when Addis Tyre S.C. the 1st of its type in the country, was established with a yearly production ability of 60,000 tyres and 45,000 tubes and a total labor force of 260 people. Major raw materials for tyre manufacturing were imported from India, Malaysia, China, and Europe. Natural Rubber is one of the major inputs. After subsequent joint venture formation between Addis Tyre S.C. and the Slovakian renowned tyre manufacturer, MATADOR –A.S. was established in June 2004 and started the operation commenced in July 2004 with the hybrid trade name MATADOR-Addis Tyre S.C. Continental AG, the world recognized German tyre manufacturer company, has bought all Matador property companies in Slovakia, Russia and Ethiopia. Because of lack of attention of continental AG, there was no important improvement on the dedication of MATADOR-Addis Tyre S.C. in terms of upgrading the existing Bias tyre technology and commencement of Truck

Radial tyre production. Continental AG rather favored to sale its share to a prospective strong national investor who can release all joint venture obligations. Then, the dedicated and committed investor for the development of Ethiopia, Sheikh Mohammed H. Al- Amoudi, decided to buy the share of Continental AG through one of his group companies, Horizon Plantation P.L.C. in January 2011.

After then the ownership transfer the name of the company changed to Horizon Addis Tyre S. C. and currently the Horizon Plantation P.L.C owns 100% share of the company. A technical Assistance Agreement has been signed with continental AG that enabled Horizon Addis Tyre S.C. to acquire technology know- how and capacity building of making 15”&16” light truck radial tyres that are already successfully commercialized. In line with the company’s product diversification projects, the company also launched the manufacturing of Bajaj tyre, Farm tyre, OTR tyre and Industry tyre and started delivering them to the local market. Moreover, the company also commenced manufacturing Flotation Tyres which are used by sugar factories. The project study for the manufacturing of truck and bus radial tyres is also finalized.

1.2. Statement of the Problem

There are some facts that initiated the researcher to conduct research concerning on this title. The relationship between organizational culture perspectives and its effect on its employee engagement was the subject matter of much examination in several fields, like in strategic management, and organizational manners.

It has been demonstrated that work engagement has a relationship to several positive work results and that is why it makes sense for organizations to nurture a progressively positive culture, that ensures employees continue to be engaged in their work, with a view to keeping staffs much longer than those institutes do not to engage in encouragement of engagement (Alarcon, 2010).

There are very few studies, which have been conducted by different researchers related to organizational culture as of Kalia and Verma (2017), organizational or company culture is a significant aspect that encourage and drives employees’ engagement. Other researcher Ilyasa et al. (2018) conducted a study on the relation between the organizational culture and employee engagement, and the finding of the study concluded that organizational culture has positive effect

on employee job engagement. The finding of different studies related to organizational culture in previously contain so far yielded varied result that are questionable and conflicting. Because of these conflicting findings, the question of whether organizational culture improve or get worse employee engagement is still creditable of making additional research.

According to Jim Harter (2018), greatly engaged companies have twice the achievement rate, companies with higher levels of employee engagement have lesser absenteeism from the work and fewer staff loss. According to the survey conducted at Gallup reported in the Harvard business review Sanford (2002) states that, it was found that 30 percent of any organization's employee is vigorously engaged and about 20 percent of employees are disengaged. Employee engagement can be influenced by organizational culture. The effect of organizational culture on employee work engagement had not got sufficient research consideration in Ethiopia in different sectors. Also, employee engagement is cited as one of the most common problems facing employers today in different companies, yet most Ethiopian manufacturing companies didn't know how to get an engaged employees.

A small number of researchers and authors like Williams et. al (1989) have linked employee engagement directly with organizational culture. Some organizations are enthusiastic to know why, in certain situation, their workers show different engagement levels (Corace, 2007). According to Wildermuth & Pauken (2008) the main feature of the difficulty is to come across in which condition their employees are more engaged, as well as in which circumstances their employees are disengaged.

Specific empirical study of organizational culture on employees' engagement in the manufacturing sector, particularly in Horizon Addis Tyre Company is somehow limited and this sector was purposively selected to undertake this study. Still there is not sufficient studies were done on the impact of organizational culture on employee engagement here in Ethiopia. This study will assess the effect of organizational culture on employee engagement of Tyre manufacturing in Ethiopia in case of Horizon Addis Tyre S.C.

According to Tesfaye (2018), majority of the manufacturing company in Ethiopia only see their jobs as a means to an end which is a reflection of low level of Employees Engagement. For example, Pritchard (2008) considered that the challenge that faces organization is getting an

engaged employees in the companies. Moreover, According to Levinson (2007) employee engagement affects companies' performance, and efficiency.

The problem of the study resulted from the lack of Ethiopian studies that highlight impact of organizational culture toward employee engagement. Although there have been few studies carried out on organizational culture in service sectors like in Banks, the researchers has not come across any other study that investigates the influence of organizational culture on employee engagement in the Manufacturing industry. The researcher initiated that understanding of these area would enable manufacturing companies to develop and adopt suitable organizational cultures, processes, and pilot projects. Thus, this study was intended to fill this gap by studying the situation of the Ethiopian Tyre manufacturing company and providing more empirical evidence on the effects of organizational culture perspectives on employee job engagement.

1.3. Research Questions

The research questions that was be asked by the study involve;

1. To what extent does diversity management relates with employee engagement?
2. What is the relationship between Team spirit with employee engagement?
3. What is the relationship between work force diversity on employee engagement?
4. How adaptability relates with employee engagement?
5. What is the relationship between internal communication procedure and employee engagement?

1.4. Objectives of the Study

1.4.1 General Objective

The general objective of this research is to assess effect of Organizational culture on the employees' engagement at Ethiopian Tyres manufacturing company in case of Horizon Addis Tyre S.C.

1.4.2 Specific Objectives

The study was the following specific objectives;

1. To identify the relationship between diversity management and employee engagement.
2. To examine the relationship between Team spirit and employee engagement.
3. To determine the relationship between work force diversity and employee engagement.
4. To determine the relationship between adaptability and employee engagement.
5. To examine the relationship between internal communication procedure and employee engagement.

1.5. Significance of the Study

The study was significant for the employees because, frequently audit the processes and procedures to make sure that they are effective and pertinent. The result of this study is expected to be valuable to the tyre factory companies to emphasize in effect of organizational culture on employee engagement and come up with the right solution to improve their organizational culture so as to enhance employee engagement.

The findings of this study offer additional insights into the current practices of effect of organizational culture on employee engagement. The study would provide knowledge and measures to improve the Organizational culture for better employee engagement in manufacturing company specifically at the Horizon Addis Tyre S.c. Also the study would be identifying effect of organizational culture on employees' engagement and make some recommendation/ suggestions for the company..

After all, the paper would serve as a reference material for future researches in this area. Also, the results would throw more light on factors affecting employee's engagement as far as their environments are concerned.

1.6. Scope or Delimitation of the Study

The study has theoretical, methodological, and geographical delimitations. Methodologically, the targeted populations of the study are all employees of the company from the Horizon Addis Tyre S.C factory located in Addis Ababa Ethiopia. The study was limited its time scope to collect data and complete the study from February 13/2020 up to April 30/ 2020.

1.8. Limitation of the Study

This study experienced some limitations. First there is not sufficient literatures were available related to effect of organizational culture on employee engagement in manufacturing sector. Thus, lack of pervious similar researches in Ethiopian case, and limited resource may affect the qualities of the study output.

Culture could also be better understood had it involved qualitative data. But, this research used quantitative research data. It could have been better if the interview responses are included and had focus group discussion to gather data on each dimension of the organizational culture and employee engagement. This research attempted to study the effects of specific organizational culture perspectives such as work force diversity, Team work culture, performance standard perspective, adaptability practices, and internal communication cultures and employee engagement. The research couldn't address other organizational culture perspectives practiced in the manufacturing companies.

1.9. Organization of the Paper

This research paper consists of mainly five major chapters. The first chapter contains the background of the study, statement of the problem, research question, objective of the study, significance of the study, scope of the study, and organization of the study. The second chapter contains theoretical and empirical literature review of the study. The third chapter deals with research methodologies. The fourth chapter with the data result, presentation and interpretation of the research study. The fifth chapter has conclusion and recommendation based on the finding of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature Reviews

2.1.1 Definition and Concepts of Organizational Culture

As of Needle (2004) organizational culture is the manners or interactions of humans within an organization. There are many investigations that have linked organizational culture in the company with variety of organizational manners. Different theoretical literatures on organizational culture naturally have different overall business mind-sets, such as ethics, profits, or philanthropy. The shared characteristics only alter through time when hiring managers replace older workers (Ojo, 2008).

According to Bakker et al. (2011) and Bakker & Demerouti (2007) when the organizational culture is perceived as supportive, appreciative, and innovative, in spirit the organizational culture is contributing a reasonable amount of human resources. Thus, they are more possibly to react by dedicating their effort and abilities, investing time and energy, and be psychologically connected and involved in their work.

Organizational culture of companies can have the potential of promoting the work engagement of its employees. A short forwarding statement to the organizational culture literature and a explanation of a culture framework will be helpful in understanding the association between organizational culture and employee work engagement more clearly. According to Denison, Nieminen, and Kotrba (2012) the organizations shared values, and beliefs guiding activities of organizational members are key fundamentals of any culture definition. Thus, organizational culture is supposed to stand for a superior level unit, and must be studied accordingly. As of Bakker et al. (2007) and Crawford et al. (2010) employee engagement researches believe support, appreciation and opportunities for being innovative to be job resources.

According to Schneider (2013) the construct of organizational culture has been used to describe a variety of organizational phenomena, debate surrounding the construct still remains, especially regarding its content, and regarding methods to be applied. Nonetheless, the construct of

organizational culture has grown to be used as an explanatory factor for understanding and describing social and organizational life and phenomena (Denison, 1996; Schneider et al., 2013).

Organizational culture contains the online customs, characteristics and attitudes that determine the "rules of the game" for decision-making, structure and power. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success (Dave and Jeanne, 2011). With a strong organizational culture, employees do things because they believe it's the right thing to do and feel they will be rewarded for their actions. Organizational culture can be treated as a series of distinctive characteristics of a specific organization. Some definitions of organizational culture are dynamic, directed at creativity, innovations and entrepreneurship.

2.1.2 Organizational Culture Components

According to Childress (2013) organizational culture is a set of values, beliefs, and behavior patterns that differentiate one organization from other organizations. Business managers use organizational culture and corporate culture interchangeably because both terms refer to the same underlying phenomenon.

Robbins and Judge (2015) identified that organizational culture has key features which identify it from different constructs of an organization. These key features help members and to identify their culture. The main features of organizational culture are as follows:

1. Culture is shared by the members of the organization.
2. Culture helps members of the organization solve and understand the things that the organization encounters, both internally and externally.
3. Because the assumptions, beliefs, and expectations that make up culture have worked over time, members of the organization believe they are valid. Therefore, they are taught to people who join the organization.
4. These assumptions, beliefs, and expectations strongly influences how people perceive, think, feel, and behave within the organization.

Researchers like Schein (2010) identified that management with weak organizational culture lacks transparent and consistent communication in the organization. In a weak organizational culture, employees behave in a manner inconsistent with the organization priorities because of insufficient communication and lack of uniform direction from the leadership (Flamholtz& Randle, 2011). When the organizational culture is not strong, the organization survival is at danger because employees have different values and beliefs, where they may work against the management's priority (Eaton & Kilby, 2015).

In a strong organizational culture, business managers may develop and maintain a strong cultural foundation in the organization (Simoneaux& Stroud, 2014). The foundation work includes establishing the organization members' working culture and developing a set of rules and trends of doing business in the organization (Flamholtz& Randle, 2011). According to Cian&Cervai, (2014) different stakeholders use the organization members' culture and their work trends to identify their organization from other organizations culture. Childress (201) identified that customers and other stakeholders may also recognize and use the organizational culture as a unique practice in recognizing a good organization from a bad organization.

Effective organizational culture includes highly motivated employees, high level of customer satisfaction, well-established performance standards, openness to change, innovation, and clearly defined company process orientation (Flamholtz& Randle, 2011). The various aspects of organizational culture effectiveness relate to the company performance (Schneider et al., 2013). For example, more innovative organizational culture may contribute to higher sales growth.

Bureaucratic organizational culture may increase efficiency. Supportive organizational culture may promote employee satisfaction (O'Reilly et al., 2014). In empirical evidence, Chatman, Caldwell, O'Reilly, and Doerr (2014) confirmed that a strong consensus culture in the organization affects net income, and a strong adaptability culture affects revenue.

2.1.2.1 Work force Diversity Management

According to Kreitner (2001) diversity "Stands for a variety of differences in individuals as well as similarities that exist among employees. The author further explained that affirmative action in the organizational culture is important for a technique of attaining a diversified and integrated

workforce. According to the author a advanced level of “work force diversity awareness” from affirmative action is known as valuing diversity. Valuing work force diversity emphasizes the understanding, and recognition and appreciation of human differences. The author emphasized that by appreciating work force diversity, employees feel valued and accepted, and are recognized as a valuable resource that contributes directly an organization’s overall success (Ibid).

According to Grobler (2003) for an organization to value diversity it should first recognize the differences between valuing diversity and employment fairness. The basic distinction is that employment fairness is compulsory by legal documents. The companies’ higher officials’ values work force diversity due to its desires to gain competitive advantage by using the talents of a diverse workforce. Ciocirlan&Pettersson (2012) also recognized that the function of staff diversity in workplace has improved over the years.

Diversity denotes the uniqueness that a person brings to the table, whether in ethnicity, country, language, class, sexual orientation, religion, age, thoughts, experiences, education, gender, or generation (Wang & McLean, 2015), and work force diversity management look for to tie together this individuality in the pursuit of more inspired environments. Wentling&Nilda (2000) identified that work force diversity management cultures are specific activities, policies, and any other formal processes or efforts designed to promote organizational culture change related to diversity.

2.1.2.2 Team Work culture

According to Staniforth (2000) teamwork is the way of working which result in potential benefits and greater synergy. Managers should design a suitable recognition and compensation system for the employee and encourage their participation in team working projects. The managers also set the group objectives that are associated towards the company strategic plan, building of employee performance and fair payment methods. Periodically monitoring the team work activities in order to check its effectiveness should be the primary focus of every business strategy (Musselwhite, 2001). Researcher further suggested that team work is a fragile process which needs to be handling carefully in a supportive organizational environment.

Team's enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones et al., 2007). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including nonprofit organizations (Pfaff & Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel and Marchington, 2005). This means that employees who work in teams are able to improve upon their skills, knowledge and ability by learning from each other as they are working in a team, and due to that it enable them produce effectively and efficiently as compare to employees who work individually in organizations. Anderson & West (2002) argue that effective organizational environment is one in which employee communicate, participate and work in trustable atmosphere.

2.1.2.3 Career Adaptability culture

Career adaptability can be defined as the individual's readiness responses and coping resources, which are used by individuals to plan for, explore and inform decisions regarding the future possibilities of their careers (Rossier *et al.*, 2012). Career adaptability reflects a process through which people build their professional lives in a dynamic manner and at the same time demonstrate the ability to handle changes both proactively and effectively with regard to the particular socio-cultural and socioeconomic context within which they live (Coetzee, 2008; Ferreira, 2012).

Career adaptability is seen to impact various occupational outcomes, including job success, job satisfaction, tenure and engagement (Klehe *et al.*, 2011). It enables employees to deal with changes in their work environment, such as redundancy, restructuring, outsourcing and job insecurity, all characteristics of the current business environment (Ibid). Lower levels of career adaptability are associated with employees who have lower engagement (Rossier *et al.*, 2012).

According to Ferreira (2012), adaptability is a predisposition to consciously maintain an integration of person and the environment and constitutes the attitudes, competencies and behaviors that individuals use to fit into different professions. Career adaptability relates to the professional duties, traumas, events, situations and transitions that individuals find them

having to deal with, as well as the psychosocial strategies needed to cope (Savickas&Porfeli, 2012).

Wellins and Concelman (2005) noted that organizations can enhance engagement in their workforce by creating a learning culture and creating individual development plans for every employee. Many studies had shown that most employees want to keep their jobs inventive and interesting by acquiring new knowledge and skills and applying new approaches in their daily work life.

Organizational psychologists support that within fairness theory social injustice occurs when one person is able to hold another accountable for a situation where their well-being (psychological or material, or both) has come under threat (Cropanzano, 2001). Fairness in organizations is important because it affects behaviors and results in the workplace, and can foster effective functioning of organizations (Cropanzano, Bowen, & Gilliland, 2007). Perceived justice has been examined by various researchers, and was associated with important and positive organizational variables, such as job satisfaction, job performance, citizenship behaviors, and commitment to an organization (Cohen-Charash& Spector, 2001; Colquitt et al., 2001; Garcia-Izquierdo, Moscoso, & Ramos-Villagrasa, 2012). In this context, a manager's actions promoting fair treatment are more likely to be incorporated into the general fairness impression of employees in the workplace than would be the case in more stable times (Williamson & Williams, 2011). Research by Bernerth et. al (2007) on fairness in the workplace notes that employees, before engaging in meaningful behavior, usually evaluate actions on the part of organizational representatives as well as the resulting outcomes. Current literature supports that employees' perceptions of fairness in the workplace are considered more dynamic when employees receive information and experience justice events throughout their employment tenure.

2.1.2.4 Performance Standard Practices

According to Aguiñes (2005) performance management culture as “a continuous process of identifying, measuring and developing performance in organizations by connecting each staff's performance and goals to the organization's overall mission and goals”. This author also emphasized that employees are the way to feasible advantage for organizations to be successful

in their goal. Thus, good performance management culture is significant in order to entirely engage employees in their job with clear understanding of what is expected of them. Among the major advantage of effective performance management practices, Pulakos (2004) emphasized the following employees tend to show an increase in motivation to perform, self esteem increased, managers increase insight about subordinates; companies goals must be made clear, then employees become more competent. Thus, organization should pay concentration to realize effective performance management practices in order to attain greater culture of fairness, equality, transparency, factor of motivation and to achieve their goals.

Performance management improves the organizations to track individual employee contribution and performance against the organizational missions and to recognize employees' strength and opportunities for the possible growth and assess if the organizational goals are achieved or not. It is one of human resources practices that involve employees in planning, training and capacity development and appraisal management cultures for the purpose of recompensating which is one of the main determining factors to retain employees. Note in mind regular coaching and feedback is required on what is being accomplished how the employee is performing throughout the year. Different companies employ different performance management cultures as a helpful approach to manage, to improve and oversee responsibility in the process of achieving their goal.

2.1.2.5 Internal Communication Culture

According to Dolphin (2005) internal communication is communication between the organization's leaders, supervisors and one of its key publics: the employees. As of Kalla (2005) it is also 'social interaction through messages' and reflects management's ability to build relationships between internal stakeholders at all levels within an organization.

Internal communication is vital to development of employees' mental inertia making them vibrant, competitive and preparing them to face uncertainty. Various studies conducted by scholars in this field reveal HRM practices geared to sound interdepartmental communication system to enhance organizational outcomes. Internal communication boost employees' morale, strengthens organizations' vision, connects employees to business, advance process improvements, facilitates change and drive business results (Hola, 2012). Internal communication encourages people to work in teams, enhances decision making processes and

eradicating obstacles among different departments. Successful internal communication is vital to support innovative technology leading towards prosperity. Hence typical HRM practices along with end results depends on internal communication techniques causing huge boost to employee morale.

Researchers like Saks (2006) also highlighted the need to communicate with employees clearly and consistently to achieve employee engagement, suggesting that employees who are more engaged will have a more positive relationship with their employers. In fact, researchers like Welch and Jackson (2007) recognized internal communication as vital for attaining employee engagement. The authors emphasized that managers were significant in sharing transparent and open communications with their employees in order to encourage a sense of feel right and dedication as well as helping employees to better understand the goals of the organization.

2.1.3 Definition and Concepts of Employee Engagement

Definition of Employee Engagement as a dedicated willingness: According to Towers consulting (2010) referred Employees Engagement as degree of enthusiasm and ability of employees to help companies succeed, including rational and sensuous engagement.

Definition of Employee Engagement as a positive state of mind: According to Harter et al. (2002) Employees engagement is the individuals' involvement and satisfaction with as well as enthusiasm for work. Other authir Zeng and Han (2005) referred Employees Engagement as having long lasting, positive emotional and motivational state of a awakening their work, ready to devote them to work at any time, and are accompanied by pleasant, proud and encouraging experiences during work.

Definition of Employee Engagement as the opposite of burnout: Schaufeli and Bakker (2004) stated that Employee engagement is the opposite of two feature of burnout: vigor and dedication. According to Bang et al. (2018) Employee engagement can be defined as two constructs: as a Multifaceted construct (Cognition, Emotion and behaviours) and as a Unitary construct(a positive state of mind, a dedicated willingness and the opposite of burn out). Employee Engagement definition according to a multifaceted constructs: The first concept of Employees engagement was proposed by Kahn (1990) as attaching of organization members' selves to their

work role. The author further pointed in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance.

May et al. (2004) suggested regarding as Employee Engagement included not only cognition, but also the flexible application of emotions and behaviour. Wellins and Concelman (2005) stated that Employee Engagement is a mixture of commitment, loyalty, productivity, and ownership. Saks (2006) define Employee Engagement is the combination of knowledge, emotion and behaviour related to the individual's role performance. Soane et al. (2012) also defined Employee Engagement as a work role focus, activation and positive affect.

According to the Gallup, the Consulting Organization, there are mainly three types of engagement that occur in the organization. All are different in terms of involvement and their role in the organization. An engaged employee is considered as the base of the organizational development. Such kinds of employees carry the organization in positive direction. They not only perform their work but also play an important role in achieving the organizational goals and objectives. Engaged employees want to use their talent and strength at work every day. They perform with passion, drive innovation and move their organization forward through their performance (Vazirani, 2007). Not engaged kind of employees care only about their work not any other things like goals, objectives and development of the organization. They do not have energy and enthusiasm in their work (Reilly, 2014). These categories of employees do not have cooperative relationship with their colleagues as well as the employers also. Their contribution is little in the success and development of the organization. Actively disengaged employees do not perform their work in a proper manner and do not complete their work timely. Their contribution is almost negligible in the success and development of the organization. They are unhappy at work and look after the work of the other member of the organization. Such kind of employee carries the organization in the negative direction and organization suffers in achieving its goals and objectives (Vazirani, 2007).

In proposing a conceptualization of the construct, theoretical analysis led researchers to identify vigor, dedication and absorption to be distinct aspects comprising the underlying dimensions of work engagement (Schaufeli et al., 2002). Vigor refers to the physical and mental activation of an employee. Vigor is characterized by being mentally resilient, being persistent, having high

levels of energy and wanting to invest effort (Schaufeli et al., 2002). Dedication refers to strong involvement and personal identification with ones job tasks. The dimension of dedication is characterized by experiencing significance, enthusiasm, inspiration, pride and challenge related to what one does at work (Bakker &Demerouti, 2008; Schaufeli et al., 2002). Absorption, the third dimension of work engagement, refers to being fully concentrated. The dimension of absorption is characterized by being deeply and happily engrossed in one's work, such that time passes quickly and one has difficulties detaching oneself from what one is doing at the moment (Bakker et al., 2011; Schaufeli et al., 2002).

2.1.3.1 Types and Measurement of Employee Engagement

According to the Meere (2005) employee can have one of three types of engagement: Engaged Employees, Not Engaged, and Actively Disengaged.

As of Vazirani (2007) an engaged employee is considered as the fundamental of the organizational success. These kinds of employees grasp the organization in positive direction for its goal achievement. Engaged employees desire to employ their full talent and strength at work every day. They perform with passion, drive innovation and move their organization forward through their performance.

According to Reilly (2014) disengaged employees worry only about their work not any other things like organizational goals, objectives and development of the company success. They do not have energy and passion in their work. Actively disengaged employees do not perform their work in a proper manner and do not complete their work timely. Disengaged employees' contribution is almost insignificant in the organization success. They are not happy at work and look after the work of the other member of the organization. According to Vazirani (2007) disengaged ones take the organization in the harmful direction and organization suffers in achieving its goals and objectives.

According to Alison Robins (2017) the main ways you could be measuring employee engagement on a regular basis are: Pulse Surveys, One-On-Ones, Stay/Exit Interviews and Employee Net Promoter score (ENPS). Pulse Surveys is asking questions about how people are feeling at work and what (if anything) they would change. One-On-Ones is measuring through

one-on-one meetings with employees. Stay/Exit Interviews: Exit interviews are fairly common in most organizations, where you ask employees that are clearly happy at work what makes them want to stay.

According to Fine, Horowitz, and Weigler (2010) captured employee engagement in three aspects, which are satisfaction, commitment, and discretionary effort, with seven question items. Aon Hewitt, a human resource consulting company, created the Aon Hewitt Employee Engagement Scale (AHEES) measure. The measure has been widely used by HR professionals in a number of organizations, such as Accenture, a multinational consulting service company (Baumruk& Gorman, 2006). The measure consists of three key components, say, stay and strive included. Say refers to recommending the organization to friends and speaking highly of the organization to others. Stay is characterized by a strong desire to be a member of the organization and no intention to work somewhere else. Strive refers to investing extra effort in the company and striving for the company's goals.

The Utrecht Work Engagement Scale (UWES) assesses work engagement in three dimensions, including vigor, dedication, and absorption (Schaufeli& Bakker, 2003; Salanova, Augt&Peiro, 2005). The validity of the UWES scale was tested in many countries Vigor is characterized by being energetic and resilient at work, investing one's effort, and being persistent during the difficulties. Dedication refers to feeling valued, inspiration, pride, and passion at work. Absorption is regarded as having high levels of concentration and focus at work.

2.1.4 Relationship between Employee Engagement and Organizational Culture

Organizational culture has been shown to propel employee engagement (Lockwood, 2007; McBain, 2007). Employee engagement is more likely to occur in a friendly and supportive work environment. Such engagement is facilitated by appropriate compensation and benefits for employees. It is also fostered by alignment to organizational mission and vision statements, positive peer treatment, and a policy of work-life balance. Social Exchange Theory can be used to demonstrate the connection between organizational culture and employee engagement. Such a connection is a two-way relationship between the organization and its employees (Robinson et al., 2004). When employees feel they are deriving benefit from their employer, they feel a responsibility to return the favors through their work ethic.

Organizational Culture and employee engagement are critical in understanding how individuals relate in organization. Because employee engagement and company culture both involve an individual's relationship with their workplace, it's easy to see why they are often confused. That said, there is a clear distinction. Employee engagement is how employees feel, whereas culture is what employees believe and how they act (Spence, 2004).

According to Naidoo & Martins (2014) 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 in order to sustain the workers in the organization longer workers longer than those organizations that do not emphasize and promote employee engagement.

Parent & Lovelace (2015) studied on the effect of employee engagement and an encouraging organizational culture perspectives on an individual's ability to adapt and practiced to organizational change; they concluded that individual adaptability to change can be enhanced through a positive organizational culture. The researcher further concluded that organizations with a positive organizational culture also promote both job and organizational engagement in their employees and that employees with high levels of job engagement are less adaptable to change.

Krog (2014) 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 generally, there are some important differences in how engagement and Organizational culture trends emerge over time. Culture predicts engagement, but beliefs and behaviors are slow to change. Engagement is a critical output of a strong culture, but over short time periods will be more volatile than culture. For example, a down month of sales can negatively impact engagement while the culture remains strong. The engagement insight is important to keep tabs on in this scenario, but is not by itself cause for alarm. That's because a blow to engagement on a team with a strong culture will rebound over time. However, a low engagement score accompanied by a trend towards lower culture strength indicates that there's a breakdown in beliefs and behaviors on that team.

2.1.4.1 Team Work and Employee engagement

Team Work is—the degrees to which work activities are organized around teams rather than individuals (Robbins, 2005). Members of the organization use an effective organizational culture to develop teamwork and knowledge sharing culture (Wiewiora, Murphy, Trigunarsyah, & Brown, 2014). Schein (2010) indicated that managers with an effect organizational culture encourage teamwork to improve performance in the organization. Teamwork is an essential factor to achieve common organizational objectives. In an effective organizational culture, business managers and employees work together to improve performance and productivity in the organization (Childress, 2013). Eaton and Kilby (2015) noted that effective organizational culture is important to motivate and retain competent employees in the organization.

When business managers encourage collaboration and teamwork in the organization, employees may benefit from shared experience and supportive alliance culture (Man & Luvison, 2014). In a supportive and collaborative culture, employees may develop a friendly environment in the organization (Veiseh et al., 2014). Wiewiora et al. (2014) noted that a friendly working environment is important to motivate employees for better performance.

Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become important goal in most work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation (Adeleke, 2008).

When business managers encourage collaboration and teamwork in the organization, employees may benefit from shared experience and supportive alliance culture (Man & Luvison, 2014). In a supportive and collaborative culture, employees may develop a friendly environment in the organization (Veiseh et al., 2014). Wiewiora et al. (2014) noted that a friendly working environment is important to motivate employees for better performance.

Therefore, H1: Team work has positive effect on employee engagement.

2.1.4.2 Internal Communication Policy and Employee Engagement

Internal communication is an important tool in establishing trust between leaders and their staff, which ultimately develops the organizational culture to maintain Employee engagement in order to optimize organization productivity and revenue (Lloyd, 2008).

Transparent communication includes a high level of participation by all members of the organization (Miguel, 2015). High levels of participation and employee involvement in the decision-making process are important to motivate employees. Motivated employees can develop a sense of ownership and responsibility culture in the organization (Engelen, Flatten, Thalmann, & Brettel, 2014). Once employees developed a sense of ownership and responsibility culture, their commitment to the organization significantly improves without close supervision (Nwibere, 2013).

Business managers with strong organizational culture use transparent and open communication to motivate employees and to improve performance and productivity in the organization (Kohtamaki et al., 2016; Senaji et al., 2014). Transparent communication in the organization includes employees' participation and involvement in organizational activities. When organization members engage in open communication, they may easily share relevant information throughout the organization (Simoneaux & Stroud, 2014).

Employees may develop a sense of ownership and responsibility when involved in the organizational decision-making process (Engelen et al., 2014). In a strong organizational culture, business managers encourage their employees to participate in a key decision-making process. The employees' involvement in the organizational decision-making process is important to improve performance and productivity (Miguel, 2015).

Business managers with a positive organizational culture are responsible for clarifying and communicating organizational goals and objectives to employees and other stakeholders in the organization (Simoneaux & Stroud, 2014). In a positive organizational culture, employees may clearly understand their organization goal and values (Flamholtz & Randle, 2012). Childress (2013) noted that when employees share and understand the organization's values, they might engage on value added activities.

In an effective organizational culture, business managers may address employees' interest. The managers who understand the role of their company culture may respond appropriately to employees' interest (Childress, 2013). Nongo and Ikyanyon (2012) indicated that when strong interpersonal relationships exist in the organization, employees could positively communicate and share their ideas with their managers. When business managers open their doors for employees, they may encourage employees to express their opinions without reservation and hesitation (Veiseh et al., 2014).

H4: Internal communication has positive effect on employee engagement.

2.1.4.3 Adaptability Practices and employee engagement

According to Savickas & Porfeli (2012) an adaptable individual in the face of change is therefore seen as concerned about their future, takes control of preparing for it, discovers alternatives via their interest and pursues aspirations through established confidence. Lent (2013) emphasized employees with high levels of career adaptability practices generally take a proactive and positive stance towards managing their personal life and promoting their own well-being.

According to Cotter and Fouad (2012), few studies have taken into account personal strengths, such as career adaptability, when examining employee engagement. Previous studies like Ito & Brotheridge (2005) have found links between career adaptability and positive outcomes, such as life satisfaction as well as negative work-related outcomes, such as turnover intentions.

According to Van den Heuvel, Demerouti, Bakker and Schaufeli (2013) career adaptability as a crucial personal resource that allows employees to react to the changing world of work and consequently career transitions. Thus, according to Savickas & Porfeli (2012); Van den Heuvel *et al.* (2013) career adaptability is additionally seen as one of the most significant factors to ensure commitment and motivation of employees aiming to increased environmental pressure, thus ensuring organizational success.

Rossier *et al.* (2012) found significant relationships between the two adaptability practice and employee engagement. Therefore, understanding the relationship between career adaptability and employee engagement is increasingly relevant and important. Career adaptability may predict

process-oriented constructs, such as performance, as well as occupational behaviors, such as engagement.

Therefore, H6: An Adaptability practice has positive effect on employee engagement.

2.1.4.4 Performance Standards and Employee Engagement

Performance and accountability standards contain a standard that shows when and how employees receive evaluations, benchmark standards, rewards, and accountability for their performance. O'Reilly et al. (2014) noted that performance and accountability standards have a profound impact on employees' work performance and behavior. The performance and accountability measure contributes to the organizational goal achievement and the organizational culture effectiveness (Green, 2012).

According to Berg & Wilderom (2012) business managers with effective organizational culture give priority to excellent customer services. Other researcher like Miguel (2015) also indicated that organizations leadership must value good customer service as a source of sustainable competitive advantage. When employees share the organizational values and beliefs, they motivate themselves to achieve organizational goals by providing caring and comfortable service for customers (Childress, 2013). According to Berg & Wilderom (2012) in an effective organization culture, customer service is an essential responsibility for business managers.

H3: performance standard has positive effect on employee engagement.

2.1.4.5 Work force Diversity Management and Employee Engagement

According to Guidroz (2008) the role of diversity in workplace has increased over the years and as higher number of organizations has started to adopt diversity management strategies in an attempt to increase performance levels or attract and retain new employees. However very diminutive research has been done towards understanding how perceptions related to diversity are impacted by the amount of diversity present in the group. This paper examines how the volume of diversity present and how this information influences people's perception on group diversity. Results of this survey indicate that people perceive racial/ethnic diversity in the workplace coinciding more with their notion of diversity. Participants also exhibited an

inclination for equality and considered the organization to be most successful at managing the diversity when the minority and non-minority crowds held an equal proportion in the population in the workforce components of an individual as this very crucial to obtain organizational success. The paper aims to provide information to help those organizations, explicitly those in the hospitality industry and the society to understand diversity better. The design of the paper is as such that it flows through a sequence starting with the entrance of diversity to the inclusion of diversity and the concern on a broad definition of diversity. The results show that the author can affirm The Diversity Task Force's 2001 definition of diversity, whereby diversity means "all characteristics and experiences that define each of us as individuals" (Diversity Task Force, 2001). The review also places emphasis on organizations to understand the importance of identifying and recognizing that individuals have similar primary components may not have similar secondary components.

According to the study of Messarra (2014) the study aimed to investigate the visceral effects of perceived religious discrimination on work-related behaviors of employees, mainly concerning to engagement and commitment. Commitment was the dependent variable and components of religious discrimination as independent variables. The findings of the study suggest that as soon as workers perceive a sense of religious discrimination in the organization, their level of commitment and engagement is affected. In order to combat this, managers as well as human resource personnel should ensure that they devise strategies that cater to the issue pertaining to religious discrimination and develop methods to alleviate the adverse organizational and personal consequences of religious discrimination.

Thus, H2: Diversity management has positive effect on employee engagement.

2.2 Empirical Review on Relationship between Organizational Culture and Employee Engagement

The empirical research done by like Velasco, Villar, Lunar and Velasco(2016) who assess the workforce diversity in Gulf College Oman on the basis of four dimensions namely; personality, internal, external and organizational. The author further discusses the diversity dimensions that affect the personality of the employees together with recessive and progressive diversity dimensions. The results point out that workforce diversity is highly prevalent in Gulf College Oman. Thus, a differentiated employee development plan should be devised that addresses the various issues and concerns on workforce diversity. Employee motivational methods can also be used to more advance employee productivity. This writer recommends that the college should set the culture in such a way that it transcends all limitations to unite its people and achieve organizational goals.

According to the study of Cotter and Fouad (2012) in their assessment of economized employees, found that no relationship between employee's career adaptability and engagement even if the expected theoretical relationship. Opposing to these findings, researchers like Rossier *et al.* (2012) established a significant relationships between the adaptability and employee engagement. Therefore, considering the relationship between employee's career adaptability and engagement is progressively more applicable and significant. It is accordingly hypothesized that career adaptability may anticipate process-oriented constructs, such as performance, as well as occupational behaviors, such as employee engagement (Ibid).

Other researcher Guidroz (2008) identified the role of work force diversity in workplace has improved over the years and as higher number of organizations has implemented to adopt diversity management strategies in an attempt to increase performance levels or attract and retain new employees. However very diminutive research has been done towards understanding how perceptions related to diversity are impacted by the amount of diversity present in the group. Results of this survey indicate that people perceive racial/ethnic diversity in the workplace coinciding more with their notion of diversity. Participants also exhibited an inclination for equality and considered the organization to be most successful at managing the diversity when the minority and non-minority crowds held an equal proportion in its workforce population of

company as this is very vital to attain organizational objectives. The paper aims to give information to help those organizations, explicitly those in the hospitality industry and the society to understand diversity better. The results show that the author can affirm the Diversity Task Force's 2001 definition of diversity, whereby work force diversity means "all character and practice that describe one as individuals" (Diversity Task Force, 2001). The literature review also places stress more on companies to recognize the significance of identifying and recognizing that individuals have similar primary components may not have similar secondary components.

According to the study by Messarra (2014) investigated on the visceral effects of perceived religious discrimination on work-related behaviors of employees, mainly concerning to engagement and commitment. In this research employee commitment was the dependent variable and components of religious discrimination as independent variables. The findings of this study proposed that as soon as employee recognizes a sense of spiritual discrimination in the organization, their level of commitment and engagement is affected. In order to combat this, managers as well as human resource personnel should ensure that they devise strategies that cater to the issue pertaining to religious discrimination and develop methods to alleviate the adverse organizational and personal consequences of religious discrimination.

The research by Brenyah and Darko (2017) looked at the association between company's culture and employee engagement concerning 267 employees in public sector institutions of Ghana and found that achievement and support cultures of organization significantly impact employees to be engaged in the public sector of Ghana whilst authority or power culture of organization has a significant, but negative association with employee engagement. But, the association between employee's role culture and employee engagement was not significant.

Reis, Trullen & Story (2016) carried out a study of about 890 professionals from attendees of graduate and postgraduate programs of a business school in Brazil on perceived organizational culture and engagement: by considering the mediating role of authenticity and then concluded that those environments that are seen to be more broad and participative, and that incentivize autonomy (i.e. clan and adhocracy cultures) neither nurture nor inhibit realism. Cultures seen as

having control, are orderly and emphasize stability are negatively related to legitimacy and therefore employees who act more authentically at work are more engaged with their jobs.

According to Kalia and Verma (2017) who conduct a study on organizational culture and its effect on employee engagement amongst hospitality sector employees and revealed that organizational culture is considerable company culture perspective that encourages employee engagement. Along with the different perspectives of organizational culture, autonomy and experimentation practice of organizational culture perspectives were found to be significantly related with all other dimensions of employee engagement. Other different aspects of organizational culture were found more related with vigor and dedication as compared to an absorption parameter of employee engagement. In this research trust predicted dedication and absorption, while team work or collaboration affected only absorption dimension of employee engagement among the hospitality employees.

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 in work in order to maintain the workers in the organization longer than those organizations that do not stress and promote employee engagement.

According to Purcell *et al's* (2003) study there are some aspects to be strongly associated with high intensity of employee engagement. The first aspect all of these aspects had in common was that they were associated with an employee's participation in a practice related to their work. For example, effective and transparent communications was found to be a factor as engagement levels were affected by the amount and transparency of information employees received from their organization about how and what well the company was performing and how they add value to the company to achieving its business objectives.

Researcher like Schein (2010) revealed that management with weak organizational culture has in lack of transparent and reliable communication in the organization. In a weak and not transparent organizational culture, employees perform in a manner not consistent with the organization main

concern because of unsatisfactory communication and lack of consistent way from the leadership (Flamholtz & Randle, 2011).

Business and organizational managers with strong organizational culture practices use transparent and open communication to motivate their employees and to improve performance and productivity in the organization (Kohtamaki et al., 2016; Senaji et al., 2014). Transparent and clear communication in the ones' organization includes employees' contribution and participation in organizational actions. When employees engage in open and transparent communication, they may easily distribute relevant information throughout the organization (Simoneaux & Stroud, 2014).

In a study carried out by Parent & Lovelace (2015) on the impact of employee engagement and a positive organizational culture on an individual's ability to adapt to organizational change, they concluded that individual adaptability to change can be enhanced through a positive organizational culture. They further concluded that organizations with a positive organizational culture also foster job engagement in their employees and that employee with great level of job engagement are less adaptable to change.

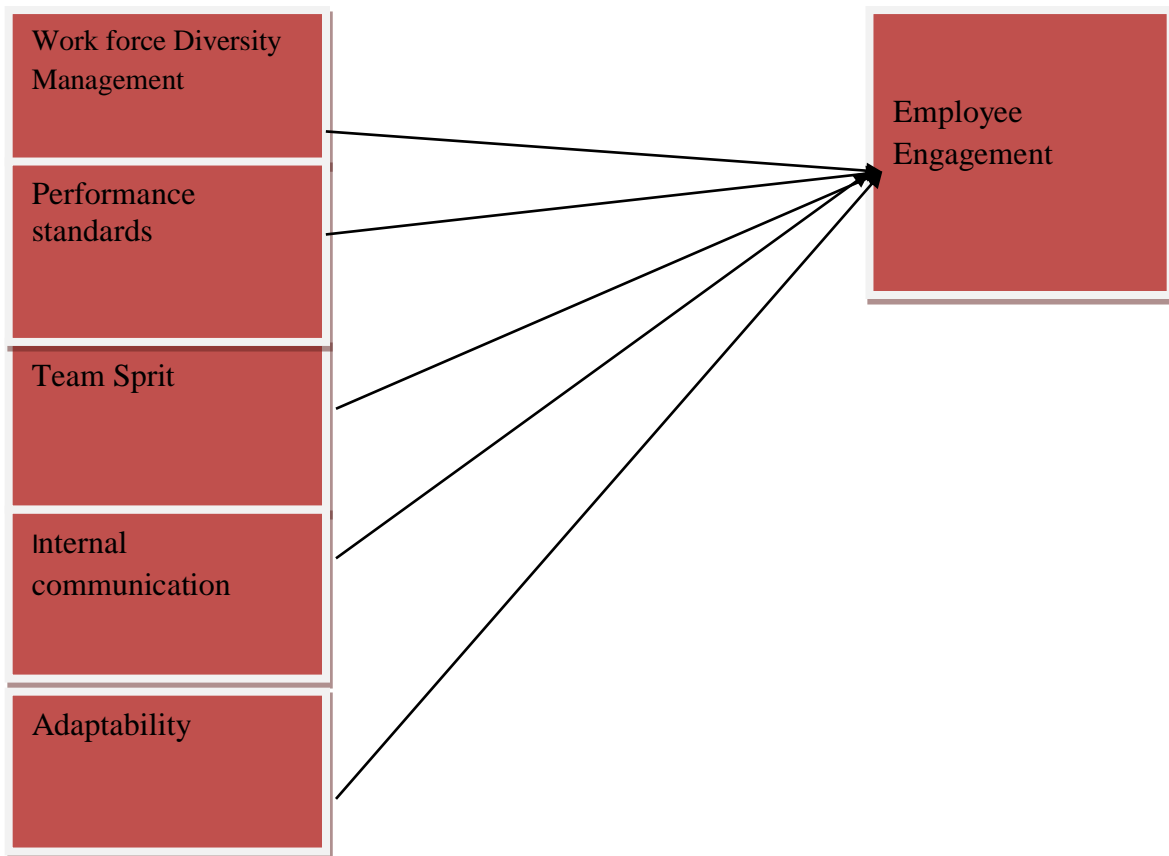
Another study on the relationship between organizational culture and work engagement: A multilevel investigation by Krog (2014) carried out in 35 Norwegian organizations showed that culture affects individuals and that clan culture and engagement are moderately related. Similarly, the market culture 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.

According to the research finding by Van den et al. (2013) career adaptability as crucial personal characteristics that allow employees to react to the dynamic world of work and as a result career transitions. Other researchers such as Savickas & Porfeli (2012) and Van den Heuvel et al. (2013) career adaptability is additionally seen as one of the most important factors to ensure commitment and motivation of employees amidst increased environmental pressure; thus, ensuring organizational success.

2.3 Conceptual Framework of the Study

Based on the review of related literatures the following conceptual framework has been developed by the researcher to establish the interrelationships among the dimensions deemed to be integral to the dynamics of answering the research question.

Fig 1: Conceptual frame work of the study



Source: Denison and Neale (2011) and modified by researcher based on literature

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approach and Design

As of Creswell (2009), research approaches are procedures and plans for study that cover the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. Quantitative and qualitative researchers represent different ends on a continuum. A research leans to be more quantitative than qualitative or vice versa. Mixed research methods exist in the middle of this continuum since it includes elements of both qualitative and quantitative approaches.

According to Muijs (2010) quantitative research method uses to explain relationships or phenomena by collecting numerical data and analyzing based on mathematical method. Based on the above description, quantitative research approach was chosen to this study since it is an appropriate method to create quantifiable cause and effect relationship between the variables of the study.

The main objective of this study was to assess the effect of organizational culture on employee engagement in Horizon Addis tyre factory. There are two research designs. According to Kohtari (2004) descriptive research studies are those studies which are concerned with describing the profile of a particular respondents describing their job position, service year offered by their company, and work experience of respondents and analyzing the response on respondents' agreement state on relationship between employee engagement and performance. Explanatory studies create causal relationships between variables, and depends on studying a situation or a problem in order to explain the relationships between variables (Saunders, Lewis & Thornhill, 2009). Therefore, in this study both explanatory type and descriptive type of research designs was employed.

3.2 Data Types, Sources, and method of data collection

This study used quantitative data types. Both primary and secondary sources were employed. The study used primary source of data as main data source by using structured questionnaires

administered to the employees of Horizon Addis Tyres S.C products. The data for the study was collected from the employees of Horizon Addis Tyres S.C.

Uman Sekaran (2005) suggests that both open ended and close ended questionnaires are an efficient data collection mechanism provided the researcher knows exactly what is required and how to measure the variables of interest. For the purposes of this research, the questionnaires were used to gather the necessary information. Some questionnaires were adopted from organizational culture assessment instrument (OCAI) developed by Cameron (2006) and Utrecht Work Engagement (UWES) developed by Schaufeli and Bakker (2004) in order to avoid questionnaire content validity. All measures was made on the 5-point Likert scale (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

The first section requests on the demographic information on the respondents sex, age, marriage status and qualification. The second section was asked to assess the Organizational culture effect on employee engagement. The questionnaires has prepared in English language. The respondents was asked for each item to show their degree of agreement on 5-point Likert type scale which would makes the respondents to understand the formal and produce more accurate answer.

Secondary source of data was collected from different sources such as Addis Horizon tyre s.c publications, literatures, and other publications. Secondary source of data was used mainly to have data about the number of employees, and sources useful for documentation.

3.3 Target Population and Sampling Design

This research was employed at Horizon Addis Tyres S.C, considering 850 staffs. The target populations of the study were executives, top management, line and operational management, supervisors and professional experts and experienced staff of the company. Because it's difficult to study the entire population of the organization, it was important to select a sample from the total populations. According to Zikmund et al. (2010) sampling is a major activity in a business research which requires in depth examination. It is used to make inferences about the whole population using population element. Thus, the researcher applied proportional stratified random sampling techniques for the target population; and the targeted employee were classified in to

five departments such as head office employees, HR administration, sales department, Finance and economy and in teklehaimanot shops employees.

Based on the Yamane (1967) the formula to find out the sample size (n) population is given as under at 95% confidence level with the degree of variability = 0.05.

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

Where: - n = Desired sample size e = Accepted error limit 5%

N =Total population size

$$n=850/1+850(0.05)^2$$

$$n=850/3.125=272$$

Table 3.1 Sample taken from each stratum

No	Stratum	Population of the strata	Sample (s) Taken Proportionally
1	Head office employees	67	22
2	HR administration	82	26
3	Sales departments	322	103
4	Finance and economy	117	37
5	Teklehayimanot Shop	262	84
	Total	850	272

Source: Human resource report of Horizon Addis tyre S.C (2019).

Thus, the sample size of this study was about 272 staffs of Horizon Addis s.c.

3.4 Methods of Data Analysis and Interpretation

To meet the research objectives, data collected from structured questionnaire was analyzed using statistics such as tabulation, frequency distribution, and percentage to increase understanding and facilitate easy comparison of the data collected from the survey. Descriptive statistics, which include frequencies, percentages, mean analysis and inter correlations among the main variables, would present the main characteristics of the sample. Also inferential statistics such as ANOVA was used to present the relationship between variables. Finally major findings were interpreted based on the result.

3.5 Data Analysis and Presentation

Both the descriptive and inferential analysis was conducted using statistical software called Statistical Package for Social Science V23.

Descriptive analysis was used to analyze data gathered through questionnaires. The data gathered through questionnaires was fed into SPSS to make the data ready for processing. At last presentation and report was done through graphs, figures, and tables. Simple regression analysis was also applied for the research to address research objectives. And the inferential statistics is used to examine the relationship and the direction of the relationship between organizational culture perspectives and employee engagement.

The study tests OL assumptions, linearity, Normality, and autocorrelation, and Multicollinearity, tests. In order to study the relationships between the independent and dependent variables a Pearson's correlation analysis was used.

The regression models for the study were as follows:

$$EE = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Where, EE= Employee Engagement

X1= Performance standard perspective

X2= Team work Culture

X3=Work force diversity culture

X4=Adaptability practices

X5= Internal Communication Perspectives

ε = other factors undefined

β_0 =Employee engagements in absence of Performance standard perspective, team work culture, work force diversity culture, adaptability practices, and internal communication perspectives.

β_1 =The partial change in the EE due to one unit change in Performance standard perspective while other things remain constant

β_2 = The partial change in the EE due to one unit change in Team work Culture while other things remain constant.

β_3 = The partial change in the EE due to one unit change in Work force diversity culture while other things remain constant.

β_4 = The partial change in the EE due to one unit change in Adaptability practices while other things remain constant.

β_5 =The partial change in the EE due to one unit change in Internal Communication Perspectives while other things remain constant.

3.6 Reliability

To ensure the reliability of the measurement scales, Cronbach's alpha was used in the calculation. Where by a higher value of above 0.6 indicated that the variables were reliable while the values above 0.9 are regarded as most reliable but anything below 0.7 was regarded inconsistent with the reliability scales as according to George & Mallery (2003), the value of Cronbach's alpha coefficient should be more than 0.7 which is an acceptable level of internal consistency or reliability.

Table 3.2 Reliability analysis result

Variables(Total dependent and independent)	Cronbach's Alpha	No. of items	Remark
Total Reliability score	0.835	29	Reliable

Source: Survey result, 2020

Table 3.3 above shows the total reliability test for the explanatory variables and dependent variables. Based on the examination of the research scales and constructs all construct value was above 0.70 and it can be concluded that all constructed questionnaires represents a reliable construct.

3.7 Validity Test

According to Creswell (2014) validity is one of the strengths of all types of research (qualitative and quantitative). It also concerns with the degree to which a question measures what it is intended to measure. In order to assure the validity of the study the content validity of questionnaires were carefully designed and tested with a few members of the population, and professionals for further improvements. Some parts of the questionnaires were taken from previous documents and secondary sources from Denison and Neale (2011) and Mohammed et al. (2017).

3.8 Ethical Consideration

According to Leedy and Ormrod (2013), in doing any research, there is an ethical responsibility to do the work honestly and with integrity. The basic principle of ethical research is to preserve and protect the human dignity and rights of all subjects involved in a research project. During data collection respondents was informed the objective of the research. Anyone who may not interest to involve and bring any information was not included in the study.

CHAPTER FOUR

RESULT AND DISCUSSION

INTRODUCTION

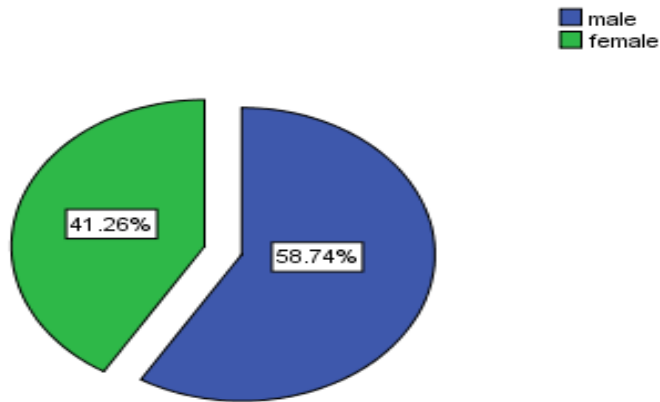
This chapter explains the analysis and interpretation part of the study. It focuses on examining the effect of organizational culture on employee engagement. The data collected is mainly based on respondents' expectations and perceptions of the various items. The first part of the questionnaire consists of general information of the respondents. The second part of the questionnaire presents the descriptive analysis on variables of the study and the next part deals with the results of regression and correlation between organizational culture perspectives and employee engagement. In this analysis SPSS version 23 was used to make the necessary calculations. A total of 272 questionnaires were distributed to potential respondents and 269 were workable questionnaires and analyzation was made based on this data.

4.1 General Profile of the Respondents

This part shows the general information of the study companies. The study participants on survey questionnaire have different information; besides these differences they introduce different responses towards effect of organizational culture toward employee engagement. The study sought to establish like the Gender characteristics, Age category of the respondents, and work experience of respondents. The companies' profile who participated in the study is presented with 269 respondents.

4.1.1 Gender category of the respondents

Figure 2: Gender category of the respondents

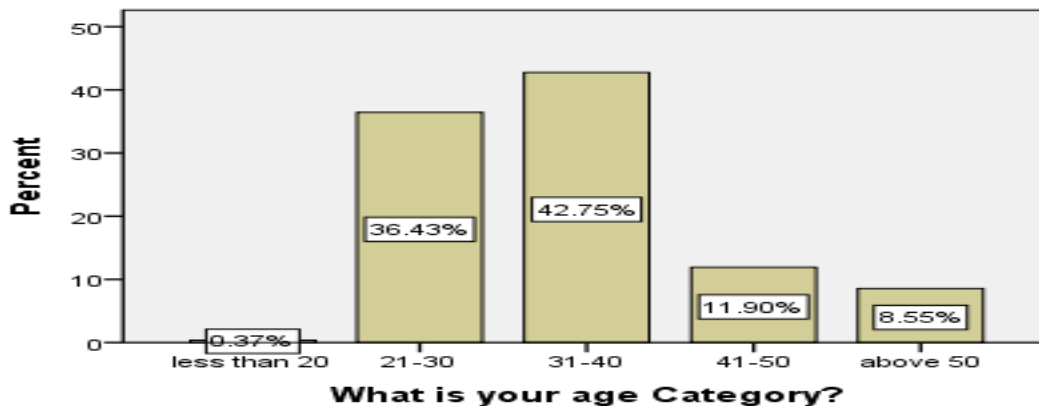


Source: own research survey, 2020

From the figure 2 above about 41.26% of the respondents were female and about 58.74% of the respondents were male. From this finding one can infer that most of the respondents were male. In this research both genders were involved in the study and thus the finding of the study did not suffer from gender bias.

4.1.2 Age category of the respondents

Figure 3: Age category of the respondents

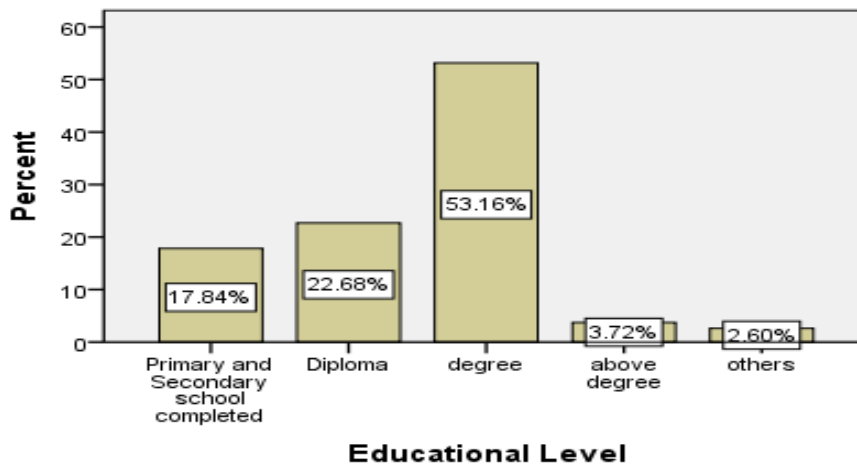


Source: own research survey, 2020

From the above figure 3 about 0.37% of the respondents were within the age of less than 20 years old, about 36.43% of them were within the aged of 21-30 years old, about 42.75% were within the age of 31-50 years old, and about 11.9% of the respondents were within the age of 41-50 years old and about 8.55% of them were above the age category of 50 years old. This is an indication that respondents were well distributed in terms of their age category. The age category implies that the respondents were comprised of heterogeneous groups in their age; which in turn enabled the researcher to get varied responses across the sample units fairly distributed. Hence, again the study did not suffer from age bias.

4.1.3 Educational Characteristics of the respondents

Figure 4 Educational Characteristics of the respondents



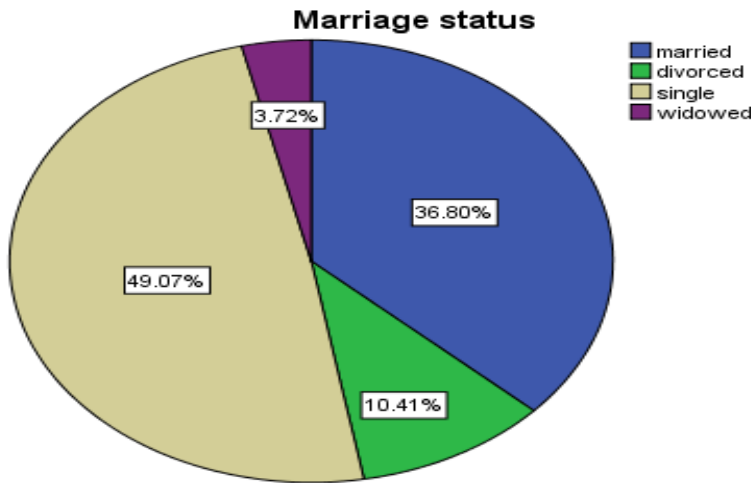
Source: Own Research survey, 2020

Based on the above table 4 about 17.84 % of the respondents were primary and secondary school completed, about 22.68% of the respondents were diploma holders, about 53.16% of them were degree holders, about 3.72% of the respondents were above degree holders, and about 2.6% of the respondents were others informal school educated. From these finding most of the respondents were degree holders and educated. Thus, one can infer that respondents assumed to

have best knowledge in the organizational structure of the company and the effects on employee engagement.

4.1.4 Marital Status of the Respondents

Figure 5: Marital status of the respondents



Source: Own research survey result, 2020

Concerning the above figure 5 about 49.07 % of the respondents were singles, about 3.72% of the respondents were widowed, about 36.80% of them were married, and about 10.41% of the respondents were divorced. From these finding most of the respondents were single.

Table 4.1 Summary of experience and work position of the respondents

Questions	Category	Frequency	Percentage
Work Position(Department)	HR administration	35	13
	Finance	72	26.8
	Marketing	48	17.8
	Technical Support	53	19.7
	Others	61	22.7
Your Experience in the company	Less than 5 years	76	28.3
	6-10 years	104	38.7
	Above 10 years	89	33.1

Source: Survey result (2020)

The respondents' currently held position in the companies indicates that about 13% in the HR Administration and about 26.8% in finance, about 17.8% of them were in marketing department, about 19.7% of them were technical supporters, and about 22.7% were in different positions. Here from the result one can infer that most of the respondents were working in finance position positions.

From the total length of years' respondents were working in the Companies indicates that about 28.3% of them were less than five years, about 38.7% were working 6-10 years, about 33.1% of them were working above 10 years. Thus, most of the respondents work experience in the company was above 5 years in the companies.

4.2 Descriptive Statistics Result and Discussion on Effect of Organizational Culture on Employee Engagement

Responses were measured on five point Likert scale with 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; and 5 = Strongly Agree as used by Mercy (2016) and Worku (2015). To make easy interpretation, the following ranges of values (mean) were assigned to each scale: 1.50 or less = Strongly Disagree; 1.51- 2.50 = Disagree; 2.51- 3.49 = Neutral; 3.50 – 4.49 = Agree; and 4.50 and greater = Strongly Agree as used by Desalegn (2010).

4.2.1 Work Force Diversity Management Cultures

Table 4.2 Descriptive analysis summary of work force diversity management culture

Questions	Responses in percentage (%)					Mean	Std. Dev
	1	2	3	4	5		
The company gives equal treatment when it comes to the diversity of education background.	32(11.9%)	7(2.6%)	43(16%)	163(60.6%)	24(8.9%)	3.52	1.09
The company does a good job of attracting and hiring minorities.	26(9.7%)	9(3.3%)	42(15.6%)	131(48.7%)	61(22.7%)	3.71	1.14
The team leader includes all members at different ethnicity in problem solving and decision making.	12(4.5%)	25(9.3%)	40(14.9%)	108(40.1%)	84(31.2%)	3.84	1.1
Different languages that are used to communicate do not create problem among employees.	9(3.3%)	33(12.3%)	17(6.3%)	131(48.7%)	79(29.4%)	3.88	1.1

Source: Survey result (2020)

From the above table result most of the respondents about 60.6% of the respondents were agreed that the company gives equal treatment when it comes to the diversity of education background. The mean score value 3.52 and the standard deviation value was 1.09; this indicates that respondents were agreed that company gives equal treatment irrespective of their educational

background. This indicates that the company has work force educational diversity treatment. Based on the second sub-construct most of the respondents about 48.7% were agreed that the company does a good job of attracting and hiring minorities. The mean value which is 3.71 indicates that they were agreed on the statement and value of standard deviation 1.14 indicates the presence of response variation from the mean value. Therefore, the result indicates that the company hires different ethnic background of minorities.

Based on the third sub-construct most of the respondents about 40.1% of them were agreed that the team leader includes all members at different ethnicity in problem solving and decision making. The mean value 3.84 indicates that the respondents were agreed on the statement. The standard deviation value 1.1 indicates there is small respondents' response variation. The company hires and appoints in its higher position from different ethnicity background.

Based on the fourth sub-construct most of the respondents about 48.7% of them were agreed that different languages that are used to communicate do not create problem among employees. The mean value 3.88 indicates that the respondents were agreed on the statement. The standard deviation value 1.1 indicates there is small response variation of respondents. The company's employees can communicate different language and this does not create any problems.

Generally, the work force diversity aspect of the company organizational culture indicates that the company has work force educational diversity treatment, the company hires different ethnic background of minorities and majorities, the company hires and appoints in its higher position from different ethnicity background, and the company's employees can communicate different language and this does not create any problems.

Wellins and Concelman (2005) noted that organizations can enhance engagement in their workforce by creating a learning culture and creating individual development plans for every employee. Many studies had shown that most employees want to keep their jobs inventive and interesting by acquiring new knowledge and skills and applying new approaches in their daily work life.

4.2.2 Team work Culture

Table 4.3 Descriptive analysis result summary of team work culture

Questions	Responses in percentage (%)					Mean	Std.	Dev
	1	2	3	4	5			
Cooperation across different parts of the organization is encouraged.	24(8.9%)	4(1.5%)	11(4.1%)	178(66.2%)	52(19.3%)	3.86	1.04	
In our company supervisors are more concerned with maintaining good relationship with their subordinates.	19(7.1%)	3(1.1%)	16(5.9%)	116(43.1%)	115(42.8%)	4.13	1.1	
Different parts of the organization cooperate to create change.	19(8.6%)		37(13.8%)	91(33.8%)	122(45.4%)	4.1	1.1	
Managers recognize and rewards employees who are working in teams.	23(8.6%)	13(4.8%)	26(9.7%)	118(43.9%)	89(33.1%)	3.9	1.2	
My company is characterized by team work, consensus and participation.	24(8.9%)	4(1.5%)	34(12.6%)	114(42.4%)	93(34.6%)	3.9	1.2	

Source: Survey result (2020)

Based on the first sub-construct most of the respondents about 66.2% of them were agreed that cooperation across different parts of the organization is encouraged. The mean value which is 3.86 indicates that they were agreed on the statement and value of standard deviation 1.04 indicates that there is no much deviation from the mean value. One can infer from this result that the company encourages employees to work together across different parts of the company and thus promote cooperation among employees working together. Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. According to Man & Luvison (2014) when business managers encourage collaboration and teamwork in the organization, employees may benefit from shared experience and supportive alliance culture.

On the second sub-construct most of the respondents about 43.1% of them were agreed that in their company supervisors are more concerned with maintaining good relationship with their subordinates. The mean value 4.13 indicates most of them were agreed and standard deviation value 1.1 indicates that there is small deviation from the mean in their responses the company's supervisor encourages maintaining good relationship with their subordinates and employees. In a supportive and collaborative culture, employees may develop a friendly environment in the organization (Veisoh et al., 2014). A friendly working environment is important to motivate employees for better performance.

Based on the third sub-construct most of the respondents about 45.4% of them were strongly agreed that different parts of the organization cooperate to create change. The mean value 4.1 indicates most of them were agreed and standard deviation value 1.1 indicates that there is small deviation from the mean in their responses. From this result one can infer that the company's different departments and encouraged to cooperate and work with in team and creating change. Based on the fourth sub-construct most of the respondents about 43.9% of them were agreed that managers recognize and rewards employees who are working in teams. The mean value 3.9 indicates most of them were agreed and standard deviation value 1.2 indicates that there is small deviation from the mean in their responses. One can infer that the higher position managers encourage, recognize and reward the company's employees who work in team. The company encourages team work culture within the employees.

Concerning the fifth sub-construct most of the respondents about 42.4% of them were agreed that my company is characterized by team work, consensus and participation. The mean value 3.9 indicates most of them were agreed and standard deviation value 1.2 indicates that there is also small response deviation from the mean. This result indicates that the company encourages and promotes team work, consensus and participation. This finding is supported by Schein (2010) who indicated that managers with an effect organizational culture encourage teamwork to improve performance in the organization. Teamwork is an essential factor to achieve common organizational objectives. In an effective organizational culture, business managers and employees work together to improve performance and productivity in the organization.

4.2.3 Internal Communication Culture

Table 4.4 Descriptive analysis result summary of internal communication culture

Questions	Responses in percentage (%)					Mean	Std.Dev
	1	2	3	4	5		
There is open communication to facilitate effective team work in our organization.	89(33.1%)	87(32.3%)	24(8.9%)	37(13.8%)	32(11.9%)	2.39	1.4
There is proper Information flow in all directions of our organization.	124(46.1%)	90(33.5%)	10(3.7%)	15(5.6%)	30(11.2%)	2.02	1.32
There is Transparency in internal communication of our organization.	118(43.9%)	89(33.1%)	12(4.5%)	27(10%)	23(8.6%)	2.06	1.3

In our company communication is used as an effective way of getting relevant feedback and critical information for corrective action.	92(34.2%)	84(31.2%)	19(7.1%)	46(17.1%)	28(10.4%)	2.4	1.4
We are kept informed about how well organizational goals and objectives are being met.	101(37.5%)	70(26%)	20(7.4%)	46(17.1%)	32(11.9%)	2.4	1.4

Source: Survey result (2020)

Concerning the internal communication culture on the first sub-construct most of the respondents about 33.1% of them were strongly disagreed that there is open communication to facilitate effective team work in our organization. Their responses mean value 2.39 indicates that they were disagreed on the statement. Their standard deviation value 1.4 indicates that there is high deviation of their responses from the mean. Thus, one can infer that even though the company encourages team work culture the company didn't openly communicate to facilitate team work.

The survey result from second sub-construct most of the respondents about 46.1% of the respondents were strongly disagreed that there is proper Information flow in all directions of our organization. Their responses mean value 2.02 indicates that they were disagreed on the statement. Their standard deviation value 1.32 indicates that there is small deviation of their responses from the mean. From the result one can infer that there is no proper information flow in all directions of the company. Based on the third sub-construct majority of the respondents about 43.9% were strongly disagreed that there is Transparency in internal communication of their organization. Their responses mean value 2.06 indicates that they were disagreed on the statement. Their standard deviation value 1.3 indicates that there is also small deviation of their responses from their mean. This result indicates the absence of transparency in company's internal communication.

In the fourth sub-construct most of the respondents about 34.2% of them were strongly disagreed that in their company communication is used as an effective way of getting relevant feedback and critical information for corrective action. Their responses mean value 2.4 indicates that they were disagreed on the statement. Their standard deviation value 1.4 indicates that there is high variation of their responses from the mean. From the finding one can infer that the company does not use communication as an effective way of getting relevant feedback and critical information for corrective action. Concerning the last and fifth sub-construct of internal communication perspective of the company most of the respondents 37.5% of them were strongly disagreed that they were kept informed about how well organizational goals and objectives are being met. Their responses mean value 2.4 indicates that they were disagreed on the statement. Their standard deviation value 1.4 indicates that there is high deviation of their responses from the mean. Thus, the employees didn't properly inform about how well organizational goals and objectives are being met.

Generally, from the internal communication culture perspective of the company one can infer and conclude that even though the company encourages team work culture, the company didn't openly communicate to facilitate team work, there is no proper information flow in all directions of the company, there is no transparency in company's internal communication, the company does not use communication as an effective way of getting relevant feedback and critical information for corrective action, and the employees didn't properly informed about how well organizational goals and objectives are achieved.

Different researchers like Engelen (2014) suggested that motivated employees can develop a sense of ownership and responsibility culture in the organization). Transparent communication in the organization includes employees' participation and involvement in organizational activities. When organization members engage in open communication, they may easily share relevant information throughout the organization (Simoneaux & Stroud, 2014). Business managers with strong organizational culture use transparent and open communication to motivate employees and to improve performance and productivity in the organization (Kohtamaki et al., 2016).

4.2.4 Performance Standard Culture

Table 4.5 Descriptive analysis result summary of performance standard practices

Questions	Responses in percentage (%)					Mean	Std. deviation
	1	2	3	4	5		
The institution is concerned with results with an emphasis of doing the job and Colleagues clam us for competition and achievement.	20(7.4%)	24(8.9%)	24(8.9%)	69(25.7%)	132(49.1%)	4.00	1.3
The administration style involves hard driving effectiveness, high demands, and success.	26(9.7%)		12(4.5%)	169(62.8%)	62(23%)	3.99	0.8
The institution stresses on stability efficiency, control and operating smoothly.	25(18.6%)		27(10%)	127(47.2%)	90(33.5%)	3.96	1.13
My organization gives primary attention to the results compared to the techniques and processes used to achieve these results.		50(18.6%)	5(1.9%)	87(32.3%)	127(47.2%)	4.1	1.1
In our organization people are rewarded and encouraged in proportion to the excellence of their job performance.	1(0.4%)	26(9.7%)	30(11.2%)	121(45%)	91(33.8%)	4.0	0.9

Source: Survey result (2020)

The survey result of performance standard culture of the company based on the first sub-construct most of the respondents about 49.1% of them were strongly agreed that the institution

is concerned with results with an emphasis of doing the job and Colleagues clam them for competition and achievement. The mean value 4.00 indicates that they were agreed on the statement. Their standard deviation value 1.3 indicates that there is high response variation from then mean. This indicates that the company concern more on doing job on competition and goal achievement based.

Based on the second sub-construct most of the respondents about 62.8% of them were agreed that the administration style involves hard driving effectiveness, high demands, and success. Their responses mean value 3.99 indicates that they were agreed on the statement. Their standard deviation value 0.8 indicates that there is homogeneity of response. From this survey result one can infer that the company's administration style is concern more on hard driving effectiveness, high demand and success.

From the third sub-construct most of the respondents about 47.2% of them were agreed that the institution stresses on stability efficiency, control and operating smoothly. The mean value 3.99 indicates that they were agreed on the statement. Their standard deviation value 1.13 indicates that there is small deviation of their responses from then mean. Thus, the company stresses more on work efficiency, control and operating smoothly. Based on the fourth questions most of the respondents about 47.2% were strongly agreed that their organization gives primary attention to the results compared to the techniques and processes used to achieve these results. Their responses mean value 4.1 indicates that they were agreed on the statement. Their standard deviation value 1.1 indicates that there is very small deviation of their responses from then mean. This indicates that the company primarily give attention on results rather than doing on techniques and process used to achieve the result.

Based on the last and fifth sub-construct most of the respondents about 45% of them were agreed that in their organization peoples are rewarded and encouraged in proportion to the excellence of their job performance. Their responses mean value 4.0 indicates that they were agreed on the statement. Their standard deviation value 0.9 indicates that there is homogeneity of variance in their response. This result indicates that company reward and encourages its employee proportionally to the excellence of their job performance.

Researchers like Childress (2013) recommended that when employees distribute the organizational values and beliefs, they inspire themselves to attain organizational goals by providing kind and comfortable service for customers. In an effective organization culture, customer service is an essential responsibility for business managers.

All in all, from the performance standard perspective of the company' culture one can infer and conclude that the company concern more on doing job on competition and goal achievement based, the company's administration style is concern more on hard driving effectiveness, high demand and success, the company stresses more on work efficiency, control and operating smoothly, the company primarily give attention on results rather than doing on techniques and process used to achieve the result, and the company reward and encourages its employee proportionally to the excellence of their job performance.

4.2.5 Adaptability Practices

Table 4.6 Descriptive analysis result summary of adaptability practices culture

Questions	Responses in percentage (%)					Mean	Std.dev
	1	2	3	4	5		
In our company, new and improved ways to do work are continually adapted.	77(28.6%)	139(51.7%)	15(5.6%)	29(10.8%)	9(3.3%)	2.1	1.04
Our organization responds to competitors' actions and other changes in the business environment.	124(46.1%)	112(41.6%)	5(1.9%)	13(4.8%)	15(5.6%)	1.8	1.1
In our organization Innovations are encouraged.	99(35.8%)	103(38.3%)	21(7.8%)	27(10%)	19(0.8%)	2.1	1.2
Learning is an important objective in a day-to-day work of the company.	86(32%)	110(40.9%)	20(7.4%)	37(13.8%)	16(5.9%)	2.2	1.2
Organization view failures as an opportunity for learning improvement.	111(41.3%)	97(36.1%)	10(3.7%)	27(10%)	24(8.9%)	2.1	1.3

Source: Survey result (2020)

Based on the first sub-construct most of the respondents about 51.7% of them were disagreed that in their company, new and improved ways to do work are continually adapted. Their responses mean value 2.1 indicates that they were disagreed on the statement. Their standard

deviation value 1.04 indicates that there is very small deviation of their responses from the mean. From the finding one can infer that the company didn't continually adopt improved ways to do work. From the second sub-construct most of the respondents about 46.1% were strongly disagreed that their organization responds to competitors' actions and other changes in the business environment. Their responses mean value 1.8 indicates that they were disagreed on the statement. Their standard deviation value 1.1 indicates that there is small variation of respondent's responses from the mean value. This indicates that the company didn't respond to its competitor's actions and other changes in the business environment.

Based on the third sub-construct most of the respondents about 38.3% of them were disagreed that in their organization Innovations are encouraged. Their responses mean value 2.1 indicates that they were disagreed on the statement. Their standard deviation value 1.2 indicates that there is small deviation of their responses from then mean. The survey result indicates that the company didn't encourage and reward new innovations. In the fourth sub-construct majority of the respondents about 40.9% of were disagreed that learning is an important objective in a day-to- day work of the company. Their responses mean value 2.2 indicates that they were disagreed on the statement they asked learning is an important objective in a day-to- day work of the company. Their standard deviation value 1.2 indicates that there is small deviation of their responses from the mean. One can infer that the learning was not an important objective of the company.

Based on the fifth sub-construct majority of the respondents about 41.3% were strongly disagreed that organization view failures as an opportunity for learning improvement. The mean value 2.1 indicates that respondents were disagreed that the company view failure as an opportunity. This indicates that failure is not viewed as an opportunity for learning improvement and thus no failure should be observed. Authors like Van den Heuvel, Demerouti, Bakker and Schaufeli (2013) view career adaptability as a crucial personal resource that enables employees to respond to the changing world of work and consequently career transitions. Career adaptability is further seen as one of the most important factors to ensure commitment and motivation of employees amidst increased environmental pressure, thus ensuring organizational success (Savickas & Porfeli, 2012; Van den Heuvel *et al.*, 2013).

To sum up, the adaptability practice of the company’s culture we can conclude from this study that the company didn’t continually adopt improved ways to do work, the company didn’t respond to its competitor’s actions and other changes in the business environment, the company didn’t encourage and reward new innovations, that the learning was not an important objective of the company, and failure is not viewed as an opportunity for learning improvement and thus no failure should be observed.

4.3 Summary of Descriptive Statistics Result of Employee Engagement

Table 4.7 Descriptive analysis result summary of Employee engagement

Statements	N	Mean	Standard Deviation
I am extremely glad that I chose this company to work for over others.	269	3.84	1.125
I think the HR management of our company promotes a true team spirit.	269	3.82	1.140
For me, this is the best of all company for which to work.	269	2.06	1.287
I would be encouraged to spend the rest of my career with this company.	269	3.85	1.331
I get engrossed in my work because of favorable communication in this company.	269	2.05	1.025

Source: own research result, 2020

Based on the above table 4.7 results in the first statement the respondents mean value was about 3.84 indicating that most of the respondents were agreed that they were extremely glad that they intend to choose their company to work for over others. The standard deviation values 1.125 indicating that small variation of the respondent’s response from their average mean response. Thus, from this one can infer that employees are engaged with its culture of working together with others.

In the second sub-construct the mean value 3.82 indicates that majority of the respondents were agreed that they think the companies' management promotes a true team spirit within the employees. Their standard deviation value 1.140 indicates that there is very small deviation of their responses from the mean. Thus, they engaged with the companies' culture of promoting true team spirit with its employees. In the third statement the mean value 2.06 indicates that respondents were disagreed that this is the best of all company for which to work with standard deviation of 1.287 indicating that there is response variation of responses from the mean. Concerning the fourth statement the mean value 3.85 indicated that most of the respondents were agreed that they were encouraged to spend the rest of their career with this company with variations with standard deviation value 1.331 of their response from the average mean. From the fifth statement the mean value 2.05 indicates that most of the respondents were disagreed that they get engaged with their work because of favorable communication in this company. This indicates that they were disengaged with their company's communication ways and communication levels with small standard deviation value of 1.025.

4.4 Inferential Statistical Analysis

This section describes the inferential statistical analysis of data which includes correlation analysis, coefficient of determination, analysis of variance and multiple regression analysis.

4.3.1 Correlation Analysis Result

The primary objective of correlation analysis is to measure the strength or degree of linear association between two variables. The correlation coefficient examines the strength and direction of the linear relationship between two variables. The correlation coefficient can range between -1 and +1, the larger the absolute value of the coefficient; the stronger the relationship between the variables. Zero (0) indicates no relationship between two variables. The sign of the relationship indicates the direction of relationship. $P\text{-value} \leq \alpha$: The correlation is statistically significant; if the p-value is less than or equal to the significance level, then we can conclude that the correlation is different from 0. $P\text{-value} > \alpha$: The correlation is not statistically significant; if the p-value is greater than the significance level, then you cannot conclude that the correlation is different from 0.

As such the following table shows the correlation between organizational culture perspectives and employee engagement.

Table 4.8: Pearson Correlation coefficient

		Diversity	Team Work	Communication	Performance	Adaptability	Employee Engagement
Pearson Correlation	1						
Sig. (2-tailed)							
N	269						
Team Work	Pearson Correlation	.342**	1				
	Sig. (2-tailed)	.000					
	N	269	269				
Communication	Pearson Correlation	-.221**	.021	1			
	Sig. (2-tailed)	.000	.738				
	N	269	269	269			
Performance	Pearson Correlation	.263**	.187**	-.008	1		
	Sig. (2-tailed)	.000	.002	.900			
	N	269	269	269	269		
Adaptability	Pearson Correlation	.010	.031	.427**	-.057	1	
	Sig. (2-tailed)	.870	.609	.000	.351		
	N	269	269	269	269	269	
Employee Engagement	Pearson Correlation	.458**	.500**	.316**	.623**	.366**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	269	269	269	269	269	269

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

Source: own research result, 2020

From the above 4.8 correlation table, we can see that most of the independent constructed variables (Organization culture perspectives) were correlated with tourism employee engagement. Among the variables the highest correlation coefficient was found between

Performance standard perspective and employee engagement ($r=0.623$), and between team work culture and employee engagement ($r=0.500$). From the finding all organization culture perspectives were positively correlated. Therefore, from the above table we can conclude that five of the constructed variables (organizational culture perspectives) have positive and significant correlation with employee engagement because the p (sig) value is less than $\alpha=.05$ level. Thus, the finding indicates that organizational cultures (Work force diversity, Team work culture, performance standard perspective, adaptability practices, and internal communication cultures) are significantly affect employee engagement.

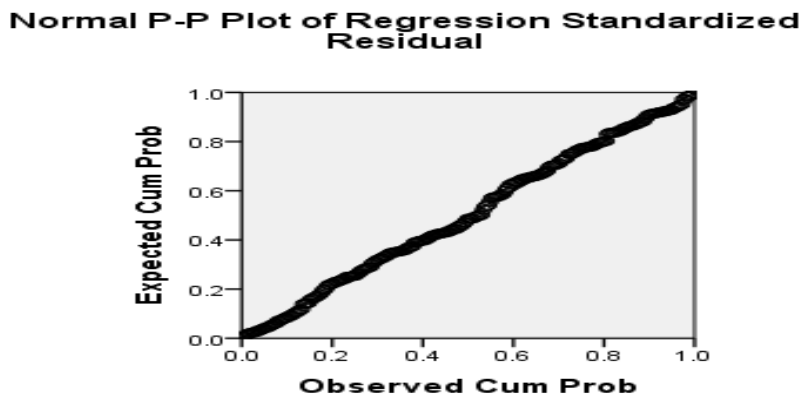
4.3.2 Diagnosis Test about Assumptions of Regression Analysis

Before applying regression analysis, some tests were conducted in order to ensure the appropriateness of data to assumptions regression analysis as follows.

4.3.2.1 Linearity test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the dependent variable EE and the independent variables Work force diversity, Team work culture, performance standard perspective, adaptability practices and internal communication cultures is linear; plots of the regression residuals through SPSS V23 software had been used.

Figure 4: Linearity test.



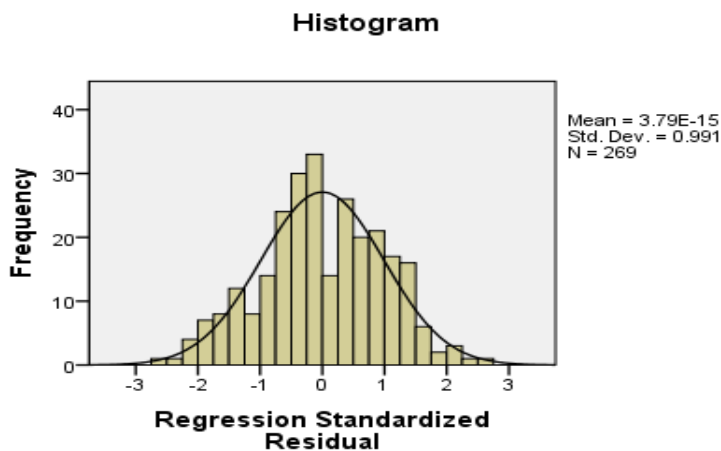
Source: own research survey, 2020

From the above figure 4 the scatter plot of residuals shows no large difference in the spread of the residuals as you look from left to right on figure 8. This result suggests the relationship we are trying to predict is linear. Therefore, there is no problem of linearity.

4.3.2.2 Normality Test

Secondly, the linear regression analysis requires all variables to be multivariate normal. This assumption can best be checked with a histogram and a fitted normal curve or a Q-Q-Plot. As per the Classical Linear Regression Models assumptions, the error term should be normally distributed or expected value of the errors terms should be zero ($E(u_t) = 0$).

Figure 5: Normality test



Source: own research survey, 2020

Figure 5 shows the frequency distribution of the standardized residuals compared to a normal distribution. As you can see, although there are some residuals (e.g., those occurring around 0) that are relatively far away from the curve, many of the residuals are fairly close to 0. Moreover, the histogram is bell shaped which lead to infer that the residual (disturbance or errors) are normally distributed. Thus, no violations of the assumption normally distributed error term.

4.3.2.3 Multicollinearity Test between Study Variables

Thirdly, linear regression assumes that there is little or no multi-co linearity in the data.

Multi-co linearity occurs when the independent variables are not independent from each other. A second important independence assumption is that the error of the mean has to be independent from the independent variables. Thus, we can test using the following criteria.

1. Correlation matrix – when computing the matrix of Pearson's Bivariate Correlation among all independent variables the correlation coefficients need to be smaller than 1. Thus from this research finding correlation table indicates that all independent variables have correlation coefficient less than one.

2. Tolerance – the tolerance measures the influence of one independent variable on all other independent variables; the tolerance is calculated with an initial linear regression analysis. Tolerance is defined as $T = 1 - R^2$ for these first step regression analysis. Thus from the finding in coefficient table all tolerance values were less than one. See table 4.11.

3. Variance Inflation Factor (VIF) – the variance inflation factor of the linear regression is defined as $VIF = 1/T$. Similarly, with $VIF > 10$ there is an indication for multi-collinearity to be present; with $VIF > 100$ there is certainly multi-collinearity in the sample. Thus from the coefficient table all VIF values are less than 10. Simply the values are not more than 1.326 (see table 4.11). This confirms us there are no violations of little or no Multi-collinearity between independent variables.

Simply, when we can see correlation table 4.8 above there is no strong pair-wise correlation between the explanatory variables. As a rule of thumb, inter-correlation among the independent variables above 0.80 signals a possible multi-co linearity problem. Thus, it can be concluded that all the independent variables in the study have low correlation power as a result there is no multi-co linearity problem.

4.3.2.4 Autocorrelation Test

Fourthly, linear regression analysis requires that there is little or no autocorrelation in the data. Autocorrelation occurs when the residuals are not independent from each other. Autocorrelation occurs when the residuals are not independent from each other. While a scatter plot allows you to check for autocorrelations, you can test the linear regression model for autocorrelation with the

Durbin-Watson test. The value of Durbin Watson assumes to be between 0 and 4, values around 2 indicate no autocorrelation. From our test, the value of Durbin Watson is about 1.836. Thus it lies between $0 < 1.836 < 4$ (see table 4.9 below). The value of Durbin Watson is close to 2 indicates there is no violation of Autocorrelation. Thus, from an explanation of the information presented in the entire five tests one can conclude that there are no significant data problems that would lead to say the assumptions of multiple regressions have been seriously violated.

4.3.2.5 Regression Analysis Result and Discussions

The objective of this study was to assess effect of organizational culture on the employees' engagement at Ethiopian Tyres manufacturing company in case of Horizon Addis Tyre S.C. In order to study the relationship between the dependent and independent variables and specify the best predictors of the dependent variable (Employee engagement) a simple regression model was applied. Simple regressions were used for testing the model and hypotheses. It provides information regarding the significance of the variables that were included in the model while the R^2 explains how much variance in the dependent variable is explained by the model or how much the employee engagement is explained by the constructed variables. Statements of hypothesis were formulated based on the five variables used in this study in order to come up with the results.

Table 4.9 Simple regression analysis Model summary result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.881	.776	.771	.261	.776	181.910	5	263	.000	1.836

a. Predictors: (Constant), Adaptability, Diversity, Performance, Team Work, Communication

b. Dependent Variable: Employee Engagement

Source: Research survey, 2020

Table 4.9 above shows two important elements, thus R, and R². From this table, R shows a significant positive relationship of 0.881 which is 88.1%. The R² value =0.776 meaning 77.6 % of the variance in the model can be predicted using the independent variables or in simple words 77.6% of employee engagement is explained by the constructed independent variables. However, the remaining 22.4% changes in employee engagement in Horizon Addis Tyre S.C Company in Addis Ababa are caused by other organizational culture perspectives that are not included in the model. Therefore, the constructed organizational culture perspectives (such as Work force diversity, Team work culture, performance standard perspective, adaptability practices, and internal communication cultures) are good explanatory variables of the organizational cultures influencing Horizon Addis Tyre S.C company employee engagement.

4.3.2.6 ANOVA Analysis Result

Table 4.10 ANOVA Analysis result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.911	5	12.382	181.910	.000 ^b
	Residual	17.902	263	.068		
	Total	79.813	268			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Adaptability, Diversity, Performance, Team Work, Communication

Source: Research survey, 2020

From the ANOVA test in table 4.10 it shows the Sig. value 0.05 is greater than the calculated sig. value of .000. This shows the statistically significant relationships between the five independent variables (Work force diversity, Team work culture, performance standard perspective, adaptability practices, and internal communication cultures) and employee engagement at 5% significance level. This means, the five explanatory variables (cultural perspectives) have great effect on their employee engagement. But, it does not mean that all these perspectives influencing companies' employee engagement have equally significant correlation with employee engagement. Beside the F statistics (181.910) which is used to measure the overall test

of significance of the model was presented, and the model is well fitted at 5 percent level of significance.

4.3.2.7 Regression Coefficient Analysis

Table 4.11 Regression analysis result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.092	.109		-.845	.399		
Performance	.316	.019	.513	16.752	.000	.910	1.099
Team Work	.177	.019	.295	9.392	.000	.864	1.157
Diversity	.166	.020	.277	8.344	.000	.776	1.288
Adaptability	.164	.020	.273	8.371	.000	.799	1.251
Communication	.127	.017	.258	7.686	.000	.754	1.326

a. Dependent Variable: Employee Engagement

Source: Research survey, 2020

In the table 4.11 above, coefficients indicated how much the dependent variable (employee engagement) varies with an independent variable, when all other independent variables are held constant. The Beta coefficients indicated that how and to what extent the independent variables (organizational culture perspectives) influence the dependent variable. Accordingly, the result of coefficient value of regression analysis indicated the highest determinant organizational culture perspectives which influence its employee engagement was Performance standard perspectives (at Beta value=0.513), followed by team work culture (Beta=0.295), work force diversity culture (Beta=0.277), Adaptability practices (Beta=0.273), and internal communication culture (Beta=0.258).

Thus, from the finding all organizational culture perspectives have positive and statistically significant effect on employee engagement because the p (sig) value in correlation table is less than $\alpha=.05$ level.

4.3.2.8 Regression Equation

Based on the above table 4.11 finding we can develop the following Regression equation:

$$EE = -0.092 + 0.316X_1 + 0.177X_2 + 0.166X_3 + 0.164X_4 + 0.127X_5$$

Where, EE= Employee Engagement

X₁= Performance standard perspective

X₂= Team work Culture

X₃=Work force diversity culture

X₄=Adaptability practices

X₅= Internal Communication Perspectives

Based on the above model result, all the explanatory variables have significant and positive effect on companies' employee engagement. The un-standardized B coefficient of performance standard perspective =0.316 .i.e. 100% change in performance standard perspective leads to 15% change in employee engagement, Team work culture=0.177 indicating that 100% change in team work culture leads to 17.7% increase in employee engagement, work force diversity=0.166 implies that a one unit change in work force diversity leads to 0.166 unit increase in employee engagement, adaptability practices= 0.164 signifies that a one unit change in adaptability practices strategy results to 0.164 unit increase in employee engagement, internal communication culture=0.127 indicating that a one unit change in internal communication culture would leads to increase employee engagement by 0.127 units.

These findings provide significant support for the reliability, transaction efficiency and ease of use literature which advocates that the variables (organizational culture perspectives) have an effect on employee engagement of Horizon Addis Tyre S.C in Addis Ababa.

4.4 Testing Hypothesis from the Regression Result

Using the regression analysis result, the following hypothesis was tested.

4.4.1 Team work Culture

H1: The team work culture perspective of the company has positive effect on Employee engagement.

Based on standardized coefficient Beta value and P-value in regression table 4.11, the result shows that team work culture has a Beta coefficient of 0.295 and p-value of 0.000. Holding other explanatory variables constant team work culture was found to have a statistically significant positive effect on employee engagement. Therefore, the researcher accepted the H1 hypothesis. This study revealed that there is a significant effect of team work culture on the employee engagement of Horizon Addis Tyre S.C.

4.4.2 Internal Communication Culture

H2: The Internal communication culture perspective of the company has positive effect on Employee engagement.

Based on standardized coefficient Beta value and P-value in regression table 4.11, the result shows that internal communication culture has a Beta coefficient of 0.258 and p-value of 0.000. Holding other explanatory variables constant internal communication culture was found to have a statistically significant positive effect on employee engagement. Therefore, the researcher accepted the H2 hypothesis. This study concludes that there is a significant effect of internal communication culture on the employee engagement of Horizon Addis Tyre S.C.

This study is consistent with Purcell et al. (2003) who study on Understanding the People and Performance Link. He found that a number of factors to be strongly associated with high levels of employee engagement. The one thing all of these factors had in common was that they were connected with an employee's involvement in a practice related to their work. For example, effective communications was found to be a factor as engagement levels were affected by the amount of information employees received about how well the company was performing and how they contributed to the company achieving its business objectives.

4.4.3 Adaptability Practices

H3: The adaptability practices culture perspective of the company has positive effect on Employee engagement.

Based on standardized coefficient Beta value and P-value in regression table 4.11, the result shows that Adaptability Practices culture has a Beta coefficient of 0.273 and p-value of 0.000. Holding other explanatory variables constant Adaptability Practices was found to have a statistically significant positive effect on employee engagement. Therefore, the researcher accepted the H3 hypothesis. This study concludes that there is a significant effect of Adaptability Practices on the employee engagement of Horizon Addis Tyre S.C. This result is supported by Rossier *et al.* (2012) who found a significant relationship between the adaptability and employee engagement. Thus, career adaptability may predict process-oriented constructs, such as performance, as well as occupational behaviors, such as engagement.

4.4.4 Performance Standard Perspectives

H4: The performance standard culture perspective of the company has positive effect on Employee engagement.

Based on standardized coefficient Beta value and P-value in regression table 4.11, the result shows that performance standard culture has a Beta coefficient of 0.513 and p-value of 0.000. Holding other explanatory variables constant performance standard culture was found to have a statistically significant positive effect on employee engagement. Therefore, the researcher accepted the H4 hypothesis. This study concludes that there is a significant effect of performance standard culture on the employee engagement of Horizon Addis Tyre S.C.

4.4.5 Work Force diversity Culture

H5: The work force diversity culture perspective of the company has positive effect on Employee engagement.

Based on standardized coefficient Beta value and P-value in regression table 4.11, the result shows that work force diversity has a Beta coefficient of 0.277 and p-value of 0.000. Holding other explanatory variables constant work force diversity was found to have a statistically

significant positive effect on employee engagement. Therefore, the researcher accepted the H5 hypothesis. This study concludes that there is a significant effect of work force diversity culture on the employee engagement of Horizon Addis Tyre S.C.

This study can be supported by Guidroz (2008) who identified the role of diversity in workplace has increased over the years and as higher number of organizations has started to adopt diversity management strategies in an attempt to increase performance levels or attract and retain new employees. However very diminutive research has been done towards understanding how perceptions related to diversity are impacted by the amount of diversity present in the group. Results of this survey indicate that people perceive racial/ethnic diversity in the workplace coinciding more with their notion of diversity. Thus, work force diversity has positive and significant effect on employee engagement.

4.5 Summary of Hypothesis testing

Table 4.12 Summary Result of Hypothesis testing

Hypothesis	Result
H1: The team work culture perspective of the company has positive effect on Employee engagement.	Accepted
H2: The internal communication perspective of the company has positive effect on Employee engagement.	Accepted
H3: The adaptability practices culture perspective of the company has positive effect on Employee engagement.	Accepted
H4: The performance standard culture perspective of the company has positive effect on Employee engagement.	Accepted
H5: The work force diversity culture perspective of the company has positive effect on Employee engagement.	Accepted

Source: research result, 2020

Generally, from the hypothesis testing result one can conclude and infer that all hypotheses were accepted. Therefore, the researcher accepted H1, H2, H3, H4, and H5. Therefore, all the constructed organizational culture perspectives (Work force diversity, Team work culture, performance standard perspective, adaptability practices, and internal communication cultures) had positive and significant effect on Horizon Addis Tyre S.C. Employees' engagement.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECCOMENDATION

5.1 Summary and Conclusion

Based on the results of data analysis and interpretation in the previous chapter the following summary of major findings was given:

The main objective of the study was to assess effect of Organizational culture on the employees' engagement at Ethiopian Tyres manufacturing company in case of Horizon Addis Tyre S.C. The study was designed mainly to deal with how Work force diversity, Team work culture, performance standard perspective, adaptability practices, and internal communication cultures practiced in the companies influence their employee engagements. The study uses descriptive research and findings from the quantitative data collected from self-administered questionnaires. From the demographic profile of the respondents

- ✓ Most of the respondents were male.
- ✓ Most of the respondents were within the age category of 31-40 years' old.
- ✓ Most of the respondents were degree holders in their educational level.
- ✓ Most of the respondents were single.
- ✓ Most of the respondents were working in finance position positions.
- ✓ Most of the respondents work experience in the company was above 5 years in the companies.
- ✓ All the organizational culture perspectives have positive and significant correlation with company's employee engagement.
- ✓ The constructed organizational culture perspectives factors (such as Work force diversity, Team work culture, performance standard perspective, adaptability practices, and internal communication cultures) are good explanatory variables of the organizational culture perspectives affecting Horizon Addis Tyre S.C employee's engagement.

- ❖ Based on the descriptive statistics and explanatory analysis result the following summary and conclusions was made:

The work force diversity aspect of the company organizational culture indicates that the company has educational diversity treatment, hires different ethnic background of minorities and majorities and appoints in its higher position from different ethnicity background, and the company's employees can communicate different language and different work force diversity has practiced in the organization. Managing workforce diversity is one of the most difficult and pressing challenges of modern organizations in this world but according to the finding managing different work force in Addis Horizon Tyre Company does not create any problems. Hence, with the diversity of the workforce, the organization would be internally and externally competitive. Because of this culture of hiring and appointing diverse work force the company can motivated and create employee engagement in its work for the company success. Work force diversity has significant and positive relation with employee engagement. Therefore, we can conclude that work force diversity has positive effect on Horizon Addis Tyre S.C employee's engagement.

The company encourages employees to work together across different parts of the company and thus promote cooperation among employees working together, the company's supervisor encourages maintaining good relationship with their sub ordinates and employees, the company's different departments and encouraged to cooperate and work with in team and creating change, the higher position managers encourage, recognize and reward the company's employees who work in team. The company encourages team work culture within the employees and the company encourages and promotes team work, consensus and participation. To employees teamwork is seen as constituting a larger group of people than what job position describes. The essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. The forward development in organizations today can be attributed to adequate teamwork among workers in an organization creates dedicated employees, which in the long run affects the performance of the organization. The inferential statistics result shows that team work has statistically significant and positive relation with Horizon Addis Tyre S.C employee engagement. From the study one can conclude that the company's team work culture has positive effect on Horizon Addis Tyre S.C employee engagement.

The internal communication culture perspective of the company indicate that even though the company encourages team work culture, the company didn't openly communicate to facilitate team work, there is no proper information flow in all directions of the company, there is no transparency in company's internal communication, the company does not use communication as an effective way of getting relevant feedback and critical information for corrective action, and the employees didn't properly informed about how well organizational goals and objectives are achieved. Internal communication boost employees' morale, strengthens organizations' vision, connects employees to business, advance process improvements, facilitates change and drive business results (Hola, 2012). Researchers argue that Successful internal communication encourages people to work in teams, to support innovative technology leading towards prosperity, enhances decision making processes and eradicating obstacles among different departments. But Addis Horizon Tyre company Human resource practice related to communication culture would affect end results depends on internal communication techniques causing huge boost to employee morale. The inferential statistics result shows that internal communication culture has statistically significant and positive relation with Horizon Addis Tyre S.C employee engagement. Therefore, we can conclude that internal communication culture has positive effect on Horizon Addis Tyre S.C employee engagement.

From the performance standard perspective of the company' culture the company concern more on doing job on competition and goal achievement based, the company's administration style is concern more on hard driving effectiveness, high demand and success, the company stresses more on work efficiency, control and operating smoothly, the company primarily give attention on results rather than doing on techniques and process used to achieve the result, and the company reward and encourages its employee proportionally to the excellence of their job performance. The achievement culture engenders a strong sense of purpose in employees' engagement. The inferential statistics result shows that performance standard perspective has statistically significant and positive relation with Horizon Addis Tyre S.C employee engagement. When there is an encouraging performance standard culture in the companies, employees tend to show an increase in motivation to perform, self esteem is increased, managers gain insight about subordinates, organizational goals are made clear, employees become more competent. There is better and more timely differentiation between good and poor performer and organizational change is facilitated. These make wisdom of belongingness to the organization. From the

finding performance standard perspective has positive effect on Horizon Addis Tyre S.C employee engagement. Organization should pay concentration to realize effective performance management practices or cultures in order to attain greater culture of fairness, equality, transparency, factor of motivation and to achieve their goals.

The adaptability practice of the company's culture indicates that the company didn't continually adopt improved ways to do work, the company didn't respond to its competitor's actions and other changes in the business environment, the company didn't encourage and reward new innovations, that the learning was not an important objective of the company, and failure is not viewed as an opportunity for learning improvement and thus no failure should be observed. Any organization who desires to get the competitive advantage may achieve this through or within the employee. The finding indicates its adaptability practice has positive effect on Horizon Addis Tyre S.C employee engagement. It is concluded that without having being accepted adaptable culture of work, there was a less appropriate for the organization to get the competitive advantage in maximum time.

All in all, when manufacturing companies has an organizational culture that encourages its employees to learn through a variety of modalities, it has positive effect on employee morale and it results in creating a much more engaged and motivated taskforce.

4.6 Recommendation

Based on the finding the following recommendations were made:

- ✓ Although the company encourages team work culture, the company didn't openly communicate to facilitate team work, there is no proper information flow in all directions of the company, and the employees didn't properly informed about how well organizational goals and objectives are achieved. Thus, the company better to achieve employee engagement through internal branding by improving the quality of internal communication, giving more training or rewarding the employees so that they will motivate to achieve their work.
- ✓ Performance standards must be clearly and objectively established, effectively communicated, and used on objective criteria without any bias.

- ✓ The company better to gives primary attention to the techniques and processes used to achieve its objectives.
- ✓ It is better also the company to do with improved team work to make change.
- ✓ The result of the study indicates that the company didn't continually adopt improved ways to do work and didn't respond to its competitor's actions and other changes in the business environment and didn't encourage and reward its employee for their new innovations. Even though the company stresses more on work efficiency and primarily give attention on results rather than doing on techniques and process used to achieve the result, facilitating career adaptability skills can be seen to equip and enable individuals to deal with the changing world of work, whilst simultaneously fostering employee engagement within the organization.
- ✓ The management of Addis Horizon tyres keeps on adapting to change as well as re-assessing the effect and frequency of mitigation measures adopted. This will help to identify whether the adopted counteractive culture and innovations are making any acceptable difference. Any organization who desires to get the competitive advantage may achieve this through or within the employee. New change in skill and modification in the service ought to employee adaptability to the upcoming new challenges and scenario while performing their duties.
- ✓ The company hires, recognize work force diversity. It is believed that organizations should put in place strategies to enhance workforce diversity. In terms of organizational learning, organizations are still stuck on the problem of getting people to value diversity and have not yet determined ways to utilize and exploit it. It is the approach to diversity, not the diversity itself which determines the actual positive and negative outcomes. Thus, the company further recognizes its culture of work force diversity. The company should adopt or devise practices to foster diversity and take initiatives to make the workforce more engaged.
- ✓ Finally, based on the research findings, using this research is imperative for the company and policy makers of any related institution to develop cultures that are well appreciated and consistent with the interest of the employees in order to gain their commitment retain and engage them for the maximum periods.

4.7 Future Research

This paper seeks to assess the effect of organizational on employee engagement of selected Addis Horizon Tyre Company. However; future researchers could also investigate those concerns of this study in more dimensions and the effect of organizational culture on employees' engagement.

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Questionnaire

Dear Dr/sir/Madam:

I am currently in the process of writing my research for the completion of a Masters degree in Human resource Management under the support of the School of Commerce at Addis Ababa University. The purpose of this questionnaire is to assess effect of Organizational culture on the employees' engagement at Ethiopian Tyres manufacturing company in case of Horizon Addis Tyre S.C. It will be appreciated if you could answer all the questions in the attached questionnaire. The questions relate to the effect of Organizational culture on the employees' engagement. It will not take more than ten minutes of your time and thank you in advance for your cooperation.

By not placing your name on the questionnaire your responses are kept anonymous and no one will be able to identify you as a respondent in this study.

Thank you!

Section I: General Profile of the respondents

Instructions: Please provide the following information by making an “” in the appropriate space where the options are provided.

1- What is your gender?

- a) Male
- b) female

2- What is your age Category?

- a) Less than 20
- b) 21-30
- c) 31-40
- d) 41-50
- e) Above 50

3- Please indicate your Educational Qualification

- a) Primary and Secondary school completed
- b) Diploma
- c) Degree
- d) Above degree
- e) Others

4- Marriage status

- a) Married
- b) Divorced
- c) Single
- d) Widowed
- e) others

5- Department

- a) HR administration
- b) Finance
- c) Marketing
- d) Technical support
- e) Others

6- Your Experience in the company

- a) less than 5 years
- b) 6-10 years
- c) Above 10 years

Section II: Questionnaires to assess the effect of organizational culture on the employees' engagement at Ethiopian Tyres manufacturing company in case of horizon Addis tyre S.C.

Please express your level of agreement in the following questions by putting \surd 'or' \times Mark in the appropriate cell. 1= Strongly Disagree, 2= Disagree, 3= Uncertain, 4= Agree, 5= Strongly Agree

No.	Questions	Responses				
		1	2	3	4	5
I. Work Force Diversity management Cultures						
1.	The company gives equal treatment when it comes to the diversity of education background.					
2.	The company does a good job of attracting and hiring minorities.					
3.	The team leader includes all members at different ethnicity in problem solving and decision making.					
4.	Different languages that are used to communicate do not create problem among employees.					
II. Team work cultures						
5.	Cooperation across different parts of the organization is encouraged.					
6.	In our company supervisors are more concerned with maintaining good relationship with their subordinates.					
7.	Different parts of the organization cooperate to create change.					
8.	Managers recognize and rewards employees who are working in teams.					
9.	My company is characterized by team work, consensus and participation.					
III. Internal Communications cultures						

10.	There is open communication to facilitate effective team work in our organization.					
11.	There is proper Information flow in all directions of our organization.					
12.	There is Transparency in internal communication of our organization.					
13.	In our company communication is used as an effective way of getting relevant feedback and critical information for corrective action.					
14.	We are kept informed about how well organizational goals and objectives are being met.					
IV. Performance Standard cultures						
15.	The institution is concerned with results with an emphasis of doing the job and Colleagues clam us for competition and achievement.					
16.	The administration style involves hard driving effectiveness, high demands, and success.					
17.	The institution stresses on stability efficiency, control and operating smoothly.					
18.	My organization gives primary attention to the results compared to the techniques and processes used to achieve these results.					
19.	In our organization people are rewarded and encouraged in proportion to the excellence of their job performance.					
V. Adaptability Practices						
20.	In our company, new and improved ways to do work are continually adapted.					
21.	Our organization responds to competitors' actions and other changes in the business environment.					
22.	In our organization Innovations are encouraged.					

23.	Learning is an important objective in a day-to- day work of the company.					
24.	Organization view failures as an opportunity for learning improvement.					

Section III. Questions Related to Employee Engagement

The following questions are regarding your overall attitude toward your engagement intentions. Please read and tick the appropriate choice that the organizational cultures that affect more to your work engagement from 1= strongly disagree to 5= strongly agree.

No.	Measuring items	Responses					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1.	I am extremely glad that I chose this company to work for over others.						
2.	I think the HR management of our company promotes a true team spirit.						
3.	For me, this is the best of all company for which to work.						
4.	I would be encouraged to spend the rest of my career with this company.						
5.	I get engrossed in my work because of favorable communication in this company.						

Thank u!!