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**THE EFFECT OF ORGANIZATIONAL CULTURE ON
EMPLOYEES JOB PERFORMANCE: THE CASE OF HEINEKEN
ETHIOPIA**

BY

TEWODROS SHITA

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Table of Contents

Table of Contents.....	iii
ACKNOWLEDGEMENT.....	iii
LIST OF TABLES.....	v
LIST OF FIGURES.....	vi
Abstract.....	vii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	2
1.4 Research Questions.....	4
1.5 Research Objectives.....	4
1.5.1 General Objective.....	4
1.5.2 Specific Objectives.....	4
1.6 Significance of the Study.....	5
1.7 Scope of the Study.....	5
1.8 Operational Definition of Terms.....	6
1.9 Organization of the Study.....	6
CHAPTER-TWO.....	8
LITERATURE REVIEW.....	8
2.1 Theoretical Literature Review.....	8
2.1.1 Organizational Culture.....	8
2.1.2 The Importance of Organizational Culture.....	9
2.1.3 Characteristics of Organizational Culture.....	10
2.1.4 Models of Organizational Culture.....	11
2.1.4.1 Edgar Schein's Model of Organizational Culture.....	11
2.1.4.2 Robert A. Cooke's Model of Organizational Culture.....	12
2.1.4.3 Hofstede's Model of Organizational Culture.....	14
2.1.4.4 Daniel Denison's Model of Organizational Culture.....	16
2.1.5 Changing Organizational Culture.....	19
2.1.6 The Functions of Organizational Culture.....	20
2.1.7 The Elements of Organizational Culture.....	21
2.1.10 Employee Performance.....	22
2.2 Empirical Review.....	22
2.3 Conceptual Framework of Organizational Culture and Employees job Performance.....	24
CHAPTER THREE.....	25
RESEARCH DESIGN AND METHODOLOGY.....	25
3.1 Research Design and Approach.....	25
3.2 Population, Sample Size and Sampling Technique.....	25
3.3 Sources of Data and Data Collection Instruments.....	26

3.4 Data Analysis Methods.....	27
3.5 Ethical Considerations.....	27
3.6 Validity andReliability Test	28
3.6.1 Validity Test	28
3.6.2 Reliability Test	28
CHAPTER FOUR	29
DATA PRESENTATION, ANALYSIS, AND INTERPRETATION	29
4.1 Demographic Characteristics of Respondents	29
4.2 Descriptive Statistics Analysis.....	32
4.2.1 InvolvementCulture	32
4.2.2 Consistency Culture.....	34
4.2.3 MissionCulture	36
4.2.3 EmployeePerformance.....	37
4.3 RelationshipbetweenOrganizational CultureandEmployeePerformance	38
4.4 TheEffect ofOrganizational Culture onEmployeePerformance	40
CHAPTERFIVE	43
SUMMARYOF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS	43
5.1 Summary ofFindings	43
5.2 Conclusions	45
5.3 Recommendations	47
REFERENCES	63
APPENDIX	66

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LIST OF TABLES

Table 1 Table 3.2: Reliability Test Result.....	41
Table 2 Table 4.1 Demographic Characteristics of Respondents	43
Table 3 Table 4.2.1: The Involvement Cultural Dimension at Heineken Ethiopia kilinto plant	45
Table 4 able 4.2.2: The Consistency Cultural Dimension at Heineken kilinto plant Ethiopia	47
Table 5 able 4.2.3: The Mission Cultural Dimension at Heineken Ethiopia kilinto plant	48
Table 6 Table 4.2.3: Employee Performance at Heineken Ethiopia kilinto plant.....	50
Table 7 able 4.3 Correlation Analysis Matrix	51
Table 8 Table 4.4.1: Detailed regression analysis on organizational culture and employee performance.....	52
Table 9 Table 4.4.2: Summary model of regression analysis on organizational culture and employee performance.....	53
Table 10 Table 4.4.3: Stepwise Regression analysis on Organizational Culture and Employee.....	54

LIST OF FIGURES

Figure 1 Denison Culture Model.....	17
Figure 2 Conceptual Framework	24

Abstract

This research paper discussed the effect of organizational culture on employees' job performance in case of Heineken Ethiopia kilinto plant. It views organizational culture as the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and get things done. The aim of this study is to assess and examine the effect of organizational culture on employee's job performance in Heineken Ethiopia kilinto plant. The conceptual framework is designed, taking organizational culture as independent variables and employee performance as dependent variable. The thesis adopts explanatory research with quantitative research approach. The organizational culture questionnaire was adopted from Denison (1990) and the employee performance questionnaire was adopted from Onyango (2014). Prior pilot test was conducted and validity and reliability of the questionnaire was determined before data collection. The study took 119 target populations with response rate of 105 respondents. Both descriptive and inferential analysis is used to see the relationship and effect of independent variables on dependent variable. Based on the analysis, there is a positive and significant relationship between the three variables of organizational culture (mission, consistency and involvement culture) and employee performance. Based on the research findings and research conclusions, major recommendations were offered for possible consideration to Heineken Ethiopia kilinto plant.

Keywords: *Organizational culture, Employee performance, Addis Ababa, Ethiopia*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Management of human resource in an organization has become an increasingly important factor for organization performance and business vision achievement. For this, employees are valuable resources of an organization and the success or failure of the organization depends on employee performance which positively or negatively affects organization's performance at large and its sustainable competitive advantage. Without human presence, it is impossible for an organization to achieve its intended objectives. Human resources are the only inexhaustible resource of creativity, new ideas, original and valuable solutions. The ability of an organization to use its human capital as a core competency depends at least in part on the organizational culture that is operating (Florea et al, 2011).

One of the main components in recent human resources management is to understand the concept, application, and principles of the organizational culture and its associated elements. Different studies show the relationship of organizational culture with employee performance, job satisfaction, employee commitment and motivation, organizational performance, creativity, and many more. This study will aim to explain the relationship of organizational culture with employee performance as the performance of employees occupies an important place in the functions of human resources management.

Organizational culture is the pattern of values, norms, beliefs, attitudes, and assumptions that may not have been articulated but shape the ways in which people behave and get things done. Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behavior (Armstrong, 2006). Hence, organizational culture is the underlying values, beliefs, principles and practices that constitute its management system (Denison, 1990). According to (Cascio, 2006) performance is the degree of an achievement to which an employee's fulfill the organizational mission at workplace. Other author (Daft, 2000) defines employee's performance as a means to measure the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively.

As organizational culture and employee performance are defined in various ways as it is indicated above, there are also studies that indicate a relationship between organizational culture and employees' performance. Magee (2002) explained that organizational culture is inherently connected to organizational practices which in turn influence employees' performance. Hellriegel & Slocum (2009) contend that organizational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviors and norms. From numerous "culture surveys" it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman and Bertelsman, 2006; Denison, 1990).

1.2 Statement of the Problem

Many organizations today put more efforts on the focus of only intrinsic and extrinsic reward systems to enhance employee performance, giving less concern on the traditional cultural activities. According to Kandula (2006), the key to good employee performance is a strong culture within the organization. He further maintains that due to difference in organizational culture, same strategies do not yield the same results for two organizations that are operating in the same industry and within the same location. Ahmed (2012) confirmed that organizational culture has an active and direct role in performance management. However, organization culture has received relatively low levels of empirical investigation among the possible antecedents of employee performance (Lok & Crawford, 2004). Although empirical research has been carried out, there has been little evidence to prove the effect of organization culture on employee performance (McKinon et al. 2003). In a study of Hong Kong and Australian managers, Lok and Crawford (2004) found a positive effect of organization culture on employee performance. Zain et al. (2009) examined the effect of four dimensions of organization culture namely teamwork, communication, reward and recognition, and training and development on employee performance and found that all the four dimensions of organization culture were important determinants of performance. Njugi & Nickson (2014) found in their study that was done at World Vision Kenya, organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets, and organizations stability. However, Lahiry (1994), indicated a weak association between organization culture and performance.

It is because of these mixed results that give room for more research to be done on the association between organizational culture and performance by employees. According to Ojo (2008) despite the studies on organizational culture in the last few decades, the empirical evidence emerging from various studies about the effect of organizational culture on performance has so far yielded mixed results. He further states that researchers concur on the fact that there is no agreement on the precise nature of the relationship between organizational culture and performance. As the nature and context are different from organization to organization and country to country, the relationship of organizational culture and employee performance is worth to investigate for specific organization like Heineken Ethiopia. In order to meet its intended objectives and gain competitive advantage. Several researchers have described organizational culture and employee performance from other wider dimensions in other countries such as Nigeria, India and USA. However, a lot has not been done to establish the specific culture related factors that affect employee performance. Organization culture research has not been effectively done in developing countries hence there exists a major gap in relevant literature of a country like Ethiopia. This research intends to bridge this available gap by identifying the actual effect of culture in an organization to the employees' performance.

Heineken Ethiopia. Undertook quality improvement assessment of 16 randomly selected staff in August 2018 and the findings showed gaps in informality and inconsistency of communication, lack of clarity of communication line, limited consultation and feedback, inconsistency in support, and lack of formal decision making process etc. As the above identified gaps are part of the organizational culture, it will be relevant to diagnose Heineken Ethiopia organizational culture based on these factors and other perspectives. This will help the organization to understand its own dynamic culture and assist the management team to capitalize on the insights to be gained by the cultural perspectives hence allowing to yield greater control over the organization. This will enhance and foster many organizational parts including but not limited to effective and efficient organizational performance, employee performance, job satisfaction, employee motivation, and other human resources practices.

In addition, as per the discussion which was held among selected Heineken Ethiopia staff, there are positive improvements towards the organizational culture like the staff effort and dedication to accomplish the overall mission and objectives because of the existence of the social bond which contributes to the work dynamics. Moreover, the staff consider the organization as having an environment which encourages creativity and innovation. However, there are gaps in leadership style that are manifested at different times. The staff engagement is very informal and the growth of staff's

engagement doesn't align with the organization growth and the organization doesn't nurture the organizational culture through time.

1.4 Research Questions

Many factors influence people in organizations, but not all are considered when trying to understand the behavior of people at work, the most frequently overlooked factor is the effect of organizational culture on employees' job performance; hence the research will focus on the following research questions:

1. Which organizational culture practices influences more the employee job performance?
2. What is the level of employee job performance at Heineken Ethiopia?
3. Dose Mission, Involvement, and Consistency culture exercised at Heineken Ethiopia?
4. What type of relationship exists between cultural dimensions and employee job performance

1.5 Research Objectives

1.5.1 General Objective

The aim of this study is to assess and examine the effect of organizational culture on employee job performance in Heineken Ethiopia

1.5.2 Specific Objectives

The study has the following specific objectives:

1. To identify the major organizational Culture practices exercised at Heineken Ethiopia?
2. To examine the level of Employee Job Performance at Heineken Ethiopia Kilinto Plant?
3. To examine Which Organizational Culture Practices influences more the Employee Job Performance?
4. To examine what type of relationship exists between Perception on Cultural Dimensions and Employee Job Performance?

1.6 Significance of the Study

This study has a great advantage for different parties on showing the effect of organizational culture on employee job performance towards the attainment of organizational goals. First and foremost, the findings are anticipated to provide concrete information to the leaders about the effect of organizational culture on employee performance in the context of Heineken Ethiopia. The research outcome is expected to benefit the management of the organization to direct their attention as it will highlight organization's current position in terms of organizational culture and employee job performance.

As a second significance, the study will also help similar organizations that operate in the same industry to get a glimpse of information on organizational culture which is related to employee performance. Lastly, this research enhances the researcher's knowledge of how the organizational culture affects employee job performance and suggests what should be done to improve it. Furthermore, the research will contribute towards the advancement of theoretical knowledge and serves as a preliminary basis and reference material for future studies.

1.7 Scope of the Study

The research focus is on Heineken Ethiopia kilinto plant. In Ethiopia, which has an aim to explain the relationship between organizational culture and employee performance. The concepts of organizational culture are very broad in scope to address them at depth and impossible to include all those concepts, dimensions, and models in a single research work. Therefore, the researcher will only focus on selected organizational culture dimensions focusing on mission culture, involvement, and consistency culture.

There is also a methodological scope in target population. In this study, the whole target population is not taken, due to the complexity to manage all the population and the study geographically limited to only kilinto plant.

1.8 Operational Definition of Terms

- **Culture:** is a way of life of a group of people—the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next.
- **Employee:** An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties.
- **Performance:** Performance is deemed to be the fulfillment of responsibility and an obligation, in a manner that releases the performer from all liabilities under the contract.
- **Organization:** A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems—they affect and are affected by their environment.

1.9 Organization of the Study

This research paper consists of five chapters. The content of each chapter is summarized as follows:

Chapter 1 of the study presents background of the study, background of the organization, statement of the problem, research questions, research objective, significance of the study, scope of the study, limitation of the study, definition of terms, and organization of the study.

Chapter 2 of the study is composed of related literature review on organizational culture and employee performance with its relationship and effect. In addition, it includes empirical review made on previous studies on organizational culture on employee performance and conceptual framework.

Chapter 3 deals with the research methodology that is used and it encompasses introduction, descriptions of the study geographic area, research design and approach, target population, data type and data sources, data collection instrument and data analysis.

Chapter 4 describes the findings of analysis and interpretation of the study with subtopics introduction, response rate, demographic presentation, analysis on the three types of organizational culture, employee performance, and the interpretation on the relationship of organizational culture and employee performance.

Chapter 5 highlights the implications based on the results; it will include summary of major findings, conclusions, recommendations and finally suggestion for further research.

CHAPTER-TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

This chapter starts with the concepts and definitions of organizational culture and the theoretical review of its importance, characteristics of organizational culture, models of organizational culture, changing organizational culture, functions of organizational culture, the elements of organizational culture, creating and maintaining organizational culture, communicating organizational culture, and employee performance. The chapter continues with the empirical review of different researchers' works regarding the relationship and effect of organizational culture on employee performance and then followed by the conceptual framework.

2.1.1 Organizational Culture

The following are some definitions of culture by different authors in their books and journal articles:

Spencer (2008) defined culture as a fuzzy set of basic assumptions and values, orientations to life, beliefs, policies, procedures, and behavioral conventions that are shared by a group of people, and that influence (but do not determine) each member's behavior and his/her interpretations of the 'meaning' of other people's behavior.

Culture is a set of customs, values, norms, and beliefs that influence an organization (Khorshidi, 2008). According to Martins and Terblanche (2003), culture is deeply associated with values and beliefs shared by personnel in an organization.

Culture is also defined from the perspective of the organizational side. Organizational culture comprises the unwritten customs, behaviors, and beliefs that determine the 'rules of the game' for decision making, structure, and power. It is based on the shared history and traditions of the organization. Organizational Culture is the pattern of shared basic assumptions that is learned by a group as it solves its problems of external adaptation and internal integration. These assumptions are said to be maintained in the continuous process of human interaction (attitudes and behavior) as the right way in which things are done. Zhang (2010) also describes organizational culture as a model, composed

by some basic assumptions; and the assumptions are found and created gradually by a certain group in the process of exploring the method of adapting to external environment and solving internal interconnected system. Internal integration is the socialization of new members in the organizations, creating the new boundaries of the organization and the feeling of identity among personnel and commitment to the organization (Martins and Terblanche, 2003). External adaptation is also said to be creation of competitive edge, making sense of environment in terms of acceptable behavior and social system stability. The definitions by Schein (2004) and Zhang (2010) offer both deeper basic assumption and faith that is shared by organizational members in explaining the purpose; and the environment of organization itself. Also, the affirmations focus on internal integration and external adaptation of organizations which are the organizational culture attributes that define the performance of organizations. It is thus admissible that organizational culture is paramount to organizational success (Twati and Gammack, 2006).

Other author defines organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. Seven primary characteristics seem to capture the essence of an organization's culture: Innovation and risk taking, attention to details, outcome orientation, people orientation, team orientation, aggressiveness and stability (Robbins and Timothy, 2013).

Ravasi and Schultz (2006) wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling.

As it can be seen from the above definitions, there are some commonalities between and it can be assumed that organizational culture comprises of some sort of values, beliefs, and attitudes that are held by individuals and the organization.

2.1.2 The Importance of Organizational Culture

Saiyadin (2003) explains that culture has the following importance:-

- Cultures supplement rational management: creation of work culture is a time-consuming process. Therefore, organization culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical

settings, and language, and, thereby supplements the rational management tools such as technology and structure;

- Culture facilitates induction and socialization: Induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization.
- Culture promotes a code of conduct: a strong culture in an organization explicitly communicates modes of behavior so that people are re-conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way.
- Sub-culture contributes to organizational diversity: sub-culture, and sub-systems of values and assumptions, which may be based on departmentalization, activity centers, or geographical locations, provide meaning to the interests of localized, specific groups of people within the macro organization.

Schein (2004) suggests that organizational culture is even more important today than it was in the past. Increased competitions, globalization, mergers, acquisitions, alliance and various workforce developments have created a greater need for:

- Coordination and integration across organization units in order to improve efficiency, quality, and speed of designing, manufacturing and delivery products and services.
- Effective control mechanisms dictating employee's behavior. Culture is more powerful way of controlling and managing employee behavior than organizational rules and regulations.
- Product and strategy innovation
- Process innovation and the ability to successfully introduce new technologies and products and services.
- Effective management of dispersed work units and increase workforce diversity.
- Cross cultural management of global enterprises and multinational partnerships.
- Facilitation and support of team work.

2.1.3 Characteristics of Organizational Culture

According to Dasanayaka and Mahakalanda (2008), maximizing employee's values are considered as a rational asset that require a culture to support their logical participation both for individual and

organizational learning, new knowledge formation and readiness to share with others. Hodgetts and Luthans (2003), define some of the characteristics of the organizational culture:

- Norms are measured by things like the amount of work done and the level of cooperation between management and employees of the organization.
- Clearly rules are defined for employee's behavior associated with productivity, intergroup cooperation and customer relationship.
- Observed behavioral regularities, as illustrated common language and formal procedures.
- Coordination and integration between the organizational units for the purpose of improvement in efficiency to work, quality and speed of designing, manufacturing the products and services.

2.1.4 Models of Organizational Culture

While there is no single "type" of organizational culture and cultures can vary widely from one organization to the next, commonalities do exist. And several models by researchers have been proposed till to date explaining the organization culture and some researchers have developed models to describe different indicators and dimensions of organizational cultures. The prominent scholars exploring organizations culture areas follow:

2.1.4.1 Edgar Schein's Model of Organizational Culture

Schein (2004) believed that there are three levels in an organization culture and his model focuses on artifacts, values, and assumptions.

- **Artefacts:** The first level is the characteristics of the organization which can be easily viewed, heard and felt by individuals collectively known as artefacts. The dress code of the employees, office furniture, facilities, behavior of the employees, mission and vision of the organization all come under artefacts and go a long way in deciding the culture of the workplace. And this aspect of the organizational culture is the simplest perspective on culture which is provided by the tangible artefacts that reveal specific cultural predispositions.
- **Values:** The next level according to this model which constitutes the organization culture is the values of the employees and rules of behavior. The values of the individuals working in the organization play an important role in deciding the organization culture. The thought process and attitude of employees have deep impact on the culture of any particular organization. The mind-

set of the individual associated with any particular organization influences the culture of the workplace. Values pertain largely to the ethic embedded in an organization.

- **Assumed Values:** The third level is the assumed values of the employees which can't be measured but do make a difference to the culture of the organization. There are certain beliefs and facts which stay hidden but do affect the culture of the organization. The inner aspects of human nature come under the third level of organization culture. The organizations follow certain practices which are not discussed often but understood on their own and much more difficult to deduce through observation alone. These are tacit assumptions that infect the way in which communication occurs and individuals behave. They are often unconscious, yet hugely important.

According to Schein (1992), understanding the organization's culture may start from observing its artefacts: its physical environment, employee interactions, company policies, rewards systems, and other observable characteristics. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and deeper, the assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior.

2.1.4.2 Robert A. Cooke's Model of Organizational Culture

According to Cooke (1987), the culture of an organization is the way employees behave at the workplace to ensure stable future and growth. And he proposed the following three types of culture in the organization:

- i. **Constructive Culture:** there are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. A constructive culture encourages discussions, exchange of ideas amongst employees, motivates the employees and eventually extracts the best out of them. The key features of a constructive culture are:

- **Achievement:** A constructive culture helps the employees to achieve the targets within the stipulated timeframe.
 - **Self-Actualizing:** In this kind of culture, an employee stays motivated and realizes full potential.
 - **Encouragement:** A constructive culture encourages employees to deliver their level best and strive hard for furthering the image of the organization.
 - **Affinitive:** The employees avoid conflicts and unnecessary disputes and promote a positive ambience at the workplace.
- ii. **Passive Culture:** In a passive culture, the employees behave in a way contrary to the way they feel is correct and should be the ideal way and the main motive of the employee is to please the superiors and make his/her position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job. The characteristics of a passive culture are:
- **Approval:** In such a culture employees can't take decisions on their own. They

Need to take their supervisor's approval before implementing any idea.

- **Conventional:** Employees are bound by rules and regulations of the organization and act according to the prescribed standards only.

Dependent: In such a culture, the performance of the employee is dependent on the superior's decisions and they blindly follow their boss's orders

- **Avoidance:** Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

iii. **Aggressive Culture:** organizations following an aggressive culture promote competition among the employees. They encourage the employees to compete against each other so that each one performs better than his fellow worker. In such a culture, employees seeking their colleague's assistance are often called as incompetent employees. Every individual vies for power, attention and strive hard to win appreciation. The key features of such a culture are opposition, power, perfectionist and competitive.

2.1.4.3 Hofstede's Model of Organizational Culture

Another author, Hofstede (1980) organization culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks. Accordingly, there are majorly six factors which influence the culture of the workplace.

1. **Power Distance Orientation:** power distance refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However, in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from the management and has to take ownership of his / her own work.
2. **Masculinity vs. Femininity:** this refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision-making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and soft-hearted. The responsibilities also vary as per the sex of the employees.

3. **Individualism vs. Collectivism:** It could be described as the degree to which an organization integrates a group mentality and promotes a strong sense of community (as opposed to independence) within the organization. There are some organizations which strongly rely on teamwork. Here individuals with a common interest come together and work as a team. These organizations believe that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required.
4. **Uncertainty Avoidance Index:** uncertainty avoidance describes an organization's comfort level with risk-taking. As risk and return are largely correlative in the business environment, it is particularly important for organizations to instill a consistent level of comfort with taking risks. Uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations.
5. **Long Term Orientation:** this is the degree to which an organization or culture plans pragmatically for the future or attempts to create short-term gains. There are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity.
6. **Tolerance vs. Restraint:** this pertains to the amount (and ease) of spending and fulfillment of needs. For example, a restrained culture may have strict rules and regulations for tapping company resources.

2.1.4.4 Daniel Denison's Model of Organizational Culture

Denison(1990)assertsthatorganizationalculturecanbedescribed by fourgeneraldimensions– Mission,Adaptability,Involvement,andConsistency.Eachof thesedimensionsisfurther described bythefollowingthreesub-dimensions:

Mission: Do weknow wherewe aregoing?

- **Strategic Direction andIntent, Goals andObjectives andVision.**

Adaptability: Arewerespondingto themarketplace/external environment?

- **Creating Change, CustomerFocus andOrganizational Learning.**

Involvement:Areour people aligned and engaged?

- **Empowerment, TeamOrientationandCapability Development.**

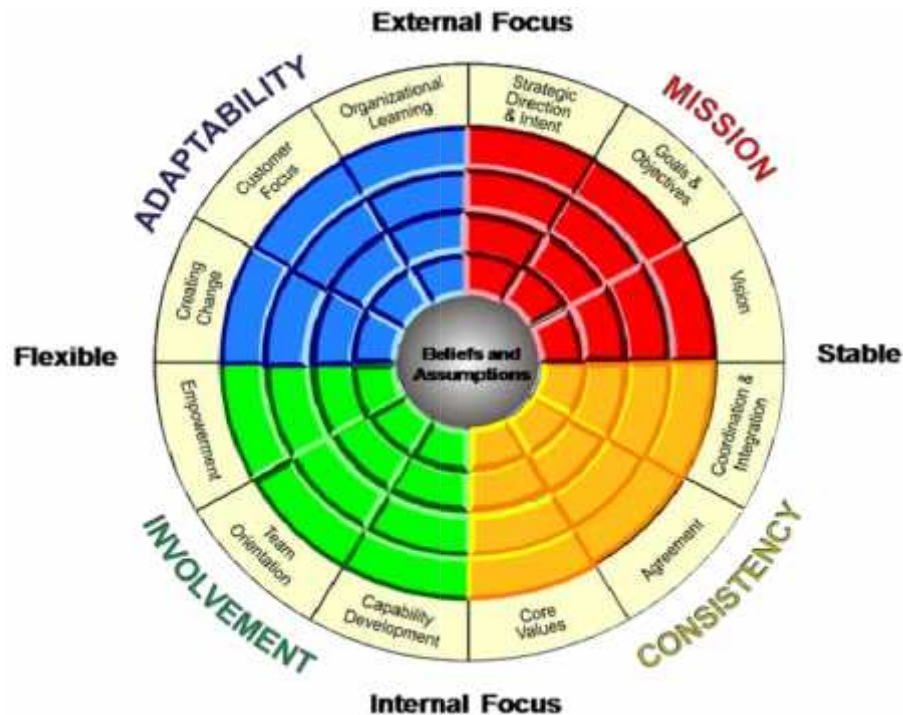
Consistency: Dowehavethe values, systems andprocesses in placeto create leverage?

- **CoreValues, Agreement, Coordination/Integration.**

Denison's model also allows cultures to bedescribed broadlyasexternallyor internallyfocused

As wellas flexibleversusstable.Denison's modelis illustrated in the diagram below.

Figure 1 Denison Culture Model



Source: D.R. Denison, The role of the Board of Directors in shaping corporate culture

The model has been typically used to diagnose cultural problems in organizations and it is the one we shall adopt in this study as a tool for measuring organizational culture. In the case of this study, I will focus only on three of these dimensions, i.e. involvement, mission, and consistency culture. The reason for selecting the three dimensions are the fact that they have been identified to have an effect on employee performance and by extension organizational performance, following a series of empirically tested studies conducted over a fifteen-year period, on over one thousand organizations and forty thousand respondents, in different parts of America and Europe (Denison, Janovics, Young and Cho, 2006). The adaptability dimension was left out because it was found out that a good number of elements that can be measured in adaptability could also be measured using the organization's level of consistency. Adaptable organizations translate the demands of the organizational environment into action.

Furthermore, it was found that the dimension of adaptability overlaps with the dimension of the organization's mission. McNeen (2010) notes that the response to changes in the external environment such as emerging opportunities and threats are reflected in the organization's vision, mission, objectives and core strategies.

Involvement is the rate of participation and initiative of all the employees in an organization (MacLeod and Brady, 2008). Research literature has shown that effective organizations empower and engage their people, build their organization around teams, and develop human capability at all levels (Denison, et al 2006). Employees at all levels of the organization feel that they have at least some input into decisions that will affect their work and feel that their work is directly connected to the goals of the organization (Kursted and Mallak, 1996). This allows high involvement organizations to rely on informal, voluntary and implicit control systems, rather than formal, explicit, bureaucratic control systems. Denison, et al (2006) measure this trait with three indexes: The first is empowerment, where individuals have the authority and ability to manage their own work. This creates a sense of ownership and responsibility towards the organization; the second is team orientation, which places much value on working cooperatively towards common goals for which all employees feel mutually accountable; and the third is capability development, a trait that is evident when the organization continually invests in the development of employees' skills in order to remain competitive and meet on-going business needs.

An organizational mission is an organization's reason for existence (Sorensen, 2002). Forest and David (2003) assert that successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of what the organization will look like in the future, adding that a sense of mission allows an organization to shape current behavior by envisioning a desired future state. Lee and Yu (2004) believe that being able to internalize and identify with an organization's mission contributes to both short and long-term commitment to the organization. They therefore measured this trait with three indexes as follows: The first index looks at the strategic direction and intent. Here, clear strategic intentions convey the organization's purpose and make it clear on how everyone should contribute towards fulfilment of organization's purpose. The second index analyses the goals and objectives. Here a clear set of goals and objectives highlight the targets the organization wants to achieve within a given time period. This is then linked to the mission, vision, and strategy and provides everyone with a clear direction in their work. The third index looks at the vision. Here, the organization has

a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction. A clear sense of purpose and direction in an organization, which is what defines organization's goals and strategic objectives, can only be attained if there is consistency in the organization's way of doing things. Consistency implies the extent to which the values, beliefs and standards of behavior are acquired and shared among employees in an organization (Denison, 2009). Denison, et al (2006) found out that organizations are effective when they assume a predictable style of doing things for a considerable period of time. Consistent organizations, according to Denison, et al (2006), develop a mindset and create organizational systems that build internal systems of governance based on consensual support. These implicit control systems can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations. Xenikou and Simosi, (2006) measured this trait with three indexes: The first index is the core values where members of the organizations share a set of attributes, which create a sense of identity and a clear set of expectations, the second index is agreement where members of the organization are able to reach consensus on critical issues and the third is coordination and integration where different functions and units of the organization are able to work together well to achieve common goals.

2.1.5 Changing Organizational Culture

In relation to that, Arnold (2005) stated that "culture can be seen as something that can be managed or changed when the existing culture is inappropriate or even detrimental to the organization's competitiveness". On the other hand Martins and Martins (2003) states that "changing an organization's culture is extremely difficult but cultures can be changed".

According to Martins and Martins (2003) organizational culture change can only take place when most or all of the following conditions exist:

- A dramatic crisis: this is the shock that undermines the status quo and calls into question the relevance of the current culture.
- Turnover in leadership: new top leadership which can provide an alternative set of key values may be perceived as more capable of responding to the crisis.

- Young and small organization: the younger the organization, the less entrenched its culture will be and it is easier for management to communicate its new values when the organization is small.
- Weak culture. The more widely held a culture is and the more members agree with its values, the more difficult it will be to change; thus weak cultures are more amenable to change than strong ones.

Culture change may be necessary to reduce employee turnover, influence employee behavior, make improvements to the company, refocus the company objectives and/or rescale organization, provide better customer service, and/or achieve specific company goals and results. Culture change is affected by a number of elements, including the external environment and industry competitors, change in industry standards, technology changes, the size and nature of the workforce, and the organization's history and management.

Prior to a cultural change initiative, a needs assessment is needed to identify and understand the current organizational culture. This can be done through employee opinion surveys, interviews, and focus group discussion, observation, and customer surveys where appropriate, and other internal research, to further identify areas that require change. The organization must then assess and clearly identify the new, desired culture, and then design a change process.

Cultural changes require a thorough preplanning like other change management process. Starting from strategic planning, having a dedicated committee to undertake the change management process, top management engagement and having clear process and steps and involvement of key staff members etc. are very important for the success of this change.

2.1.6 The Functions of Organizational Culture

By performing these five functions, the culture of an organization serves as a sort of social glue that helps reinforce persistent, coordinated behaviors at work. Other authors said the main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Making meaning is an issue of organizational culture, because organizational members need to benefit from the lessons of previous members.

2.1.7 The Elements of Organizational Culture

Collins and Porras (2008) state that organizational culture refers to a system of shared meaning held by members that distinguishes one organization from other organizations. They believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization's culture can be captured in seven primary characteristics. These characteristics are: Innovation and risk-taking: the degree to which employees are encouraged to be innovative and take risks;

- Attention to detail: the degree to which employees are expected to exhibit precision analysis and attention to detail;
- Outcome orientation: the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes;
- People orientation: the degree to which management decisions take into consideration the effect of outcomes on people within the organization;
- Team orientation: the degree to which work activities are organized around teams rather than individuals;
- Aggressiveness: the degree to which people are aggressive and competitive rather than easygoing; and
- Stability: the degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Each of these characteristics exists on a continuum from low to high

Robbins (2001) emphasized that the founders of an organization have a major impact on that organization's early culture. They have a vision of what the organization should be, and they are unconstrained by previous customs and ideologies. The process of culture creation occurs in three ways:

- First, founders only hire and keep employees who think and feel the way they do;
- Second, they indoctrinate and socialize these employees to their way of thinking and feeling; and
- Finally, the founders own behavior acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values, and assumptions.

2.1.10 Employee Performance

The word 'performance' can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance etc. In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employee's performance means the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively (Daft, 2000). Employee performance is originally what an employee does or does not and how those activities were executed. It plays an important role for organizational performance. Employee performance at the workplace is a major concern for the organizations irrespective of all the factors and conditions. As such, employees are considered very important assets to their organizations (Qureshi and Ramay, 2006). Good performance by employees of an organization leads to good organizational performance which ultimately makes an organization more successful and effective and the vice versa (Armstrong, 2009). (Befort, 2003) indicates that the essence of job performance relies on the demands of job, the goals and the mission of the organization and the beliefs of the organization about which behaviors are mostly valued.

2.2 Empirical Review

This section outlines the result of different researches on the topic 'the Effect of Organizational Culture on Employee Performance' and it is tried to summarize below.

Okechuku (2014) made a study on the 'Organizational Culture and Employee Performance in the National Agency for Food and Drugs Administration and Control (NAFDAC) in Nigeria'. It assumes that a positive organizational culture will enhance employee's performance. The three major findings of the research were NAFDAC's organizational culture of decentralization provides employees with greater intrinsic rewards than other traditional means of governance, there is a significant relationship between organizational culture and increased employees' commitment in NAFDAC and the last research result was there is a significant relationship between organizational culture and increased employees' productivity in NAFDAC. Angela (2006) argues that corporate culture can help drive business results, but it takes a cultural audit to

differentiate which elements of the culture can lead to superior performance. The researcher conducted employee engagement surveys that are specifically designed to measure the correlation between employee behaviors and attitudes that define an organization's culture and its financial results. The questions are developed into two categories: behavior defining outcomes with financial value and behaviors and attitudes describing inputs that could affect those outcomes.

Ojo (2009) analyzed and assessed empirically the impact of corporate culture on employee job performance as well as organizational productivity using Nigerian banking industry as the case study. He tried to ascertain if organizational culture affects employee job performance, and to formulate recommendations regarding corporate culture and employee job performance. He came out with the result that majority of the respondents strongly agree that corporate culture has effect on employee job performance, and that majority of the employees respondents agree that corporate culture has effect determines the productivity level of the organization.

According to Bulach, Lunenburg, & Potter (2012), the effect of organizational culture on employee behavior and performance can be summarized thus:

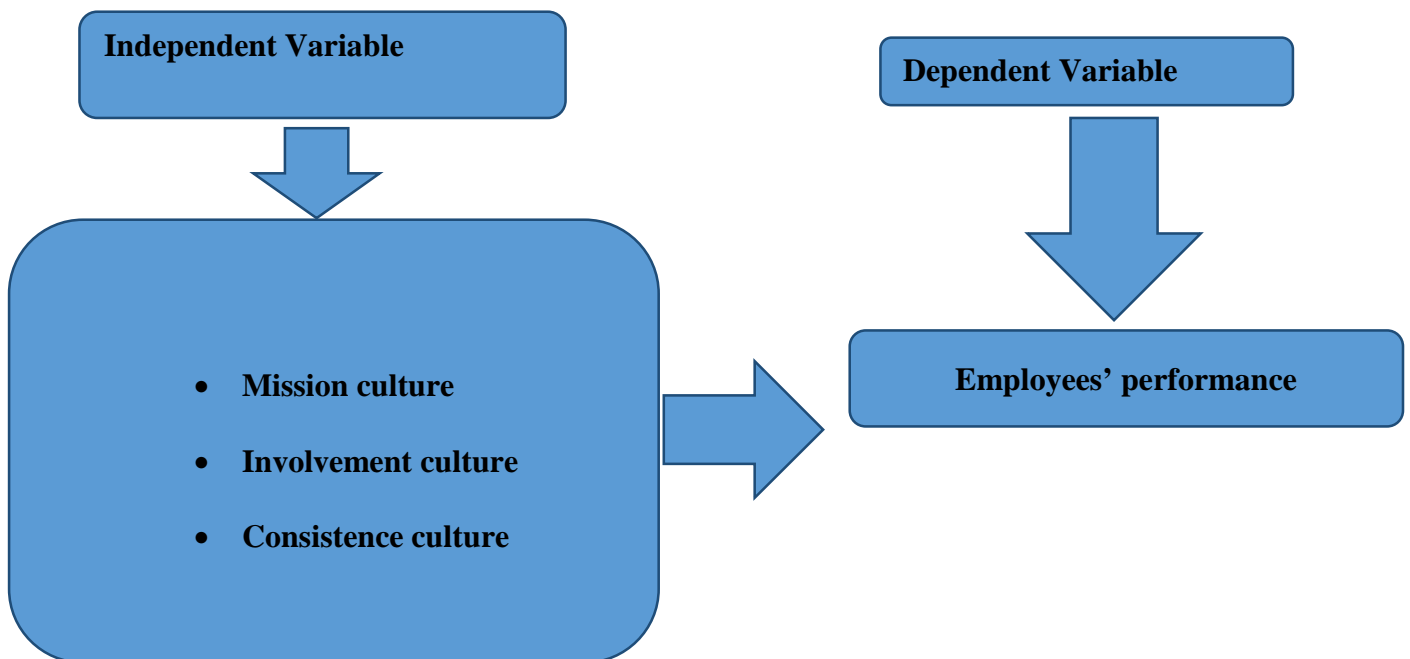
- First, knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation.
- Second, organizational culture can foster commitment to the organization's philosophy and values.
- Third, organizational culture, through its norms, serves as a control mechanism to channel behaviors toward desired behaviors.

Finally, certain types of organizational cultures may be related directly to greater effectiveness and productivity than others indicates clearly the organizational culture characteristics in two dimensions of internal and external centralization and the degree of inflexibility as well as at 12 indicators level. This model has a direct impact on organizational culture and provides an novel framework over the other organizational culture models and lastly the Denison's model has been extensively employed by various organizations in other countries in order to diagnose organizational culture.

2.3 Conceptual Framework of Organizational Culture and Employees job Performance.

The conceptual framework of the study specifies the nature of the hypotheses of the study, which were depicted in the diagrammatic form of Figure 1. According to the model, dependent variable is employee's performance and the independent variables mainly are mission culture, involvement culture and consistency culture. The relations of these variables are supported on the basis of review of literatures.

Figure 2 Conceptual Framework



Source: Daniel Denison's Model of Organizational Culture

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

this section of the thesis deals with the methodology used in the study, which includes the research design and approach, target population, data types & sources, data collection instruments, ethical considerations, and methods of data analysis.

3.1 Research Design and Approach

The study adopts explanatory research to seek explanations of observed phenomena, problems, or behavior and answer to why and how types of questions. It attempts to “connect the dots” in research, by identifying causal factors and outcomes of the target phenomena. Moreover, it helps to understand the nature or mechanisms of the relationship between the independent and dependent variables.

The research is designed to judge the effect of organizational culture on employee’s job performance at Heineken Ethiopia Kilinto plant. For this purpose, organizational culture is supposed as an independent variable while employee job performance is taken as dependent variable of using the explanatory research design.

The research adopts quantitative approach and this approach has been used to quantify the respondents’ evaluation following the effect of organizational culture on employee performance at Heineken Ethiopia Kilinto plant. By way of generating numerical data or data that can be transformed into useable statistics. The approach is selected because it is reliable & objective compared to qualitative approach and it looks at relationships between variables and can establish cause and effect in highly controlled circumstances.

3.2 Population, Sample Size and Sampling Technique

According to Ralph (2013), a sampling frame is a list of elements from which the sample is actually drawn and is closely related to the population. The sampling frame constituted the employees of Heineken Ethiopia.

The sampling frame constituted the employees total population of the study was 317 out of which 119 sample used which locate at Addis Ababa Kilinto plant. The study uses simple random probability

sampling techniques based on lottery method used for sampling table at 95% confidence level is used to select the appropriate sample size (University of Florida Determining Sample Size).

3.3 Sources of Data and Data Collection Instruments

With the sources of data, the data obtained from primary and secondary sources. The primary data were collected from Heineken Ethiopia kilinto plant employees using structured questionnaire. In addition, the researcher gathers some relevant information through informal discussion with Heineken Ethiopia kilinto plant employees. Moreover, secondary data were collected from published books, journals, Heineken Ethiopia internal policies, procedures, and manual, internal memo, communication and written materials and reliable internet sources and websites etc. These secondary data helped to add to the primary data that were collected and to use it to combine different respondents' opinions and base a theory with evidence to back the point up.

The data collection instrument comprises of three parts: data collection procedure, data content and validity and reliability.

The data collection procedure was started by having formal and official steps of discussion with the people concerned in Heineken Ethiopia kilinto plant. And discussion was held and approval for the undertaking had approved. The next step was to assess relevant literature to have deep understanding and to get associated with the issues under consideration. In addition, the research proposal was developed and the basic questions were developed. Finally, the data gathering tools designed based on review of related literature and research questions.

The data content mostly rely on primary data, which was gathered using self-administered and structured questionnaires. Questionnaire is selected because, firstly, it is economical in terms of research time, effort and cost than most other methods. Secondly, it is more appropriate and find easy for respondents to fill and forward their feelings and responses for questions. The primary data was collected from high level management, middle level managers, employees and other clerical staff excluding non-clerical staff. The questionnaire was contains three parts. The first part designed to collect respondents' demographic variables related questions. There was question that focuses on organizational culture which was adopted from Denison (1990) with some modification..

3.4 Data Analysis Methods

The primary data was collected from the questionnaire and analyzed using both descriptive and inferential statistics.

Essentially, the data analysis used through inferential statistics, both correlation and regression analysis. The correlation analysis was done to infer and quantify the relationship between continuous variables of organizational culture and employee job performance (between independent and dependent variables respectively). Pearson correlation will be used to determine the degree of relationships between the variables. Regression analysis also used to determine the predictability (contribution) of the independent variable to the dependent variables.

In addition, descriptive statistics was employed using mean, standard deviation, frequency and percentage to describe the demographic characteristics of the respondents and employees' perception towards organizational culture and employee job performance. The findings also presented through the use of tables and graphs.

The statistical package for social science (SPSS) 20 was used to analyze the data collected. After the data was collected, compiled, sorted, edited, coded and then it was entered in to SPSS.

3.5 Ethical Considerations

Ethical issues are very important in research these days. Ethical emerged from value conflicts. In research, these conflicts are expressed in many ways: individual's right to privacy versus the undesirability of manipulation, openness and replication versus confidentiality, future welfare versus immediate relief, and others. Each decision made in research involves a potential compromise of one value for another. Researchers must try to minimize risk to participants, colleagues and society while attempting to maximize the quality of information they produce.

Thus, the researcher observed the principles of ethical issues like confidentiality and dignity of the participants, integrity, no account plagiarism, and never fabricating and destroying data. The research was ok at most precaution before undertaking the research and informed the participants in the study about the objectives of the study, and disconsiders ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents. A researcher must consider these points because the law of ethics on research condemns conducting a research without the consensus of the respondents for the above listed reasons.

3.6 Validity and Reliability Test

Validity and reliability of the measures need to be assessed before using the instrument of data collection (Hair et al., 2003). Validity concerns whether an instrument can accurately measure, while reliability pertains to the consistency in measurement.

3.6.1 Validity Test

Construct validity is the assumption that the instruments must actually measure what they are purported to measure. To overcome this challenge, the draft survey questionnaire was pilottested with 13 randomly selected respondents and feedback from the pilottesting was incorporated into designing of the final survey questionnaire. The purpose of the pilottest is to help the researcher to get feedback as whether the questionnaire is constructed to fit with its purpose especially in detecting some redundant, ambiguous, and unclear items of the questionnaire. In addition the pilottesting is used to check the reliability and validity of the instrument and the feedbacks obtained were instrumental in increasing the response rate understandability of the questionnaire.

3.6.2 Reliability Test

Reliability using Cronbach's Alpha () which is an internal consistency test that measures the degree to which the items or measurements consistently measure the underlying construct.

Table 3.2: Reliability Test Result

Organization Culture Dimension	Cronbach's Alpha	N of Items
Involvement-Empowerment	.814	5
Involvement-Team Orientation	.818	5
Involvement-Capability Development	.814	5
Involvement	.873	15
Consistency-Core Value	.808	5
Consistency-Agreement	.839	5
Consistency-Coordination and integration	.823	5
Consistency	.910	15
Mission-Strategic Direction and Intent	.864	5
Mission-Goals and Objectives	.886	5
Mission-Vision	.806	5
Mission	.933	15
Employee Performance	.923	15

Source: Own Survey, 2019

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This chapter provides the results and findings about the effect of organizational culture on employee performance in case of Heineken Ethiopia kilinto plant. The chapter is divided into different sections starting with introduction, response rate, demographic characteristics of respondents, involvement culture, consistency culture, mission culture, employee performance. Finally, the chapter presents the relationship and effect of organizational culture on employee performance using correlation and regression analysis. Response rate is the total number of respondents who participated in the study and this study has target population of 119 respondents, out of which 104 are participated in the survey.

4.1 Demographic Characteristics of Respondents

For the purposes of this study, the variables on demographic information are gender, age, marital status, level of education and total years of experience. The result of this demographic presentation is stated below using descriptive statistics analysis.

Table 4.1 Demographic Characteristics of Respondents

No.	Respondent Characteristics		Frequency	Percentage
1	Sex	Male	80	76.2
		Female	23	21.9
		Total	103	98.1
		Unspecified	2	1.9
		Total	105	100.0
2	Age	Below 25 years	1	1.0
		26-30 years	17	16.2
		31-35 years	35	33.3
		36-40 years	26	24.8
		Above 40 years	26	24.8
		Total	105	100.0
3	Marital Status	Single	22	21.0
		Married	78	74.3
		Divorced	2	1.9
		Widowed	1	1.0
		Total	103	98.1
		Unspecified	2	1.9
		Total	105	100.0
4	Level of Education	First Degree	45	42.9
		Second Degree	57	54.3
		Others	3	2.9
		Total	105	100.0
		Unspecified	4	3.8
		Total	105	100.0
5	Total Years of Experience	Below 10 years	26	24.8
		10-14 years	36	34.3
		15-19 years	17	16.2
		20-24 years	6	5.7
		Above 25 years	16	15.2
		Total	101	96.2
		Unspecified	4	3.8
Total	105	100.0		

Source: Own Survey, 2019

Out of 105 respondents participated in the survey, 103 have specified their gender. As per the findings in the above table, about 3/4th of them (76.2%) are male, whereas 23 (21.9%) are female respondents. The results show that (1.9%) of respondents did not indicate their gender. This indicates that a majority of the Heineken Ethiopia kilinto plant employees are male dominated.

All the respondents have specified their age. The age of the respondents range from 24 to 56 years with a standard deviation of 7.06. The average age of the respondent is 37 years. From the age group data, 35 (33.3%) of the respondents are in the age group of 31-35 years. Those in the age group of 36-40 years and above 40 years constitute 26 (24.8%) of the respondents, each fewer responses 18 (17.2%) are ages below 31 years. Almost 50% of the employees are above 36 years and the rest half are below 35 years of age. So it can be generalized that the majority of the workforce is comprised of young and middle age groups.

The majority of respondents, 78 (74.3%) are married. Those single are 22 (21%) and the rest 3 (2.9%) are divorced and widowed. Two of the respondents didn't indicate their marital status. From the data one can conclude that the majority of the respondents have established their own family.

Regarding education level of the respondents, 57 (54.3%) have First degree and the rest 45 (42.9%) have second degree. From the target population, all have first and second degree, the second degree holders have 42.9% share in Ethiopia kilinto plant and this can be concluded that there is a higher level of expertise which matches with their positions.

The study has also tried to categorize the total years of staff in their employment career. Accordingly, 36 (34.3%) of the employees has experience between 10-14 years, 26 (24.8%) below ten years, 17 (16.2%) of the staff are between 15-19 years of experience. In addition, 16 (15.2%) of the respondents have work experience of above 25 years. The minimum and maximum total years' experience ranges from 3 to 33 years respectively with a mean of 14.51 and standard deviation of 7.02. As per the findings on years of experience, the majority (71.4%) of the staff have more than 10 years of experience both in Heineken Ethiopia kilinto plant and it can be concluded that the majority of the staff have sufficient years of experience.

4.2 Descriptive Statistics Analysis

In order to understand the organizational culture at Heineken Ethiopiakilinto plant employees were asked to give their level of agreement to statements with regard to the three dimensions. Employees rating in five points of Likert scale are then analyzed with descriptive statistics of mean and standard deviation. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to 'Strongly disagree', 2 points as 'Disagree', 3-point as 'Neutral', 4-point as 'Agree', and 5-point as 'Strongly Agree'. The analysis results are presented in subsequent table each deals with one dimension of organizational culture at Heineken Ethiopiakilinto plant.

According to Zaidation and Bagheri (2009), the mean score below 3.39 is considered as low, the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high.

4.2.1 Involvement Culture

The involvement culture at Heineken Ethiopiakilinto plant is evaluated with respect to its three sub-dimensions i.e. empowerment, team orientation and capability development. The result of the analysis is presented in table 4.3.

Table 4.2.1: The Involvement Cultural Dimension at Heineken Ethiopiakilinto plant

Involvement Culture				
No.	Description	N	Mean	Std. Deviation
1	Most employees are engaged in their work.	105	4.34	0.95
2	Decisions are usually made at the level where the best information is available.	104	3.83	1.02
3	Information is widely shared so that everyone can get the information s/he needs when it is needed.	105	3.64	1.15
4	Everyone believes that s/he can have a positive impact.	104	4.07	0.97
5	Business planning is ongoing and involves everyone in the process to some degree.	103	3.79	0.98
Involvement-Empowerment		105	3.94	0.72
1	Cooperation across different parts of the organization is actively encouraged.	105	4.18	0.92
2	People work like they are part of the team.	104	4.25	1.01
3	Teamwork is used to get work done, rather than hierarchy.	105	4.43	0.90
4	Teams are our primary building blocks.	103	4.28	0.98
5	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	105	4.14	1.03
Involvement Team Orientation		105	4.26	0.80
1	Authority is delegated so that people can act on their own.	105	3.83	0.95
2	The capability of people is constantly improving.	104	3.61	0.98
3	There is continuous investment in the skills of employees.	104	3.01	1.21
4	The capabilities of people are reviewed as an important source of capability development.	105	3.58	1.01
5	Problems seldom arise because we have the skills necessary to do the job.	103	3.65	0.89
Involvement Capability Development		105	3.53	0.70
Involvement		105	3.91	0.64

Source: Own Survey, 2019

As to the empowerment sub-dimension, respondents' average level of agreement (mean) to the five statements are computed. For empowerment sub-dimension, the mean aggregate agreement level is $M=3.94$ as a high mean score from five statements whose mean score ranges from 3.64-4.34 for each question under this sub-dimension. This dimension is significantly high agreement and hence the organizational culture with respect to empowerment is highly practiced at Heineken Ethiopiakilinto plant. The team orientation sub-dimension at Heineken Ethiopiakilinto plant also is evaluated with employees' responses to five

Statements. Overall, team orientation practice at Heineken
is evaluated to have been agreed to the level

Ethiopia into

plant

M=4.26 from the five statements whose mean score ranges from 4.14-4.43 under this sub dimension. And it is significantly high level of agreement and is therefore acknowledged by employees that Heineken Ethiopiakilinto plant is practicing it to the level high.

The third sub-dimension, within the involvement culture, i.e. capability development is also assessed. The capability development with M=3.53 as a moderate means score for five statements whose mean ranges 3.01 (there is continuous investment in the skills of employees) to 3.83 (authority is delegated so that people can act on their own). It is also a relatively moderate level of employee's agreement towards this sub dimension.

In general, the involvement culture dimension, which is an aggregate of its three sub-dimensions, is then evaluated to have been practiced to the level M=3.94 and this result shows that Heineken Ethiopiakilinto plant has highly practicing involvement organizational culture based the frameworks suggested by Zaidation and Bagheri (2009).

4.2.2 Consistency Culture

Similar to the involvement culture, the consistency culture at Heineken Ethiopiakilinto plant is assessed with five statements for each sub-dimension consisting of core values, agreement and coordination/integration.

Table 4.2.2: The Consistency Cultural Dimension at Heineken kilinto plant Ethiopia

No.	Consistency Culture			
	Description	N	Mean	Std. Deviation
1	The leaders and managers “practice what they preach”.	105	3.66	0.97
2	There is a characteristic management style and a distinct set of management practices	104	3.71	0.93
3	There is a clear and consistent set of values that govern the way we do business.	105	3.75	1.02
4	Ignoring core values will get you in trouble.	104	4.11	1.09
5	There is an ethical code that guides our behavior and tells us right from wrong.	105	4.37	1.08
	Consistency-Core values	105	3.96	0.76
1	When disagreements occur, we work hard to achieve “win-win” Solution.	104	3.88	1.04
2	There is a “strong culture” of doing things.	104	4.03	0.97
3	It is easy to reach consensus, even on difficult issues.	104	3.76	1.01
4	We seldom have trouble reaching agreement on key issues.	104	3.39	1.18
5	There is a clear agreement about the right way and the wrong way to do things.	103	3.95	1.07
	Consistency-Agreement	104	3.80	0.77
1	Our approach to do business is very consistent and predictable.	104	3.63	1.14
2	People from different parts of the organization share a common Perspective.	104	3.66	0.94
3	It is easy to coordinate projects across different parts of the Organization.	103	3.68	0.98
4	Working with someone from another part of the organization is not like working with someone from a different organization.	104	3.87	0.98
5	There is a good alignment of goals across levels.	103	4.02	0.89
	Consistency-Coordination and Integration	104	3.77	0.71
	Consistency	105	3.85	0.66

Source: Own Survey, 2019

One of the dimensions, core value has a mean score which ranges from 3.66-4.37. The consistency culture with respect to core values is found to be a common practice with a mean score, $M=3.96$ which is a high level agreement.

Statements in relation to the agreements sub-dimension are also found to have been agreed by employees of Heineken Ethiopia kilinto plant. Overall, the agreements sub-dimension is rated to the level, $M=3.80$ which is significantly

a high level practice of this culture. The five statements within this subdimension, the mean score ranges from 3.39-4.03. The coordination and integrations sub-dimension is assessed with employees' level of agreement, and evaluated to have been practiced to the level 3.77 and is considered as a moderate level of agreement. The mean score for five statements in this category ranges from 3.63-4.02 for this subcategory. The three sub-dimensions, which are practiced at Heineken Ethiopiakilinto plant, resulted in the existence of consistency culture at Heineken Ethiopiakilinto plant to the level to the level $M=3.85$ which is well above the high level based on the framework designed by Zaidation and Bagheri (2009).

4.2.3 Mission Culture

This mission dimension of organization culture is also comprised of three sub-cultures: Strategic direction and intent, goals and objectives, and vision. All these three sub-dimensions are assessed with five statements each.

Table 4.2.3: The Mission Cultural Dimension at Heineken Ethiopiakilinto plant

Mission Culture				
No.	Description	N	Mean	Std. Deviation
1	There is a long term purpose and direction.	104	4.07	0.93
2	Our strategy leads others similar organization to change the way they compete in the industry.	104	3.74	1.00
3	There is clear mission that gives meaning and direction to our work.	104	4.22	0.84
4	There is a clear strategy for the future.	104	3.85	0.99
5	Our strategic direction is clear to me.	104	3.96	0.93
Mission-Strategic Direction and Intent		104	4.00	0.78
1	There is wide spread agreement about goals.	103	4.27	3.01
2	Leaders set goals that are ambitious, but realistic.	103	3.83	0.82
3	The leadership has "gone on record" about the objectives we are trying to meet.	104	3.88	0.87
4	We continuously track our progress against our stated goals.	104	4.01	1.05
5	People understand what needs to be done for us to succeed in the long run.	103	3.83	0.98
Mission-Goals and Objective		104	3.97	0.91
1	We have a shared vision of what the organization will be like in the future.	104	3.84	1.08
2	Leaders have a long term viewpoint.	104	3.90	0.93
3	Short term thinking seldom compromised our long term vision.	104	3.61	1.05
4	Our vision creates excitement and motivation for our employees.	103	3.87	1.03

5	We are able to meet short term demands without compromising our long term vision.	104	3.80	0.98
	Mission-Vision	104	3.80	0.77

As to the strategic direction and intents sub-dimension, the employees' agreement is significantly different from the moderate level. Overall, the strategic intents sub-dimension is rated to the level $M=4.00$, which is significantly a high level practice. The five statements in this category ranges the mean score from 3.85 (there is a clear strategy for the future) to 4.22 (there is a clear mission that gives meaning and direction to our work). Similarly all the five statements under the goal and objectivessub-dimension are agreed by employees to the level higher as per the suggested framework. With the overall agreement level of $M=3.97$, the goals and objectives direction culture at Heineken Ethiopiakilinto plant is practiced to high level. The five statements with the mean score ranges from 3.83-4.27. The visionsub-dimension with overall agreement level of $M=3.80$ is also a high level practice and the mean score ranges from 3.61-3.90.

4.2.3 Employee Performance

The employees' performance is assessed with fifteen performance indicator statements. Employees then rated these statements with a five-scale agreement and it is presented as follows.

Table 4.2.3:
Employee Performance at Heineken Ethiopiakilinto plant

Employee Performance				
No.	Description	N	Mean	Std. Deviation
1	I rated the quality of my work in the last performance excellent.	103	4.35	0.81
2	I rated the quantity of my work in the last performance very sufficient.	103	4.30	0.88
3	I managed to plan my work so that it was done on time.	103	4.30	0.97
4	I was able to perform my work well with minimal time and effort.	103	4.18	1.00
5	I often expand extra effort in carrying my job.	102	4.24	0.99
6	I have a complete knowledge and understanding of my tasks.	103	4.63	0.78
7	I complete in all areas of my job handling tasks with proficiency.	103	4.44	0.76
8	I always reach my objective set (performance target).	103	4.23	0.82
9	I review my performance continuously for improvement.	103	4.24	1.06
10	I have the required skills to perform my task.	102	4.58	0.89
11	I have the required level of motivation to perform the tasks.	103	4.30	1.00
12	I do my job independently.	103	4.51	0.84
13	I perform my work well to the expected standards.	103	4.51	0.78
14	I could manage more responsibilities in my job than typically assigned to me.	103	4.53	0.84
15	I feel I appear suitable for a higher level role.	102	4.37	0.87

Aggregate Employee Performance	103	4.36	0.69
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Source: Own Survey, 2019

The average agreement to these statements range from the smallest 4.18 (I was able to perform my work well with minimal time and effort) to the largest 4.63 (I have a complete knowledge and understanding of my tasks). This indicates that employees have high level of rating to their performance at Heineken Ethiopiakilinto plant. Overall, the performance level of employees at Heineken Ethiopiakilinto plant is computed to the level $M=4.36$, which is a very high level of performance.

4.3 Relationship between Organizational Culture and Employee Performance

One of the objective in this research is to study the relationship of employees' performance with the organizational culture practice at Heineken Ethiopiakilinto plant. In order to evaluate this relationship, a Pearson Product Movement Correlation Coefficient is conducted with the result shown in the matrix below. As per Saunder (2009), a correlation coefficient enable to quantify the strength of the linear relationship between variables. This coefficient is usually represented by 'r' and can take only the value from -1 to +1.

Table 4.3 Correlation Analysis Matrix

Variables		Employee Performance	Involvement	Consistency	Mission
Employee Performance	Pearson Correlation	1	0.461	0.512	0.552
	Sig. (2-tailed)		.000	.000	.000
	N	103	103	103	102
Involvement	Pearson Correlation	0.461	1	0.791	0.764
	Sig. (2-tailed)	.000		.000	.000
	N	103	105	105	104
Consistency	Pearson Correlation	0.512	0.791	1	0.713
	Sig. (2-tailed)	.000	.000		.000
	N	103	105	105	104
Mission	Pearson Correlation	0.552	0.764	0.713	1
	Sig. (2-tailed)	.000	.000	.000	
	N	102	104	104	104

Source: Own Survey, 2019

From the correlation analysis, all the three organization culture dimensions are found to have positive correlation with the employees' performance. The mission dimension is the most related to employee performance with $r=0.552$, followed by the consistency dimension with $r=0.512$. Both mission and consistency culture have strong positive relationship with employee performance. The involvement dimension, is also moderately related to employee performance with $r=0.461$. These strong positive relationships indicate that the employee performance has increased due to the adequate level practice of organization culture at Heineken Ethiopia kilinto plant. So the high level employee performance at Heineken Ethiopia kilinto plant, $M=4.36$, can be somewhat influenced by the organization culture practice.

All the above correlation coefficients interpretations are based on Pallent (2003) way of determining the strength of the relationship. Accordingly,

- If $r = 1.00$ perfectly positive correlation
- If $r = -1.00$ perfectly negative correlation
- If $r = 0.00$ no relationship
- If $r = 0.10$ to $r = 0.29$ or $r = -0.10$ to -0.29 weak relationship
- If $r = 0.30$ to $r = 0.49$ or $r = -0.30$ to -0.49 moderate relationship
- If $r = 0.50$ to $r = 1$ or $r = -0.50$ to -1 strong relationship

4.4 The Effect of Organizational Culture on Employee Performance

To further assess the effect of organization culture on employees' performance, multivariate regression analysis was conducted as indicated in the below table.

A. Predicators: (Constant), Involvement Culture, Consistency Culture and Mission Culture.

B. Dependent Variable: Employee Performance

Multivariate regression model is applied to determine how organizational culture in Heineken Ethiopia kilintoplant.

Has an effect on employee performance as the study contains more than one predictor.

The following model is used with three predictor variables that is X1, X2 and X3.

$$Y = a + 1X1 + 2X2 + 3X3 + e$$

Where: a = the constant (point at which line crosses Y axis)

1 = slope (regression coefficient) for variable X1

2 = slope for variable X2

3 = slope for variable X3

e = error (or residual) value

Where Y is the employee performance, a is the regression constant, 1 to 3 are regression coefficient, X1 is the involvement culture, X2 is the consistency culture and X3 is the mission culture, e is the error term.

Table 4.4.1: Detailed regression analysis on organizational culture and employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.951	.368		5.294	.000
	Involvement	.072	.165	.067	.438	.663
	Consistency	.290	.150	.275	1.930	.056
	Mission	.404	.131	.407	3.080	.003

Source: Own Survey, 2019

The regression constant shows that when the independent variables (involvement, consistency and mission culture) are constant at zero, the employee performance would be 1.951. In addition, it was established that employee performance would increase by 0.072 with every unit positive increase in involvement culture (provided that other culture remains constant). Consistency culture would lead to an increase in employee performance by a factor of 0.290.

Table 4.4.2: Summary model of regression analysis on organizational culture and employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.578 ^a	.334	.314	.57540

Sources: Own Survey, 2019

The coefficient of regression which is represented by R square and measures the proportion in a dependent variable that can be explained by the independent variables. From the regression result, the coefficient of determination, i.e. R Square, is computed to be 0.314 = 31.4%. This implies that Organization culture considerably influences employees' performance. That is the organization culture at Heineken Ethiopia kilinto plant has 31.4% influences on employees performance.

Table 4.4.3: Stepwise Regression analysis on Organizational Culture and Employee Performance

Model		Unstandardized Coefficients	Standardized Coefficients	t-value	p-value	R	R Square	Adjusted R Square
		B	Beta					
1	(Constant)	2.215		6.726	.000	0.552	.304	.297
	Mission	.548	.552	6.616	.000			
2	(Constant)	1.913		5.365	.000	0.577	.333	.319
	Mission	.378	.381	3.247	.002			
	Consistency	.253	.240	2.045	.044			

Source: Own Survey, 2019

In order to further evaluate the individual influences of each dimension, a stepwise regression analysis was conducted. In the first step of the regression the highest correlated dimension, i.e. mission, is used to regress employees' performance. Which resulted in R-square=29.7%. This is the extent of influence to performance as a result of the mission culture practice at Heineken Ethiopiakilinto plant. Consistency is then included in the 2nd step of the regression. Together, mission and consistency cultures, are found to have 31.9% influence on employee's job performance. The extra percentage, 4.2% = 31.9% - 29.7%, is an additional influence by the consistency culture, which can't be attained by considering the mission culture only.

The remaining culture dimension, involvement, need not be included to regress employee performance because its inclusion will not significantly raise the R-square. The reason for this is that involvement has significant correlation with both mission and consistency dimensions, and its influences were already incorporated/explained by the two dimensions.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter states the summary of the study findings and results. Based on the key findings and results, conclusions are drawn and recommendations are made. The recommendations include interventions to improve organizational culture and employee job performance in the studied organization and pave the way for further studies.

5.1 Summary of Findings

This section presents the summary of key findings of the study and they are outlined as follows.

- One hundred five responses were valid for analysis, which represented 88.2% response rate.
- The study revealed that the organization has male staff which constitutes 76.2% and the other 21.9% are female staff.
- From the age group data, 35 (33.3%) of the respondents are in the age group of 31-35 years. Those in the age group of 36-40 years and above 40 years constitute 26 (24.8%) of the respondents, each fewer responses 18 (17.2%) are ages below 31 years.
- From involvement culture, three subdimensions of empowerment, team orientation and capacity development are observed. For empowerment sub-dimension in involvement culture, the mean agreement level, $M=3.94$, is significantly high agreement.
- Team orientation practice at Heineken Ethiopiakilinto plant is evaluated to have been agreed to the level $M=4.26$, which is significantly high above the moderate level agreement.
- The third sub-dimension, within the involvement culture, i.e. capability development is also assessed with $M=3.53$ average agreement, is a relatively moderate level of employees' agreement.
- The involvement culture dimension, which is an aggregate of its three sub-dimensions is evaluated to have been practiced highly to the level $M=3.94$.

- In relation to consistency culture, statements in relation to the agreements sub-dimension are also found to have been agreed by employees of Heineken Ethiopiakilinto plant. Overall, the agreements sub-dimension is rated to the level, $M=3.80$ and the coordination and integrations sub-dimension is assessed with employees' level of agreement, and evaluated to have been practiced to the level 3.77.
- The third sub-dimensions, core values, which are practiced at Heineken Ethiopiakilinto plant and resulted in the existence of consistency culture at Heineken Ethiopiakilinto plant to the level $M=3.85$ which is well above the moderate level.
- On the mission culture, there are strategic intent, goals and objectives and lastly the vision subdimension. Overall, the strategic intent sub-dimension is rated to the level $M=4.00$ and similarly all the five statements under the goal and objectives sub-dimension are agreed by employees to the level higher than the moderate level.
- The goals and objectives direction culture at Heineken Ethiopiakilinto plant is practiced to high level with the overall agreement level of $M=3.97$. The vision sub-dimension with overall agreement level of $M=3.92$ is also a high level practice as indicated in the analysis part of the previous chapter.
- The employees' performance is assessed with fifteen performance indicator statements. The average agreement to these statements range from the smallest 4.18 to the largest 4.63. For all these statements, the performance level of employees at Heineken Ethiopiakilinto plant is computed to the level $M=4.36$, which is a very high level of performance.
- From the correlation analysis, it is found that all the three organization culture dimensions are found to have positive correlation with the employees' performance. The mission dimension is the most related to employee performance with $r=0.552$, followed by the consistency dimension with $r=0.512$.
- To further assess the effect of organization culture on employees' performance using regression analysis was conducted, from the regression result, the coefficient of determination, i.e. R Square, is computed to be $0.314=31.4\%$.
- Using stepwise regression analysis, the highest correlated dimension is mission on employee performance with R-Square of 29.7%. Using same analysis method, both mission and consistency cultures, are found to have 31.9% influence on employee's job performance.

5.2 Conclusions

Based on the above findings on each research objective, the next section gives the conclusions in relation to employee performance and each cultural component with employee performance.

Based on the findings, employee job performance is a critical factor in every organization to be successful. This research work can justify that employee performance has a positive relationship and impact on organizational culture which comprises of involvement, consistency and mission culture. As per the findings on employee performance, all the ratings show that employees have a high level of ratings to their performance at Heineken Ethiopiakilinto plant.

As it is indicated in the review of related literature, involvement culture consists of empowerment, team orientation and capability development. In all three subdimensions, the results show that Heineken Ethiopiakilinto plant has highly practicing the involvement organizational culture i.e. empowerment and team orientation is highly practiced in Heineken Ethiopiakilinto plant and their means scores fall above 3.80, and capability development is categorized in the moderate group. From this research objective, we can say that the organization under this study practices involvement culture which are manifesting through sense of ownership and responsibility.

As the study explained that the involvement result is higher than the moderate level, it can be said that the organization in which people are connected to their work, aware of its importance, its connection to the rest of the organization, willing to accept additional responsibilities. Organizations which uphold an involvement culture emphasize on the input and participation of its members. This can be achieved by being informal, implicit control system and giving the employees the authority and ability to manage and decisions that affect their own work.

The consistency part of organizational culture is significantly practiced in Heineken Ethiopiakilinto plant. The consistency element took the dimension of core values, agreement and coordination and integration with an aggregate practicing of this organizational culture at the

highest level i.e. both core values and agreement are at the highest level whereas coordination and integration are at moderate level. As per this study the consistency dimension has positive

Relationship with employee performance and this is manifested by employees knowing the organizational core values, alignment of employee behavior with core values.

When there is a culture of consistency in an organization, different functions and departments of the organization are able to work together well to achieve common goals. Still with the responsibility of promoting this culture, it is the top management who are expected to give individuals assignments that are consistent with their strengths, interests and opportunities for continued learning and growth.

The mission culture is organization's reason for existence and has subdimensions of strategic intent and direction, objectives and goals and vision. As per the outcome of this dimension, it has significantly and highly practiced in Heineken Ethiopia kilinto plant. Therefore, knowing very well the reason why an organization exists will give an employee the motivation to achieve the organizational objectives. This study has shown that high-performing organizations have a committed work force that is aligned with the organization's mission, vision and values. It came out very clearly that the top management plays a pronounced role in influencing organizational cultures so that it aligns to organizational strategy and structure. They help define the values and beliefs in the organization. This is because they have an accurate picture of the organization's culture. Top management helps employees to contribute towards the fulfilment of mission of the organization.

For an organization to achieve its purpose, the mission statement advocates for strong work ethics and this study looked at the ethical practices of the organization because they form part of an organization mission and by extension, they influence employee job performance. The findings have clearly indicated that strong work ethics highly influence loyalty and equality in the organization hence high employee job performance.

In addition to the relationship of the different dimensions of organizational culture on employee performance, the effect of these three cultural dimensions constitutes 31.9%. The percentage contribution and effect is decreasing when it adds on other organizational cultural dimensions like involvement and consistency culture.

5.3 Recommendations

As it can be shown from the different parts of this study, Heineken Ethiopia kilinto plant is having a good organizational culture and its relationship with employee performance is manifested through the three types of organizational culture. However, in order to keep this momentum and contribute to the organizational culture at large in the future, the following recommendations are suggested by the researcher.

The following recommendations are made based on the summary of findings and conclusion:

- The first recommendation will be in order to keep the existence of high impact organizational culture on employee performance, the organization should do frequent cultural audit with actionable outcomes and review its work environment so that to fill the gaps from the review process and the employee performance will be kept increasing. One of the factors for high employee performance came from the existence of good organization culture and if this doesn't persist, employee performance will be lower and the organization existence will be at risk position.
- From the review of involvement culture which comprises of empowerment, team orientation and capability development, team orientation and then empowerment have great contribution to involvement at the highest level. In order to make further its employee identification with the organization, the management should extend its employee involvement in decision-making that affects them, giving them the authority and additional responsibilities, delegation and ability to manage their own work. These items should be included in different organization's manuals like human resources and operations manual for clarity and understanding.
- Though capability subdimension has positive contribution towards involvement at the moderate level. It is advisable to work on capability development to develop the skills of employees through training, short term assignment, experience sharing and others. In order to make this happen, skills gaps need to be identified through training need assessment, facilitating learning and development and evaluation process. This will certainly boost the employees' performance at large in the future.

- In addition to take the great advantage of the current working environment, employees' performance management should be strengthened more and the relationship of performance management system with capability development should be aligned. This should be done through training and development need assessment that brought from the performance management system. Regular feedbacking and coaching are also very important.
- The organization maintains its consistency culture, is the second highest contribution towards organizational culture, by exerting core values that form the overall dominant culture shared by the majority of the members in the organization. If this is adhered to, the different functions and departments of the organization will be able to work together well to achieve common goals. In addition, emphasis should be given in the hiring process to attract those individuals who can fit with organizational values through competency recruitment process of reflecting organizations' core values. In addition, adequate and frequent induction and socializations should be given in order to bring to the required behaviors and attitude for the newly hired staff once they are joined the working environment.
- From the consistency culture, agreement and core values subdimensions have the highest level of agreement, however coordination and integration at the moderate level of agreement. So Heineken Ethiopia kilinto plant should practice and keep integration and coordination by developing new technologies, processes, systems, alignment of goals and process, and consistent ways of working among units and departments. In addition, organizational structures should be revisited. Coordination and integration among departments can be enhanced through frequent team meetings, give staff clear direction, and optimize the use of resources, creating different forums like team meetings, establishing processes that enable staff to complement.
- From the study, one of the highly rated factor is mission culture and this shows that the management plays a great role in influencing the organizational culture through its strategy and structure. So the mission culture should be maintained by making sure that those in leadership positions are conversant with the organization's mission and help others to understand those culture of strategic intent and direction, vision and goals and objectives of the organization. In order to keep the mission culture as before and improving in the

future, there should be consistently revisiting of organization's vision, strategic intent and direction and even goals and objectives at country level, department and unit level with actionable outcomes. Moreover, it is important to revisit mission statements and remind employee about the overall mission, vision, strategic direction so that they are fully aware about the organization's long and short term intent and plan.

- As it is seen the contribution of the three kinds of organizational culture is 31.9% on employee performance. This implies that there are also other contributing factors which are related to employee performance. So the organizations should look for those contributing factors (might be job satisfaction, leadership style, motivation, salary and benefits issues...) and explore its relationships with employee performance. This will in return it will boost both employee performance and organization performance together.
- As it is mentioned in the first chapter of this study, the research on the effect of organizational culture on employees job performance are limited specially in our context and the result of the study will be limited only to one organization; recommendations are therefore made for further research in a different international non-government organizations in order to broaden research in this industry.
- There are different models and framework that will help to study on the effect of organizational culture on employee performance like Hofstede's cultural dimensions theory, Edgar Schein Model, O'Reilly, Chatman's and Caldwell model and others. This research study used Denison's Model, further research on the same organization can be done using a different framework of organizational culture as suggested above to bring depth understanding and outcome.
- Apart from the organizational culture influencing employee performance, there are other things which should be seen like job satisfaction, organizational performance, leadership, organization change and others. So for future studies, it is recommended to focus on that relationship in order to broaden the subject matter.

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APPENDIX

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES MBA PROGRAM

Dear respective respondents

I am a post graduate student in MBA GENERAL and I am conducting my senior thesis on the title **“The effect of organizational culture on employee’s job performance in case of Heineken Ethiopia kilinto plant”** and the objective of this questionnaire is to collect data from Heineken employees which help to measure the effect of organizational culture on employee’s performance. The information collected shall be used for research purpose only. I assure you that your responses will not disclosed in any way and utmost confidentiality will be maintained. Hence, I request your sincere corporation for the successful undertaking of the study and your valuable response is highly appreciated. Thank you!

Note

- Please put “” mark in the box to the point which highly reflects your idea?
- Your honest and unbiased response will greatly contribute for the research to achieve its objective and there is no need to write your name.

Thank you very much, in advance, for your sincere cooperation.

Part I: -GENERAL INFORMATION

1. Age Category

18-23 24-29 30-35 36 -40 41 - 46 46 and above

2. Marital Status

Single Married Divorced Widowed

3. Gender

Male Female

4. Educational Attainment

High school certificate College Diploma Bachelor's Degree
 Master's Degree Doctorate Degree Other (Please Specify).....

5. Current position:

managerial non managerial

6. Years of service

< 1 Years 1 -3 Years 3-6 Years 6-9 Years
 9-12 > 13 Years

7. In which salary range does your salary level false

< 3000 birr 3001 - 7000 birr 7001 -11,000 11,001 -15,001
 15001- 19000 > 19001

Part III Questions related to the study

The Following Questions are presented on a five point liker Scale. If the item strongly matches with your response choose 5 (Very Agreed), if you moderately agree on the idea choose 4 (Agreed), if you can't decide on the point choose 3 (I don't know), if you disagreed with the idea choose 2 (Disagreed), and if you completely disagreed with the point choose 1 (Very disagreed).

- 5 = Very Agreed
- 4 = Agreed
- 3 = I don't know
- 2 = Disagreed
- 1 = Very Disagreed

The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are agree with & what things you are not agreed with.

Involvement -culture

No.	Description	Strongly Agree	agree	neutral	Disagree	Strongly disagree
1	Most employees are engaged in their work.					
2	Decisions are usually mad at the level where the best information is available.					
3	Everyone believes that he/she can have a positive impact					
4	Business planning is ongoing and involves everyone in the process in some degree.					

Involvement-Empowerment

No.	Description	Strongly Agree	agree	neutral	Disagree	Strongly disagree
1	Cooperation across parts of the organization is actively encouraged.					
2	People work like they are part of the team.					
3	Teamwork is used to get work done, rather than hierarchy.					
4	Teams are our primary building blocks.					
5	Work is organized so that each person can see the relationship between his or her job and goals of the organization.					

Involvement Team Orientation

1	Authority is delegated so that the people can act on their own.					
2	The capability of people is constantly improving.					
3	There is continues investment in the skills of employees.					
4	The capabilities of people are viewed as an important source of capability development.					
5	Problems seldom arise because we have the skills necessary to do the job.					

The consistency cultural dimension at Heineken Ethiopia

No.	Description	Strongly agree	agree	neutral	Disagree	Strongly Disagree
1	The leaders and managers “practice what they preach”.					
2	There is a characteristics management style and distinct set of management practices.					
3	There is a clear and consistent set of values that governs the way we do business.					
4	Ignoring core values will get you in trouble.					

Consistency-core values

1	When disagreements occur, we work hard to achieve “win-win “solution.					
2	It is easy to coordinate projects across different parts of the organization.					
3	Working with someone from other parts of the organization is not like working with someone from a different organization.					
4	There is a good alignment of goals across levels.					
5	There is “strong culture” of doing things.					

The mission cultural dimension at Heineken Ethiopia

No.	Description	Strongly agree	agree	neutral	Disagree	Strongly Disagree
1	There is long term purpose and direction.					
2	Our strategy leads other similar organizations to change the way they compete in the industry.					
3	There is clear mission that gives meaning and direction to our work.					
4	There is a clear strategy for the future.					
5	Our strategic direction is clear to me.					

Mission strategic direction and intent

No.	Description	Strongly agree	agree	neutral	Disagree	Strongly disagree
1	There is wide spread agreement about goals.					
2	Leaders set goals that are ambitious, but realistic.					
3	We continuously track our progress against our stated goals.					
4	The leadership has “gone on record “about the objectives we are trying to meet.					

Mission –goals and objectives

No.	Description	Strongly Agree	agree	neutral	Disagree	Strongly disagree
1	We have a shared vision of what the organization will be like in the future.					
2	Leaders have a long term view point.					
3	Our vision creates excitement and motivation.					

Employee's performance at Heineken Ethiopia

No.	Description	Strongly agree	agree	Neutral	Disagree	Strongly Disagree
1	I rated the quality of my work in the last performance excellent.					
2	I rated the quality of my work in the last performance very sufficient.					
3	I managed to plan my work so that I was done on time.					
4	I often expand extra effort in carrying my job.					
5	I have complete knowledge and understanding of my tasks.					
6	I always reach my objective set (performance target).					
7	I review my performance continuously improvement.					
8	I have required skills to perform my task.					
9	I have required level of motivation to perform the tasks.					
10	I do my job independently.					
11	I perform my work well to expected standard. Than typically.					
12	I could manage more responsibilities in my job.					
13	I feel appear suitable for higher level role.					

Thank You for completing the questionnaire!!!
