EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' ENGAGEMENT: THE CASE OF BANK OF ABYSSINIA

BY

ABEJE KASSAHUN ADAMU

(SGS/0037/2009B)

JUNE, 2020

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Statement of Declaration

I, Abeje Kassahun, declare that this thesis entitled "Effect of organizational culture on employees' engagement: the case of Bank of Abyssinia" is the outcome of my own effort and study. All sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the research advisor. This study has not been submitted for any degree in this University or any other University.

Name	Signature	Date
Abeje Kassahun		June 18, 2020

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as an advisor at the University.

Terefe Feyera (PhD)   ~~F~~ 18-06-2020

Advisor   **Signature and Date**

St. Mary's University, Addis Ababa

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LIST OF ABBREVIATIONS AND ACRONYMS

BOA - Bank of Abyssinia

EE - Employees Engagement

OC -Organization culture

OCAI-Organizational Culture Assessment Instrument

SPSS - Statistical Package for Social Sciences

NBE - National Bank of Ethiopia

UWE-Utrecht Work Engagement

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ABSTRACT

The study has sought the effects of organizational culture on employees' engagement in Bank of Abyssinia. The study used quantitative research method and explanatory research design to objectively answer the proposed research questions. Random Probability sampling technique was used to select the employees from the three districts and head office and also proportionate stratified sampling technique was adopted to treat the 360 participants. Out of those, 340 employees have responded. Descriptive analysis, Pearson correlation, analysis of variance (ANOVA) and regression were carried out to analyze the data using SPSS 20. Descriptive analysis was used to determine which culture is dominant in the bank and the level of their engagement and Correlation and Regression analysis was used to assess the effects of organizational culture on the employees' engagement. The study shows that there is positive relationship between organizational culture (Clan culture, Adhocracy culture, Market culture and Hierarchy culture) and employees' engagement. Based on the findings, the study recommends that Bank of Abyssinia should empower employees and reinforce team orientations, embrace integration, co-ordination, organizational learning, agreement and core values and they should create competence development to promote employees engagement.

Keywords: *Clan culture, Adhocracy culture, Market culture, Hierarchy culture and Employees engagement.*

CHAPTER ONE
INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Engagement is defined as a Positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli &Salanova, 2007). Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. The final dimension of engagement in one's work is absorption whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli &Salanova, 2007). Schaufeli and Bakker's view (2004) as cited under Paul Turner (2020) conceptualized engagement as a positive work-related state characterized by vigor, dedication, and absorption; where vigor relates to energy and resilience; dedication to feeling enthusiasm and being inspired by one's work. Absorption is the intense concentration in the work being undertaken.

Engaged employees are very critical to the success of an organization. Researchers try to find out factors which have impact on employees' engagement and one of the factors which have impact on employees engagement is organizational culture. And organizational culture is a design of simple suppositions, created, revealed or established by a given group as it finds ways on how to cope with its problems arising from the need to adopt to the external setting as well as integrate internally that works well to be considered usable enough to be taught to new members as the right way to feel, think and perceive in solving problems (Edgar H. Schein ,1990) .

Previous research on the subject confirmed a solid connection between organizational culture and engagement of work (Alarcon, Lyons, and Tartaglia, 2010). In a study carried out by (Parent & Lovelace, 2015) on the impact of employee engagement and a positive organizational culture on an individual's ability to adapt to organizational change, they concluded that individual adaptability to change can be enhanced through a positive organizational culture. They further concluded that organizations with a positive organizational culture also foster both job and organizational engagement in their employees and that employees with high levels of job engagement are less adaptable to change. (Elizabeth, 2017) examined the effects of organizational culture (hierarchy, market, Clan,

adhocracy) on job satisfaction in the Ministry of Science and Technology and explained adhocracy culture was the dominant culture in the Ministry. On top of this, there was positive and moderate relationship between organizational culture and employees' job satisfaction. In addition, the level of employees' job satisfaction was higher in the Ministry. Based on the findings, it was concluded that the Ministry of Science and Technology had focused on new innovation, risk taking and uniqueness of performance.

Culture isn't something unique to human being or a society. Organizations which are composed of people from different cultural backgrounds also develop their own culture throughout their operation. Organizational culture may have a positive or negative impact not only on employee's engagement but also on the success of organizations.

Banking industry in Ethiopia is currently made up of 18 banks of which 16 are private and 2 public plays a very critical role in the countries overall economic performance and growth. And significant number of new banks is under formation. As per the banking business proclamation number 592/2008 (and Amendment Proclamation no. 1159/2019) commercial banks are allowed to accept deposits, give loans, money transfer service, buying and selling of gold and silver bullion, foreign exchange service , discounting bill of exchange and etc. Banks apart from employing significant number of workforce are the main source of finance for the country's economic activities. During the first quarter of 2019/20, Birr 39.6 billion was disbursed in fresh loans, indicating a 31.8 percent annual growth. Of the total new loans disbursed, the share of state owned banks was 29.5 percent and that of private banks was 70.5 percent. The Lion's share of the new loans went to finance domestic trade which accounted for Birr 8.3 billion (21 percent) followed by international trade (Birr 7.7 billion or 19.6 percent), industry (Birr 7.2 billion or 18.2 percent), agriculture (Birr 4.1 billion or 10.3 percent) and housing & construction (Birr 3.9billion or 9.8 percent).The remaining balance was taken up by other sectors (National Bank of Ethiopia, 2019/20 first quarter bulletin, volume 36, number 01).

1.2 BACKGROUND OF THE COMPANY

The present-day Bank of Abyssinia was established on February 15, 1996 (91 years to the day fter the first but defunct private bank was established in 1906 during Emperor Menelik II) in accordance with 1960 Ethiopian commercial code and the Licensing and Supervision of Banking Business Proclamation No. 84/1994.Bank of Abyssinia started its operation with an

authorized and paid up capital of Birr 50 million, and Birr 17.8 million respectively, and with only 131 shareholders and 32 staff.

In two decades since its establishment Bank of Abyssinia has registered a significant growth in paid up capital and total asset. It also attracted many professional staff members, valuable shareholders and large customers from all walks of life. This performance indicates public confidence in the Bank and reliability and satisfaction in its services. Currently, employing the state-of-art banking technology, the Bank provides excellence domestic, international and special banking services to its esteemed and valuable customers. It also strives to serve all economic and services sectors via its ever increasing branch networks throughout the country.

Bank of Abyssinia has more than 6,400 staffs and works with known money transfer agents such as Western Union, Express Money, Ria International, Trans-fast, Dahabshiil, MoneyGram, kaah and Ezremit. Bank of Abyssinia, which started banking services with only one branch in 1996, has 462 domestic branch networks, of which 214 branches are in Addis Ababa and the remaining 248 are established in bankable towns all over the country. (https://www.bankofabyssinia.com/index.php/profile/company-profile.html)

The purpose of this research is to analyze the effect of organizational culture on employees engagement in Bank of Abyssinia and try to explain which culture type exists, the level of engagement in the Bank and how do culture impact employee's engagement. It also further suggests which culture should be promoted for the success of the Bank.

1.3 STATEMENT OF THE PROBLEM

Employee engagement has three indicators namely vigor, dedication and absorption. Vigor is manifested by employee's high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication is when employees are strongly involved on their work, and experience a sense of significance, enthusiasm, inspiration, pride, and challenge. Those with a good ethic are dedicated to their jobs and will do anything they can to ensure that they perform well. Often this dedication leads them to change jobs less frequently, as they become committed to the positions in which they work and are not eager to abandon these posts. They also often put in extra hours beyond what is expected to see that they are workers who go beyond the rest of

the workforce and truly dedicate themselves to their positions. Absorption comes when employees are fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Arnold Bakker et. al, 2010) it refers to being fully concentrated.

Based on a recent study conducted by Bank of Abyssinia about level of employee's engagement eight questionnaires were distributed about how employees are engaged in their work. The study found out that employees take responsibility to the benefit of the bank and coworkers cooperation when there is difficulty was good. On the contrary, employees were less engaged on encouraging practices of the bank to be a solution oriented employees. Therefore employee's engagement level was not satisfactory according to the study. Studying how organizational culture affects employee engagement level was not addressed.

Bank of Abyssinia recently launched new branding and tagline "The Choice for All" with the aim to be the bank of choice for customers, employees and shareholders. The Bank wants to achieve its visions among other things through its motivated employees and modern technology. This tells us that engaged or good performing employees are the basis for the success of the Bank. If this is the case identifying factors that impact employee's engagement is critical to the very success of the Bank.

Different researches conducted on employees engagement and organizational culture suggests there is a link between the two (Alarcon, 2010). Rehema, 2015 examined the effect of organizational culture on employee engagement in Commercial Bank of Kenya and concluded that 64% of employee engagement at KCB could be explained by organizational culture.

(Mersen, 2016), investigated the effect of four organizational culture traits namely, involvement, consistency, adaptability and mission on employee commitment in Ethiopian Airlines Company. The results show that the four traits measuring organizational culture were all positively related with employee's commitment.

(Elizabeth,2017) examined the effects of organizational culture (hierarchy, market, Clan, adhocracy) on job satisfaction in the Ministry of Science and Technology and explained adhocracy culture was the dominant culture in the Ministry. On top of this, there was positive and moderate relationship between organizational culture and employees' job satisfaction. In addition, the level of employees' job satisfaction was higher in the Ministry. Based on the

findings, it was concluded that the Ministry of Science and Technology had focused on new innovation, risk taking and uniqueness of performance.

Even if many countable researches have been conducted on effect of organizational culture on employee's engagement in other countries, there have been no studies of this nature and the effect of different organizational cultures on employees engagement in the Ethiopian banking industry particularly in Bank of Abyssinia. This paper therefore focuses on adding to the above stated gap in knowledge by explaining the effect of organizational culture on employee's engagement in Bank of Abyssinia.

1.4 RESEARCH QUESTIONS

In order to attain the optimal output of this research the following basic questions need to be addressed.

- What type of organizational culture is perceived to exist in Bank of Abyssinia?
- What is the level of employee's engagement in Bank of Abyssinia?
- What is the effect of organizational culture which exists in Bank of Abyssinia on engagement of Bank of Abyssinia employees?
  A) What is the level of Clan Culture effect on engagement of Bank of Abyssinia employees?
  B) What is the level of Adhocracy Culture effect on engagement of Bank of Abyssinia employees?
  C) What is the level of Market Culture effect on engagement of Bank of Abyssinia employees?
  D) What is the level of Hierarchy Culture effect on engagement of Bank of Abyssinia employees?

1.5 OBJECTIVE OF THE STUDY

In this section of the paper the general and specific objectives of the research will be stated.

1.5.1 GENERAL OBJECTIVE

The general objective of the study is to assess the effect of organizational culture on employee's engagement in case of Bank of Abyssinia Addis Ababa branches and departments.

1.5.2. SPECIFIC OBJECTIVES

In addition to the general objectives stated above, the study has the following specific objectives:

- To identify what kind of organizational culture is perceived to exist in Bank of Abyssinia
- To identify the level of employee's engagement in Bank of Abyssinia?
- To examine how components of organizational culture carried out in Bank of Abyssinia affect engagement of Bank of Abyssinia employees

   A) To examine the level of Clan Culture effect on engagement of Bank of Abyssinia employees

   B) To examine the level of Adhocracy Culture effect on engagement of Bank of Abyssinia employees

   C) To examine the level of Market Culture effect on engagement of Bank of Abyssinia employees

   D) To examine the level of Hierarchy Culture effect on engagement of Bank of Abyssinia employees

1.6 SCOPE/ DELIMITATION OF THE STUDY

The study is delimited the analysis of the effect of organizational culture on employees engagement in the case of bank of Abyssinia employees who are working at head office and branches located in Addis Ababa. The bank has a variety of employees and human resource personnel levels. The employees can be classified into those who are managers and non-managerial staffs. And all categories of employees who are working t head office and branches located in Addis Ababa will be considered in the study. Employees of the bank will be considered for this study excluding those out sourced employees.

1.7 LIMITATION OF THE STUDY

The adequate of the output of this study was depending on the actual data acquired from the selected representative samples. This intimate that, the finding and analysis of this paper was depending up on the quality of their response. So that, lack of willingness, for various reasons

like suspect of miss use of the organization confidential information for nonacademic purpose was limits the reliability of the research paper to achieve its objectives. The same as, lack of pervious similar researches in Ethiopian case, and limited resource may affect the qualities of the study output. Utmost, the researcher as a member of employee in BOA, his personal perception, feeling for the organization, leads to personal bias and may affect the research. But the researcher, as much as possible, tries to enhance these biases in order to come up with sound conclusion.

1.8 SIGNIFICANCE OF THE STUDY

The paper will give a very brief explanation on the effect of organizational culture on employees' engagement. It will add knowledge on how to engage employees using organizational culture. By classifying cultures in to group, we can identify which culture engages employees better than others. The result of the paper can be used by any organization that is interested in engaging employees using culture.

Bank of Abyssinia also able to comprehensively understand which culture prevails at the bank. It will also help Bank of Abyssinia in developing strategies and policies that support an organization culture which further engages the employees in order to achieve their goal.

The result of the paper will also be important to other banks and non-bank institutions which are starting to know which cultures they may want to adopt as well as helping those that have cultures that are not engaging to also borrow from the practice documented by this study. Furthermore, this paper is significant in providing precedent for future studies.

1.9 ORGANIZATION OF THE RESEARCH REPORT

This study is organized into five chapters. The first chapter covers a general introduction of the study including the background of the study, statement of the problem, research questions, and objectives of the study, significance of the study, scope of the study and organization of the research report. The second chapter covers the literature relevant to the study. It includes the concepts and theory, empirical framework and conceptual framework. The third chapter elaborates research design and methodology: the type and design of the study. It includes research method sampling technique, data collection method, and data analysis that will be used in the study. The fourth chapter summarizes the findings of the

study and discusses them in detail. And finally, chapter five comprised three sections, which include summery of findings, conclusions, and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The following chapter has three subsections theoretical framework, empirical framework, and conceptual framework. The theoretical framework presents about the meaning, models and types of organizational culture and employees engagement. It also illustrates different culture types forwarded by scholars and indicators of employee engagement. The second subsection, the empirical framework, presents some studies from popular authors related to organizational culture and employee's engagement. Final subsection, presents conceptual framework that the research problem was derived from. The chapter presents an understanding of what is going to be investigated.

2.1. THEORETICAL REVIEW

The researcher under this section of the paper will elaborate about organizational culture, meaning, typologies, models and elements of organizational culture.

2.1.1. MEANING OF ORGANIZATIONAL CULTURE

Different scholars define organizational culture in a different ways and perspectives. In this section of the paper the researcher presents some of the various definitions and the one chosen for the purpose of the paper i.e. Schein's definition of organizational culture. Schein (2004) define culture as a pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

The implications of the above definition by Schein (2004) includes that first, we understand culture is stable and not easy to change once it's developed since it's manifested as composite knowledge –thinking, feeling and perceiving the environment which made up the organizations successful. Second, the crucial component of culture is invisible and that is why usually members of an organization can't tell you what kind of culture exists in their organizations. Organizations also do culture assessment research since it's difficult to list down what type of culture exists through simple observation. Third, we realize that there is no right or wrong culture by its own, it all depends on the tacit assumptions of situation in which the culture is to be applied.

Robbins and Judge (2013), also defined organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. And the writers described culture in seven basic features or characteristics. First, innovations and risk taking –the extent to which employees are allowed or encouraged to be innovative risk takers. Second, attention to detail that is the extent to which employees are required to show precision, analysis, and attention to detail. Third, outcome orientation-the extent to which the employer focuses on results or outputs instead of the technique and processes used to achieve them. Fourth, people orientation- the extent to which the employer's decision considers the result on the people of the organization. Fifth, team orientation-the extent to which job tasks are assigned around teams rather than individual. Sixth, the extent to which people are aggressive and competitive rather than easy going. Seventh, the extent to which organizational activities emphasizes maintaining the status quo in contrast to growth.

Denison (1990) defines organizational culture as "underlying beliefs, values, and assumptions held by members of the organization, and the practices and behaviours that exemplify and reinforce them." In this definition of culture we can understand that the beliefs, assumptions and values of the employees are what constitute organizational culture. Denison identified four culture traits involvement, consistency, adaptability and mission.

Peters and Waterman (1982) a dominant and coherent set of shared values conveyed by such symbolic means as stories, myths, legends, slogans, anecdotes, and fairy tales (Griffin & Moorhead, 2014). Organization culture is the unique configuration of norms, values, beliefs and ways of behaving. Those characterize the manner in which groups and individuals combine to get things done (Armstrong, 2006).

Culture is a system of informal rules that spells out how people are to behave most of the time (Eldridge & Crombie, 1974). Culture is the commonly held beliefs, attitudes and values that exist in an organization. Culture is the way we do things in the organization (Deal & Kennedy, 1982).

2.1.2. MODELS OF ORGANIZATIONAL CULTURE

There are different models of organizational culture as discussed by the scholars namely, Kim S. Cameroon and Robert E. Quinn model, Edgar Schein's Model of Organizational Culture, Robert A Cooke's Model of Organizational Culture, Denison's Framework of Organizational

Culture, Geert Hofstede, Fons Trompenaars, Charles Handy and Deal and Kennedy. Cameroon and Quinn's model is taken as a working model or classification of organizational culture for the purpose of this paper because it's the one widely discussed and have a tested measurement i.e. OCAI (Organizational Culture Assessment Instrument).

2.1.2.1. CHARLES HANDY MODEL OF ORGANIZATIONAL CULTURE

Charles Handy classified culture into four types namely 'Power Culture', 'Role Culture', 'Task Culture' and 'Person Culture'. According to Handy, Power Culture can be symbolized as a 'web' and it refers to control that is spread out like a network from the centre to the rest of the organization. Power cultures are usually exists in small business organizations with limited number of employees. Within these entities, the powerful senior's employees Endeavour to get upper hand over the new comers or juniors. In business or organizations where power culture prevails, rules and bureaucracies are kept to the minimum. These types of organizations are also political, where decisions are taken mainly upon persuasion rather than on bureaucratic or rational basis Handy, (1993).

Role Culture refers to a highly defined structured organization in which employees have specified delegated authorities and which are offered security and predictability. Handy describes the structure of this type of organization as a 'Greek temple' since this culture works by logic and rationality. Organizations with a role culture put their strengths in their pillars, their roles and areas of expertise. The pillars often include the finance department and the purchasing department, and the interaction between them is regularly controlled by rules and procedures, which are the major methods of influence (Handy 1993:185). According to Handy (1993), these type of organizations form hierarchical bureaucracies, and power is derived from an individual's position and not according to one's expertise and professionalism. Furthermore, organizations with role cultures are slow in recognizing the need for change, and if the need is recognized, it takes a long time for change to be implemented (Handy 1993:186).

Task Culture, on the other hand, is job oriented and it is present in organizations where individuals work as a team and power is derived only from expertise and only when required (Handy 1993). Handy (1993) represents this type of organization as a 'net' in which much of the power and influence lies at the 'interstices' of the net (1993:188). The task culture puts complete emphasis on getting the job done and hence, this type of culture tries to assemble

the suitable resources, the right employees at a suitable rank in the organization, and to let them knuckle down (Handy 1993:188). This type of culture is very compliant, it is the most type in which managers in middle, and first levels like to work.

A Person Culture is quite unusual and it reflects organizations in which individuals believe to be superior to the organization they are employed in (Handy 1993:190). A group of employees who are in accord often follows goals and objectives. Control systems and management hierarchies are not viable in these cultures except by mutual approval. Influence is mutual and the power-base is usually expert, meaning that individuals do what they are good at and are paid attention to on apposite matters (Handy 1993:190). Handy (1993) postulates that individuals within this type of culture are difficult to manage, and there is little influence that can be conveyed to tolerate on them (1993:191). This is because alternative employment is often easy for them to find due to their specializations. Handy (1993) argues that each of the above types of cultures may be fine, but sometimes, employees are often inflexible with regards to culture, meaning that they often believe in the myth that what works well in one organization may also be successful in another (1993:183). In addition, Handy (1993) adds that an employee who is successful in one type of culture may not always do well in another (1993:204). Moreover, it is up to the executive of the organization to handle all four cultures, to distinguish and to amalgamate within (Handy 1993:216).

2.1.2.2. DENISON MODEL OF ORGANIZATIONAL CULTURE

The Denison model is based on four basic features of organizational culture: involvement, consistency, adaptability and mission, each of them having three sub-groups. It's mostly used to show the link existing between organizational culture and efficiency.

Denison characterizes the mutual influence of the four cultural factors upon the organization's efficiency: mission and consistency, adaptability and involvement: Mission is a characterization of organization's aims and directions of a strategic development, based on the concept which has been developed by the organization and is future-oriented; Involvement is a state during which the employees feel that their activity is tightly linked with the goals of organization, that they have been empowered, that team work is to be valued and the priority is given to the development of employees' capabilities; Consistency is the high level of integration and coordination; Adaptability is a state within the frame of which the organization flexibly responds to costumers' requirements, takes risks, learns from their own mistakes and is ready for changes. Each of the four organizational culture factors

has three variables – indices. Thus, involvement is characterized by such indices as empowerment, team orientation, capability development; consistency – by core values, coordination and integration, agreement; adaptability – by organizational learning, focus on the customer, creating change; mission – by vision, goals and objectives, and strategy (Denison, Hooijberg, Lane, Lief 2012).

Fig 1.1. Denison Model (Denison, Hooijberg, Lane, Lief 2012).

2.1.2.3. 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. Robert A Cooke came up with three categories of culture namely Constructive Culture, Passive Culture and Aggressive Culture.

The first culture type is Constructive Culture and it's culture type which encourage healthy interaction amongst the employees of an organization. Employees have the opportunity and liberty to share their thoughts, communicate and discuss things to the overall success of the organization. Conflicts arise when employees feel neglected and are not allowed to speak their minds. A constructive culture allows employees to use their potential efficiently through facilitating discussions and exchange of ideas amongst employees.

The key features of a constructive culture are: Achievement: A constructive culture helps the employees to achieve the results within the stipulated time line. 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.

The second Culture type is Passive Culture which makes the employees behave in a way contrary to the way they think or feel is correct and should be the ideal way and the main aim of the employee is to please their managers and make his/her job 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.

Approval, conventional, dependent and avoidance are the four characteristics of a passive culture. Approval means employees can't make any decision by their own and they require blessing of their manager before implementing any decision or idea. Conventional means employees are bound by rules and regulations of the organization and act according to the prescribed standards only. They aren't allowed to deviate. In Dependent culture, the performance of the employees is dependent on the manager's decisions and they blindly follow their boss's orders. In case of Avoidance culture employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

The third and final culture type is aggressive Culture: organizations following an aggressive culture promote competition amongst the employees. They promote competition among employees so that each one performs better than his colleagues. In such a culture, employees asking their colleague's help are often called as incompetent employees. Every employee vies for power, attention and strives hard to win appreciation. The key features of such a culture are opposition, power, perfectionist and competitive.

2.1.2.4. KIM S. CAMEROON AND ROBERT E.QUINN

According to Kim S. Cameroon and Robert E. Quinn organizational culture is divided in to four types of cultures namely clan culture, adhocracy culture, market culture and hierarchy culture.

According to Cameroon & Quinn 2006 clan culture also known as collaborate culture because of its similarity with a family-type organization. The culture, as assessed in the organizational culture assessment instrument (OCAI), is typified by friendly place to work where people share a lot of themselves. It is closer to an extended family where managers are considered as mentors and perhaps even as parent figures. Loyalty and tradition is the glue that holds an organization together. Organizational commitment exists to the highest level. The organization emphasizes the long-term benefit of individual development, with high cohesion and morale being important (Cameroon & Quinn 2006). Success is defined in terms

of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus.

According to Cameroon & Quinn 2006 adhocracy culture, as assessed in the OCAI, is characterized by a dynamic, entrepreneurial, and creative work place. Employees are willing and courageous enough to take risk. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and services and readiness for change and meeting new challenges are important Cameroon & Quinn 2006. The organization's long-term focus is on fast development and accumulation of new resources. Success means producing unique and original products and services.

Market culture or compete culture, as assessed in the OCAI, is a results oriented workplace. Leaders are hard-driving producers and competitors who are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long-term concerns are on competitive actions and achieving stretch goals and targets. Success is defined in terms of markets share and penetration. Outpacing the completion and market leadership are important. (Cameroon & Quinn, 2006)

Hierarchy culture which is also called control culture is characterized by a formal and structured place to work (Cameron & Quinn, 2006). Rules and Procedures dictate what employees do. Effective leaders are good coordinators and organizers. Maintaining a smoothly running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.

2.1.2.5. EDGAR H. SCHEIN'S MODEL

Edgar H. Schein analyzes culture in three different levels namely observable Artifacts, espoused beliefs and underlying assumptions. He believes that the some of the confusions surrounding the definition of what culture are really results from not differentiating the levels at which it manifest it.

In analyzing cultures, it is important to recognize that artifacts are easy to observe but difficult to decipher and that espoused beliefs and values may only reflect rationalization or

aspirations. To understand a group's culture, one must attempt to get at its shared assumptions and one must understand the learning process by which such basic assumptions come to be (Schein 2004).

Levels of Culture

| Artifacts | Visible organizational structures and processes (hard to decipher) |

| Espoused values | Strategies, goals, philosophies (espoused justification) |

| Basic underlying Assumptions | Unconscious, taken for granted beliefs ,perceptions, thoughts and feelings (ultimate source of values and actions) |
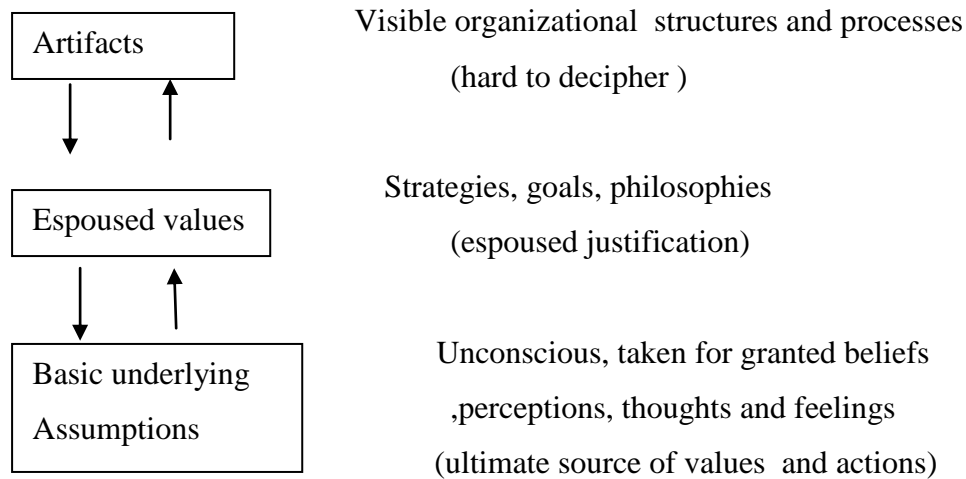
Fig. 1.2.Edgar Schein Model

Source: Clark, W. (2002)

At the surface is the level of artifacts, which includes all the phenomena that one sees, hears, and feels when one encounters a new group with an unfamiliar culture (Schein 2004). Artifacts are all about the physical features of an organization. These include how people address each other and stakeholders, how they dress, how the office is designed and etc. Artifacts in general are easy to observe.

The "climate" of the group is an artifact of the deeper cultural levels, as is the visible behavior of its members. Artifacts also include, for purposes of cultural analysis, the organizational process by which such behavior is made routine and structural elements such as charters, formal descriptions of how the organization works, and organization charts (Schein 2004).

All group learning ultimately reflects someone's original beliefs and values, their sense of what ought to be, as distinct from what is. When a group is first created or when it faces a new task, issue, or problem, the first solution proposed to deal with it reflects some individual's own assumptions about what is right or wrong, what will work or not work. Those individuals who prevail, who can influence the group to adopt a certain to the problem, will later be identified as leaders or founders, but the group does not yet have any shared knowledge as a group because it has not yet taken a common action in reference to whatever

it is supposed to do. Whatever is proposed will only be perceived as what the leader wants. Until the group has taken some joint action and together observed the outcome of that action, there is not as yet a shared basis for determining whether what the leader wants will turn out to be valid (Schein 2004). If the group has a shared perception on an issue, then the perceived value or belief slowly changes first into a shared value or belief, and finally into a shared assumption. This level is about espoused values or the explicit culture of the organization's members. This includes the expression of the mission statement, strategies, goals, philosophies and the functioning beliefs throughout the organization Karen Cacciattolo (2014).

The third level deals with the organization's implicit hypothesis. These are elements of culture that are not visible and which are not usually described in organizations. These may include unspoken rules that employees are not consciously aware of, but which are deep rooted and may provide an explanation to understanding why things take place in a particular way (Schein 2004).

According to De Jonge (2006), surveys and interviews with employees are not enough to draw out these attributes, and other more in-depth means may be required, such as repetitive clinical sessions similar to a therapeutic rapport between a psychologist and a patient. Moreover, this level is the basic dynamic element of organizational culture that is often overlooked by organizational behaviorists.

Among all the models Kim S. Cameroon and Robert E. Quinn organizational culture is used in this study. In this model culture is divided in to four types of cultures namely clan culture, adhocracy culture, market culture and hierarchy culture.

2.1.3. MEANINGS OF EMPLOYEE ENGAGEMENT

The term employee engagement and work engagement is used interchangeably in different researches and also for the purpose of this paper the researcher will use both terms interchangeably. Engagement has become popular term first in business then in consultancy and now in academics. The origin of the term "employee engagement" is not entirely clear, but most likely it was first used in the 1990s by the Gallup organization (Buckingham & Coffman, 1999) as cited under (Arnold et. al, 2010). And here below the research will present different conceptual explanations on the meaning and dimensions of employee engagement.

The first scholar who conceptualized engagement at work was Kahn (1990), who described it as the "harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances" (p.694). In other words, engaged employees put a lot of effort into their work because they identify with it (Arnold et. al, 2010).

Schaufeli et al ,2002 define work engagement as " a positive , fulfilling , work related state of mind that is characterized by vigor, dedication, and absorption" This definition of work engagement is considered as working definition for the purpose of this research .

Perrin as cited by Kangure, (2014) defined engagement "as willingness or enthusiasm that the employee holds to spend optional effort towards the job." Bakkar and Scheufeli as cited by Jebel (2013) have defined the term employee engagement that "it is a psychological state where employees feel a vested interest in the organization's success and perform to a high standard that may exceed the stated requirements of the job." An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefits of the organization (Sharma & Anupama, 2010). It is a positive state of mind held by the employees towards the organization and its values. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee (Robinson as cited by Tessema, 2014). Apart from this, Baig (2010) argued that employee engagement is concerned with the individual contribution under healthy working conditions, promote individual development, encourage mutual confidence and understanding between the employer and the employee and between the employees themselves.

2.1.4. CHARACTERSTICS OF EMPLOYEE ENGAGEMENT

Based on the definitions Schaufeli et al, 2002, which is the working definition for this research paper employee engagement has three indicators or characteristics namely Vigor, Dedication and Absorption.

Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Most scholars agree that engagement includes an energy dimension and an identification dimension. According to Kahn (1990, 1992), Work engagement is characterized by a high level of energy and strong identification with one's work. The perspective of this special

issue is that the field is served best by a consistent construct for work engagement, one that focuses on employees' experience of work activity. Unfortunately, the broad exploration of constructs over the past decade has not produced consensus about its meaning.

Dedication refers to being strongly involved on one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Those with a good ethic are dedicated to their jobs and will do anything they can to ensure that they perform well. Often this dedication leads them to change jobs less frequently, as they become committed to the positions in which they work and are not eager to abandon these posts. They also often put in extra hours beyond what is expected to see that they are workers who go beyond the rest of the workforce and truly dedicate themselves to their positions. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. (Arnold B. Bakker et. al, 2010) it refers to being fully concentrated.

2.1.5. MODELS OF EMPLOYEE ENGAGEMENT

There are different models of employee engagement developed by scholars to further explain the constructs that clarify employee engagement.

2.1.5.1. ANDREWS BROWN ENGAGEMENT MODEL

Brown as cited by Kangure (2014) views engagement as a progressive combination of satisfaction, motivation, commitment and advocacy resulting from employees' movement up the engagement pyramid. Satisfaction is the reason why the employees come to work; it is the most passive of the measures. It is the base level of employee contentment and whether or not they can do their job, how happy they are with their pay, how well they like their working environment and they have no real desire to go the extra mile. Motivated employees want to go to the extra mile in the performance of their work and the feel proud in their work and they have desire to excel. Commitment is about feeling part of the wider company and motivation is personal and commitment is at an organization level. Committed worker are ambassadors of their organization.

Advocacy is another measure for engagement and it is the instance how proactive employees are in speaking about their organization and the products/services they offer. If a company

achieves advocacy, they will reap the rewards in both sales and recruitment. It is free advertising and from the most credible of sources. Engagement is a combination of all the preceding factors. An engaged worker is satisfied, motivated, committed and is an advocate for the company and its products.

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Engagement  ◄───────────────
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                            /    \
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                          /────────\
                         /          \
                        /            \
                       /   Advocacy   \
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                    /────────────────────\
                   /      Motivation       \
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                 /       Satisfaction         \
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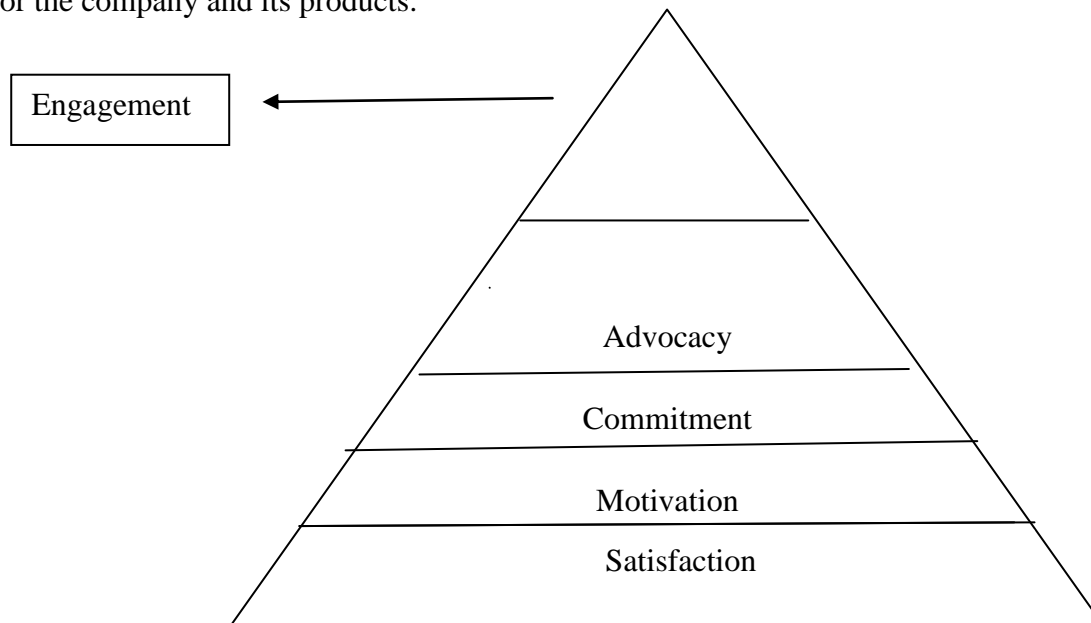
Fig. Andews Brown Engagement Model

Source Kangure (2014)

2.1.5.2. DUBIN EMPLOYEE ENGAGEMENT MODEL

Dubin (as cited by Kangure, 2014) identified co-worker & supervisor relationship as among the key drivers of employee engagement. He argued that when employee's interpersonal relationships with their peers and supervisors are supportive and trustworthy they become engaged with their organizations, teams and work assignments. Similarly, Schaufeli (as cited by Tessema, 2014) identified engagement as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. This physical cognitive and emotional state of engagement translates into favorable outcomes such that when engaged, employees express themselves cognitively, emotionally, and behaviorally.

Dubin as cited by Kangure (2014) identified nine variables to provide an understanding of the antecedents and outcomes of the constructs which constitute a comprehensive model of engagement. The antecedent variables identified in the model are: job design and characteristics, supervisor and co-worker relationships, workplace environment and HRD practices. The model also indicates that employee engagement is related to three major organizational outcomes, which are job performance, turnover intentions, and organizational citizenship behavior (Dubin as cited by Kangure, 2014).

2.1.5.3. ANITHA'S EMPLOYEE ENGAGEMENT MODEL

Consisting of colleagues and supervisors, organizational policies and procedures, physical resources, and other intangible elements such as supportive work climate and perceived levels of safety, the workplace environment is integral to having engaged employees (Shuck as cited by Tessema, 2014).

Employees need to be provided with adequate physical, psychological social and organizational resources that enable them to reduce their job demands, to function effectively in their work role, and to stimulate their own personal development (Shuffle and Bakker as cited by Kangure, 2014). Work place environment was found to be one of the determinant factors that determine the engagement level of an employee.

Leadership was the second main criteria identified as a fundamental factor to inform employee engagement (Hughes &Rog as cited by Kangure, 2014). Effective leadership is a higher-order, multi-dimensional construct comprising of self-awareness, balanced processing of information, relational transparency, and internalized moral standards (Hughes &Rog as cited by Kangure, 2014).

Team and co-worker relationship is another aspect that emphasizes explicitly the interpersonal harmony aspect of employee engagement. Khan as cited by Jebel (2013) found that supportive and trusting interpersonal relationships, as well as a supportive team, promote employee engagement. Compensation or remuneration is an indispensable attribute to employee engagement that motivates an employee to achieve more and hence focus more on work and personal development (Albretcht, 2012). It involves both financial and non-financial rewards. Attractive compensation comprises a combination of pay, bonuses, other financial rewards as well as non-financial rewards like extra holiday and voucher schemes.

A study by Saks and Rotman as cited by Jebel (2013) revealed that recognition and rewards are significant antecedents of employee engagement. They noticed that when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement.
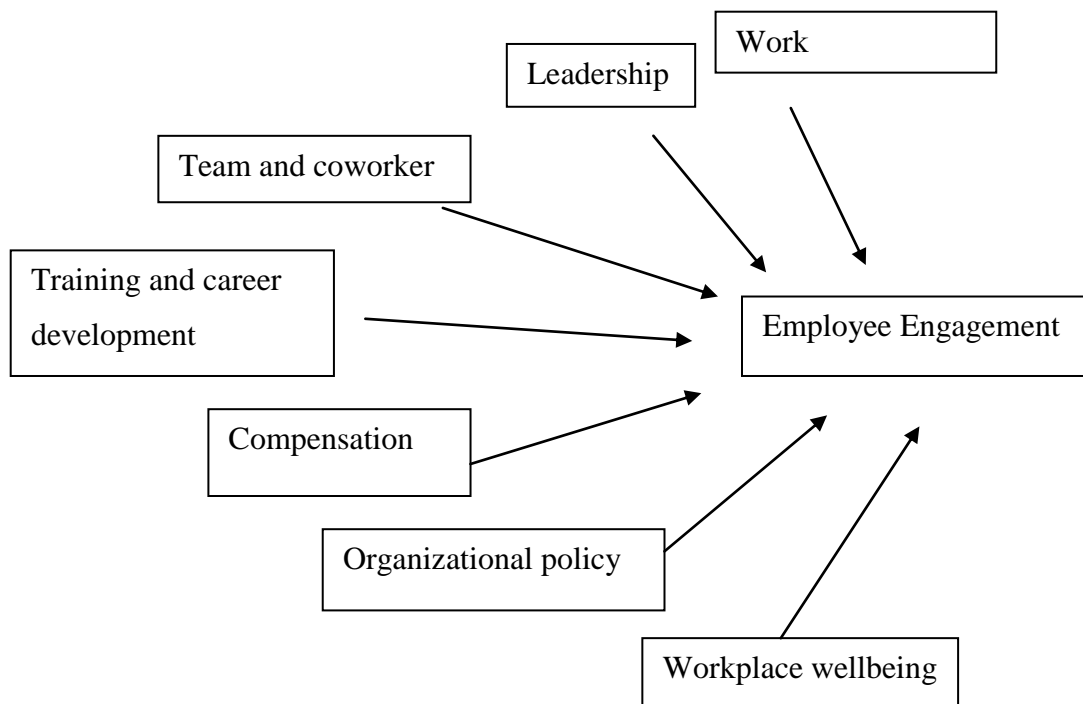
Fig. 1.4. Anitha's Employee Engagement Model

Source : Tessema (2014)

2.1.5.4. HEWITT'S DRIVERS OF ENGAGEMENT MODEL

Another key premise of the engagement model is that the engagement drivers are interrelated; they do not operate in isolation. An analysis of the model describes the corporate practices (culture), quality of life (balance) as the drivers of employee engagement. Employers can understand how to meet the needs of their employees and focus on the specific areas of improvement that have the largest impact on engagement and business results (Shankar & Bhatnagar, 2010). Policies of organizations play a huge role in supporting employee engagement since they guide the decisions of managers and how teams within the organization interact with each other. Hewitt's research has repeatedly shown that highly engaged employees demonstrate better quality and efficiency compared to employees who are actively disengaged. In agreement with the Hewitt's Engagement model, May and Gilson as cited by Shankar & Bhatnagar (2010), state that understanding an organizations' engagement level is of little value without knowing which actions will be most effective in increasing engagement. This is a critical part of Hewitt's Engagement model as it identifies six major engagement drivers, which include: quality of life, work, people, opportunities, and total reward and company practices.

Based on the definitions Schaufeli et al , 2002 , which is the working definition for this research paper employee engagement has three indicators or characteristics namely Vigor, Dedication and Absorption.
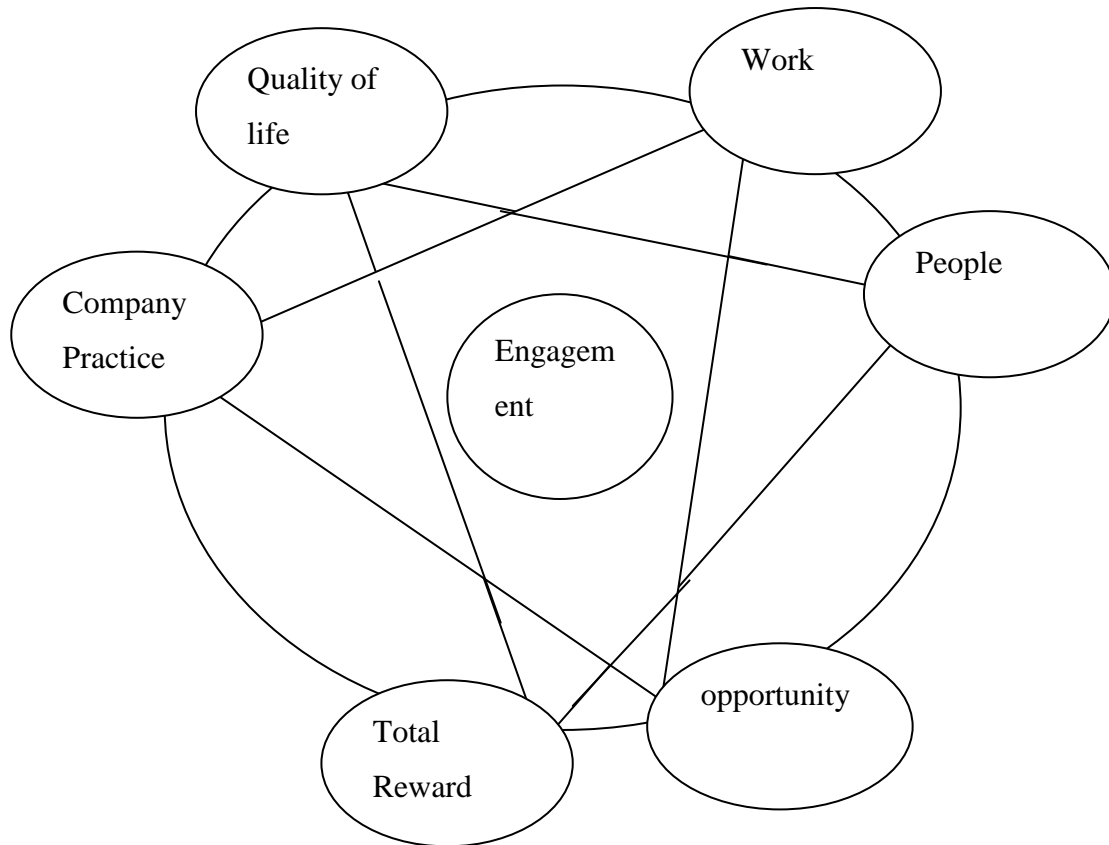
Fig. 1.5.   Hewitt's Drivers of Engagement Model

(Source; Shankar & Bhatnagar, 2010)

2.1.6. ORGANIZATIONAL CULTURE AND EMPLOYEE ENGAGEMENT

Even if there are few researches conducted on both organizational culture and employee engagement separately, the relationship between the two is not well explored. Samson (2015) assessed the impact of organizational culture difference on employee job performance during merger. Yonas (2015) also researched impact of organizational culture on the achievement of strategic advantages of enterprise resource planning system. This specific relationship between organizational culture and employee's engagement is relatively new area of study in our country but there are studies conducted on the impact of organizational culture on employee's engagement in Africa, Asia and developed Western Countries. Mohammed Al Shehri, Patrick McLaughlin, Ahmed Al-Ashaab and Rashid Hamad (2017) concluded that employee's engagement was also found to be influenced by the societal impact of Islam on Saudi Arabia's culture.

Brenyah RS, Obuobisa-Darko T (2017) on their study Organizational Culture and Employee Engagement within the Ghanaian Public Sector made the following conclusions. One, organizational culture contributes moderately to the extent of variations in employee engagement among Ghanaian public organizations. Second, the issue of corporate culture plays a significant role in engaging employees working in the Ghanaian public sector organizations. Third, there were differences between the four kinds of organizational culture-power role, support and achievement cultures and each, except role culture has a significant effect on employee engagement in the Ghanaian public sector. Four, achievement culture and support culture have positive and significant influence on employees with achievement culture having the greatest influence, followed by support culture. Five, though role culture has a positive relationship with employee engagement in the Ghanaian public sector, it is not significant; making its parameter estimate is unreliable. This research was done based on Hendy's four pillars of culture namely power culture, Role Culture, Achievement Culture and Support Culture.

Krog (2014) conducted a multilevel investigation in 35 Norwegian organizations concerning the relationship between Organizational Culture and Work Engagement. Krog concluded that Clan Culture type has a moderate relationship with work engagement, while adhocracy culture does not have a significant positive relationship with work engagement. Similarly, hierarchy culture and market culture did not have a significant negative relationship with work engagement.

2.2. EMPIRICAL REVIEW

The second subsection, the empirical framework, presents some studies from popular authors related to organizational culture and employees' engagement. (Rehema, 2015) examined the effect of organizational culture on employee engagement. The study was anchored on the structural theory, schien's theory and cultural web theory. The study adopted a descriptive research design and stratified random sampling. Organization culture was based on six parameters ranging from dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphasis and criteria success and employee engagement was measured in terms of vigor, dedication and absorption. Both descriptive and inferential statistics and revealed that 64% of employee engagement at KCB could be explained by organizational culture.

(Mary et.al. 2015) attempts to investigate the relationships between employee engagement and organization culture and to explore what drives employee engagement. The intended participants of this study are full-time executive level employees in selected 5-star hotels located in Sabah, Malaysia. This study plans to employ a combination of qualitative and quantitative methods in addition to using survey instrument design and Likert Scale questionnaire to assess dimensions of all constructs and the level of engagement of employees. Western studies may provide comparable findings in Asian studies due to certain similarities in the environment, culture, and communications. However, there has, so far, been no consensus in terms of results, thus more in-depth research on this area of employee engagement at work, organizational culture, and communication is required.

(Abraham, 2019) studied the effects of organizational culture on employees' commitment in Commercial Bank of Ethiopia. The study used quantitative research method and explanatory research design to objectively answer the proposed research questions. Regression analysis was used to assess the effects of organizational culture on the employees' commitment. The study showed that there is positive relationship between organizational culture and employees' commitment. Based on the findings, the study recommends that CBE should empower employees and reinforce team orientations, embrace integration, co-ordination, organizational learning, agreement and core values and they should create competence development to promote employees commitment.

(Elizabeth, 2017) examined the effects of organizational culture (hierarchy, market, Clan, adhocracy) on job satisfaction in the Ministry of Science and Technology. A mixed design was employed in this study. Data were analyzed using statistical tools like frequency, percentage, mean, Pearson rho correlation coefficient, Mann Whitney U test and Multiple Regression. The findings of this study revealed that adhocracy culture was the dominant culture in the Ministry. On top of this, there was positive and moderate relationship between organizational culture and employees' job satisfaction. In addition, the level of employees' job satisfaction was higher in the Ministry. Based on the findings, it was concluded that the Ministry of Science and Technology had focused on new innovation, risk taking and uniqueness of performance.

(Hajima, 2018) explored the effects of organizational culture on employee performance. The study measured the effect of organizational culture on employee performance at the Addis Ababa Abattoirs Enterprise. Both quantitative and qualitative methods have been utilized to

generate the needed data. The collected data were analyzed using statistical package for social sciences; version 24.Corelation and regression analysis were used to examine association between dependent and independent variables. The findings suggest that organizational culture has a positive effect and a significant relation with the performance of employees in the study enterprise. Thus, the study demonstrated positive relationship between organizational culture and employee Performance.

(Mersen, 2016), investigated the effect of four organizational culture traits namely, involvement, consistency, adaptability and mission on employee commitment in Ethiopian Airlines Company. A total of 284 employees participated in the study and the data's were analyzed using descriptive and inferential statistics. The results show that the four traits measuring organizational culture were all positively related with employee's commitment within the range of r=0.530 to r=0.641. Furthermore, statistically significant of the three organizational culture traits: adaptability, mission, and involvement, indicate that there is significant relationship with employees' commitment. However, consistency doesn't have significant effect on employee commitment as it is explained by significance level $p>0.05$. The implications of the findings were discussed and recommendations made.

(Reis & Story, 2016) carried out a study of 890 professionals from attendees of graduate and postgraduate programs of a business school in Brazil on perceived organizational culture and engagement: the mediating role of authenticity concluded that those environments that are seen to be more comprehensive and participative, and that incentivize autonomy (i.e. clan and adhocracy cultures) neither nurture nor inhibit realism. Cultures seen as having control, are orderly and emphasize stability (i.e. hierarchy and market cultures) are negatively related to authenticity and therefore employees who behave more authentically at work are more engaged with their jobs.

2.3. CONCEPTUAL FRAMEWORK

According to Kim S. Cameroon and Robert E. Quinn organizational culture is divided in to four types of cultures namely clan culture, adhocracy culture, market culture and hierarchy culture. Based on the definitions Schaufeli et al , 2002 , which is the working definition for this research paper employee engagement has three indicators or characteristics namely Vigor, Dedication and Absorption.

ORGANIZATIONAL CULTURE

Hierarchy Culture
Market Culture
Clan Culture
Adhocracy Culture

→ **EMPLOYEE ENGAGEMENT**
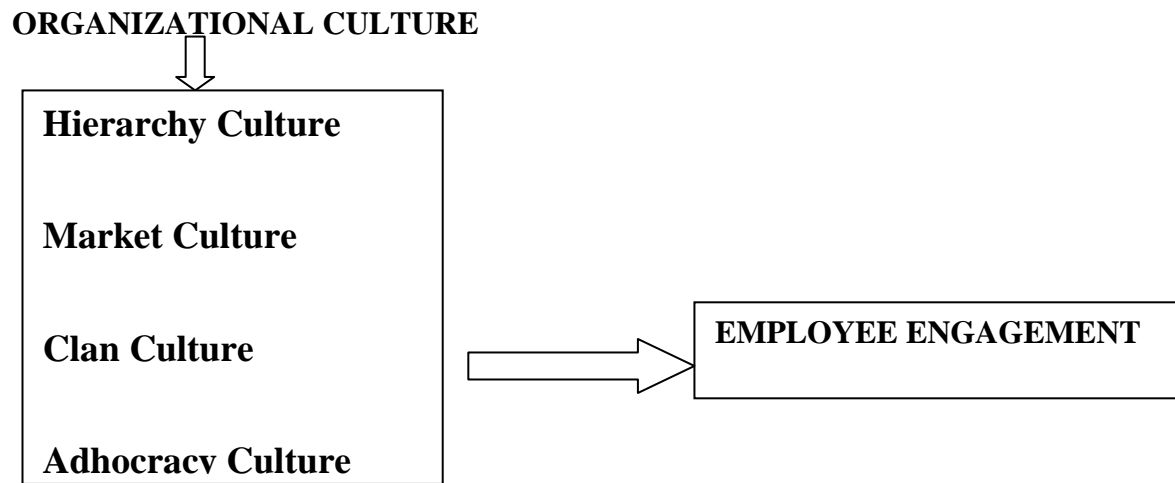
Fig: 1.6. conceptual framework on the effect of organizational culture on employee's

engagement

Source: The Researcher (Adopted from the literature review)

<center>**CHAPTER THREE**</center>
<center>**RESEARCH DESIGN AND METHODOLOGY**</center>

This chapter elaborates on the detailed research design and approach of the study. It explains the description of the study area, research approach, research design, population and sample , sample size determination, sampling method, data source and type, data collection instrument , validity of data , reliability of data , data collection procedures, ethical consideration and data analysis to be applied over the course of the study.

3.1. RESEARCH DESIGN

In this section of the paper an overview of the research study area, the research approach, design and method, population and sample, data source and type, description of the data collection instrument, data collection techniques, ethical considerations and finally the methods of data analysis.

3.2. DESCRIPTION OF THE STUDY AREA

This study is intended to be carried out at Bank of Abyssinia. Bank of Abyssinia has ten districts and more than 462 branches all over Ethiopia as of January 30, 2020. Out of the total districts, three are in Addis Ababa area containing 214 branches. On the other hand; there are 13 departments at the head office. This research is intended to be carried out on the employees of selected branches from the Addis Ababa districts i.e. East Addis Ababa District, Central Addis Ababa District, West Addis Ababa District and employees under the head office whereby the effect of organizational culture on employee engagement was examined.

3.3. RESEARCH APPROACH

The researcher used quantitative and qualitative approach to answer the research questions. There are many different justifications for quantitative approach. First, a quantitative method enables broad and comprehensive coverage. Second, the data to be collected is measureable and objective. Third, previous researchers have conducted this method to explore the effect of organizational culture on employee's engagement. Finally, this method is suitable since this research has to be completed within a short time frame and by using a quantitative method, the researcher can make relatively fast analysis in statistical programs (Denscombe , 2013). Qualitative approach on the other hand is concerned with subjective assessment of attitudes, opinions and behaviour. For this study quantitative research approach was followed to investigate the effect organizational culture has on employees engagement.

<center>28</center>

3.4.   RESEARCH DESIGN

This study adopted an explanatory research design. An explanatory research is conducted in order to discover and report relationships among different aspects of the phenomenon under study (Kangure, 2014). Explanatory research seeks explanations of observed phenomena, problems or behaviors. It seeks answers to "why" and "how" types of questions and attempts to connect variables in research, by identifying causal factors (Kangure, 2014). The purpose of this research is primarily to assess the effect of organizational culture on employee engagement in case of bank of Abyssinia; therefore, the nature of this study is explanatory.

Explanatory research attempts to discover or establish the existence of causal relationship/interdependence between two or more aspects of a situation (Kothari, 2004). In other words, explanatory research tests for statistical relationships between variables. These designs were used because they enable the researcher to describe about & critically examine the relationship between the dependent variable (employee engagement) with the independent variables (organizational culture).

3.5.   POPULATION AND SAMPLE

Target populations are those people, events, or records that contain the desired information for the study that determine whether a sample or a census should be selected (Cooper Pamela, 2013). Bank of Abyssinia categorizes all its employees under three categories namely: managerial, clerical, non-clerical. The target population for the study consists of all the three categories of employees working under the three Addis Ababa area districts and employees working at the head office under different processes unit or departments. As of January 30, 2020, the total number of employees on these three categories (managerial, clerical, non-clerical) in Addis Ababa districts and head office is 3526. Hence the total number of population for this study is 3526.

Table 3.1 Sampling frame

		Managerial	Non clerical	Clerical	Total
	Head Office	188	196	478	862
	Central Addis Ababa	163	168	415	746
	East Addis Ababa District	235	243	598	1076
	West Addis Ababa District	184	190	468	842
	Total	770	797	1959	3526

Source: Internal report Bank of Abyssinia, 2020

3.5.1 SAMPLE SIZE AND DETERMINATION

Because of time and resource constraints it was difficult to study all the population of the study and taking a sample is necessary. The objective of sampling is to obtain an optimum sample from an entire population such that the sample is representative of the target population. It is therefore of some importance to ensure that the sample is drawn with care to ensure that it is indeed representative. Sekeran, (2001) defines a sample as a portion of the population that has attributes as the entire population. A random probability sampling method was used to select the participants from the population. In probability sampling, all people within the research population have a specifiable chance of being selected. These types of sample are used if the researcher wishes to explain, predict or generalize to the whole research population (Dawson, 2002).

Stratified sampling method was used to select the employee within the selected districts and head office. Stratified sampling is a type of sampling method in which the total population is divided into smaller groups or strata to complete the sampling process. The strata are formed based on their common characteristics in the population data. After dividing the population into strata namely managerial, clerical, non-clerical, the researcher randomly selected the sample proportionally. To draw the sample from the population, the sample size determination formula of Yamane, (1967) was used.

Sample formula $n = \dfrac{N}{1 + N\,(e)^2}$

Where

n = desired sample size

   N= size of the population:3526

   e= margin of error 5% (0.05) or 95 % confidence limit.

   with an acceptable 5 % margin of error and 95% confidence level the sample size is calculated as 314.

n= 3526/1+3526(0.05*0.05)

n=3526/1+3526(0.0025)

n=3526/1+8.815

n=3526/9.815

n=359.24 (Approximately 360)

Therefore sample is used in order to minimize cost, obtain greater accuracy of results and greater speed of data collection. Considering this factors 360 sample will be taken out the population which is 3526 employees of the bank.

3.5.2. SAMPLING METHOD

Sekeran (2001) defines a sample as a portion of the population that has attributes as the entire population. For the purpose of this paper it was assumed that all branches and department of the Bank perform their task uniformly with respect to policies and practices despite the fact that they are located in geographical areas that span the state, the researcher will use a stratified sampling. If we have a population dispersed over a wide geographic region, it may be difficult or impossible to take a simple random sample of the units of the study population at random, and because of Logistical difficulties may discourage single-stage random sampling techniques. However, when a list of clusters of study units is available (e.g., districts, villages or schools) or can be easily compiled, a number of these groupings can be randomly selected (Creswell as cited by Kangure, 2014).

Once the sample size is determined the next step is determining the number of respondents that is going to be selected from the head office and the three districts. In order to do that a

proportionate stratified sampling technique is used. In this technique the number of sampling unit drawn from each stratum is in proportion to the population size of that stratum.

For the purpose of this study the sampling technique used was proportional stratified sampling in combination with systematic sampling. The sample was drawn from the existing professional employees of the Bank found in Addis Ababa by taking the three districts& head office as a stratum.

A formula is provided by Kothari (2004) to calculate the number of elements selected from each stratum: -

i = n.pi pi= strata i/ N

Where i = number of items selected from stratum i

pi= proportion of population included in stratum i

n= total sample size

N= total population size

Accordingly, after applying the above formula the number of respondents selected from each stratum was obtained which is illustrated in the following table

Table 3.2 Proportionate Stratified Sample

S/N	Strata	Managerial	Clerical	Non Clerical	Total Strata size	Sample from each strum
1	Head Office	20	48	20	862	88
2	East District	24	61	25	1076	110
3	Central District	17	42	17	746	76
4	West District	19	47	20	842	86
	Total				3526	360

Source: The Researcher

3.6. DATA SOURCE AND TAYPE

To collect the primary data, the researcher used mainly questionnaire. Structured questionnaire was used to collect data from sample employees to collect primary data. Conceptually, this study was intended to assess the effect of organizational culture on

employee's engagement in case of bank of Abyssinia Addis Ababa. Secondary data (Collected from websites articles, reports, journals and magazines) are also used for this study.

3.7. DATA COLLECTION INSTRUMENT

Data collection instrument used for the research was questionnaire. The questionnaire is divided into three parts. Part A gathered employee's background information, Part B gathers information concerning organizational culture and Part C assesses the level of employee engagement. And five point likert scales was used. All questionnaires were distributed for employees of the Bank found in Addis Ababa by taking the three districts & head office.

Table 3.3 Components of questions related to the research title

S/N	Dimensions	Total questions
1	Demography	5
2	Organizational culture	25
3	Employees Engagement	17
	Total	47

3.8. VALIDITY OF DATA

According to Kothari (2004), content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. Based on this definition, the content validity of this study was verified by the experts on the area, advisor of the research, who look into the appropriateness of the questions and the scale of measurement. Furthermore, discussions with fellow researchers is another way the validity and appropriateness of the question where checked. In case of secondary data, only relevant articles and literature from academic and scientific databases and report of Bank of Abyssinia were used for this study.

3.9. RELIABILITY OF DATA

Validity is a necessary but not sufficient condition of a measure. A second consideration is reliability, which is the ability of the measure to produce the same results under the same conditions. Prior to the actual data collection reliability test was conducted on selected staffs of the bank to check whether the data collection instrument was consistent and dependable in measuring what it intended to measure. Accordingly, 30 questionnaires were distributed to employees of the bank as a pilot test and collected to measure the reliability of the

instrument. Accordingly, comments received from the respondents were incorporated in the questionnaire before undertaking full scale data collection.

Consequently, Cronbach's alpha was employed to test the reliability of the questionnaire and all of the questionnaire items were found to have a result higher than 0.7. Nunnally as cited by Melese (2017) has suggested that score reliability of .70 or better is acceptable when used in basic social science research. The cronbach's alpha coefficient can be calculated through the following equation higher alpha coefficient values (the closer the reliability coefficient to 1.00) mean that the scales are more reliable. As a rule of thumb, acceptable alpha should be at least 0.70 or above (Hall as cited by Kangure, 2014).

Table 3.4 Summary of cronbach's alpha values

S/N	Variable of the study	No. of Items	Cronbach Alpha Value
1	Clan culture	6	0.82
2	Adhocracy culture	6	0.78
3	Market culture	6	0.85
4	Hierarchy culture	6	0.84
5	Employee Engagement	17	0.918

Source: Own Survey, computed in SPSS, 2020

As we can see in the above table, the cronbach's alpha coefficient of the dependent and independent variables are all above 0.7 and this gave the researcher sufficient confirmation of data reliability of the collected questionnaires.

3.10. DATA COLLECTION PROCEDURE

To collect data for the research first document & literature review was made. Then questionnaires were developed for the research and pilot tested. The questionnaire was distributed after an approval for distributing the questionnaires to the selected branches through the second party was obtained. Next the questionnaires were distributed to 360 employees of the bank working in the three districts of Addis Ababa and Head Office. Subsequently, the data

collected was edited and carefully checked to eliminate improperly filled questionnaires so that only usable questionnaires were considered for analysis. Finally, the data obtained was entered & analysed on SPSS software version 20 and the results were presented using tables & graphs.

3.11. ETHICAL CONSIDERATION

Ethical considerations are expected to arise in any kind of research study. This paper took into consideration those ethical issues on using proper citation, formulating and clarification of the topic, design, access and use of data, analysis and reporting of the findings in a moral and responsible way. The researcher tried to get the consent of the participants and assured them that the source of data collected would remain confidential and that their anonymity will be maintained. In addition, the Participants were provided with a covering letter stating the purpose of the questionnaire.

3.12. DATA ANALYSIS

The data from the survey questionnaires is analyzed quantitatively. A descriptive analysis of all variables in the form of the measures of central tendency, frequency distribution, and the measures of variability is applied to summarize and describe the organizational culture and employee engagement. The study used multiple linear analyses to measure the relationship between the independent variables, that is, Clan culture, Adhocracy culture, Market culture and Hierarchy culture and the dependent variable, that is, employee engagement by using statistical packages for social sciences, SPSS version 20.

Descriptive statistics was applied to analyze quantitative data in order to generate percentages, means, median, mode, standard deviation and variance of both dependent and independent variables. Normality, multicollinearity, homoscedasticity and linearity tests were conducted for the dependent variable so as to establish whether it assumed normal distribution or not. The researcher used Smirnov test and Shapiro -Wilk to test and Skewness and Kurtosis test whether employee engagement data was normally distributed and this was found to be the case. The essence of testing for normality was to enable the researcher to continue with the other subsequent analysis.

Correlation analysis was done to establish whether there was correlation between independent variable Organizational culture (Clan culture, Adhocracy culture, Market culture and Hierarchy culture) and the dependent variable (employee engagement). This was

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achieved through the use of Pearson correlation that indicated the correlation coefficients between the variables.

Regression analysis was used to test whether the independent variables has any effect on employee engagement in Bank of Abyssinia. The following model was proposed for the purpose of running multiple linear regressions that is necessarily to test the effects and statistical significance of organization culture on employees" engagement.

$\check{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon_i$

Where: $\check{Y}$ = Dependent variable (organization Engagement)

α = constant

β = (Beta value) coefficient of slope of regression model

X_1 = Clan Culture

X_2 = Adhocracy Culture

X_3 = Market Culture

X_4 = Hierarchy Culture

ε_i = error term

In addition, the study sought to ascertain the casual effect of dependent variable upon the independent variables that is: relationship between Organizational culture and employee engagement. To explore such, the investigator assembled data on the underlying variables of interest and employ regression to estimate the quantitative effect of the causal variables upon the variables that they influence. The investigator also typically assessed the statistical significance of the estimated relationship. Statistical test included F-test and ANOVA. Data was presented in frequency tables.

3.13. DATA PROCESSING AND STATISTICAL TREATMENT

The data will be analyzed using SPSS and where appropriate, findings will be illustrated with the aid of graphs and tables. To analyze and interpret the items on the questionnaire, the data set surveyed will be examined using mean and standard deviation. The responses of the respondents for the variables will be measured on a five point Likert scale. Regression analysis will be used to determine the effect of organizational culture on employee's engagement. The data is presented in the form of frequency tables, bar charts and pie charts. Data is checked for accuracy, uniformity, logical completeness and consistency before use.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

The purpose of this chapter of the research is show data presentation, analysis, and interpretation. The chapter content includes descriptive analysis (demographic description, descriptive analysis for scale items) and statistical tests. As stated in the research methodology, data collected from employees of Bank of Abyssinia through questionnaire were analyzed using SPSS (Statistical Package for the Social Science) software. Out of 360 sets of distributed questionnaires, 340 were returned, yielding 94% of response rate and were used for data analysis, which is acceptable and sufficient for conducting the necessary statistical test.

Table 4.1: Overall Response

Questionnaire distributed	360
Returned questionnaire	340
Not returned questionnaire	15
Incomplete questionnaire	5
Total usable questionnaire	340

Response Rate = 94%

4.1. DESCRIPTIVE ANALYSIS

This section of the research paper explores the nature of the data collected. To exhibit the general characteristics of the data, frequency, and percentage are used. To explain the nature of the data in depth mean and standard deviation analysis are used.

4.1.1. DEMOGRAPHIC PROFILE OF RESPONDENTS (EMPLOYEES)

This section presents a descriptive analysis of the personal profile of the respondents of Bank of Abyssinia. The personal profile includes the gender, age, education level, years of experience in the present bank and organizational level. The demographic characteristics of those respondents are summarized in the following section.

Table 4.2: Demographic profile of respondents (employees)

Gender		Frequency	Percent
1	Male	224	65.9
	Female	116	34.1
Age in Years			
2	18-30 years	66	19.4
	31-45 years	174	51.2
	46-60- years	100	29.4
Educational Level			
3	Masters degree	130	38.2
	Bachelors degree	190	55.9
	Certificate	20	5.9
Experience Level			
4	< 1 year	36	10.6
	1-5 years	90	26.5
	6-10 years	100	29.4
	11-15 years	84	24.7
	>15 years	30	8.8
Organizational Level			
5	Non clerical	50	14.7
	Clerical	266	78.2
	Management	24	7.1

Source: Own Survey, computed in SPSS, 2020

4.1.2. DESCRIPTIVE STATISTICS ANAYSIS

The descriptive Analysis of the Level of Agreement of the Respondent's Perception towards different Variables of the Research is stated below. The researcher uses an itemized rating scale to construct a range. This range will be used to measure the perceived level of the respondents towards each variable. The researcher uses the following formula to construct the range.

Itemized rating scale= $\dfrac{Max-Min}{n1} = \dfrac{5-1}{5}$ = 0.8

The mean each individual rating from 1-5 fall within the following interval.

Table 4.3: Interval of mean

Interval of mean	Perception
1-2.49	Tended to disagree
2.5-3.49	Neutral tendency
3.5-5	Tended to agree

Source: (poonlar Btawee, 1987).

4.1.3. DESCRIPTIVE STATISTICS OF ORGANIZATIONAL CULTURE

According to Kim S. Cameroon and Robert E. Quinn organizational culture is divided in to four types of cultures namely clan culture, adhocracy culture, market culture and hierarchy culture.

4.1.3.1. DESCRIPTIVE STATISTICS OF CALN CULTURE

According to Cameroon & Quinn 2006 clan culture also known as collaborate culture because of its similarity with a family-type organization. The culture, as assessed in the organizational culture assessment instrument (OCAI), is typified by friendly place to work where people share a lot of themselves. It is closer to an extended family where managers are considered as mentors and perhaps even as parent figures. Loyalty and tradition is the glue that holds an organization together. Organizational commitment exists to the highest level. The organization emphasizes the long-term benefit of individual development, with high cohesion and morale being important (Cameroon & Quinn 2006). Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus.

Table 4.4. Clan Culture

	Mean	Std. Deviation
The bank feels like my family	2.71	1.046
The banks leadership facilitates mentors and nurtures staff	2.41	.648
The administration style is based on teamwork compromise and involvement	2.85	.650
Loyalty shared trust and commitment is what holds the bank together	2.12	.797

The bank stresses on human growth high confidence candidness and participation	2.35	.479
The bank explains accomplishment on the basis of growth of human capital commitment and care for people	2.26	.442
Valid N (list wise)	2.45	

(Source: Survey Data, 2020)

Table 4.1.2.1 above shows mean scores and standard deviation for respondent's perception towards clan culture exercised by the bank (Clan Culture) of Employees. Regarding employee's perception about "The bank feels like my family" the mean score and standard deviations are 2.71 and 1.04 respectively. Meaning employees don't agree that the bank feel like their family. This implies that this culture main characteristic of making its employees familiar with the bank is not exercised by its employees and the bank.

Employees' perception about "The banks leadership facilitates mentors and nurtures staff", mean score and standard deviation are 2.41 and .648 respectively. Meaning employees don't agree that the banks leadership facilitates mentors and nurtures staff. This implies that this culture main characteristic of leadership facilitates mentors and nurtures staff is not exercised by its employees. Employees' perception about "the administration style is based on teamwork compromise and involvement", means score is 2.85 and standard deviation 0.65 which also means that employees don't agree that the administration style is based on teamwork compromise and involvement.

Employees' perception about "Loyalty shared trust and commitment is what holds the bank together", mean score is 2.12 and standard deviation 0.79 which also means that employees somehow don't agree that Loyalty shared trust and commitment is what holds the bank together. Employee's perception about "The bank stresses on human growth high confidence candidness and participation", had a mean score and standard deviation of 2.35 and 0.47 respectively. Therefore it means respondents don't agree that the bank stresses on human growth high confidence candidness and participation.

Employee's perception about "The bank explains accomplishment on the basis of growth of human capital commitment and care for people" had a mean score and standard deviation of 2.26 and 0.44 respectively. Therefore it means respondents don't agree that the bank explains accomplishment on the basis of growth of human capital commitment and care for people.

Overall perception of employees about collaborate (Clan) culture which is a family-type organization has somehow lower mean which indicates the culture, typified by friendly place to work where people share a lot of themselves, extended family where managers are considered as mentors and perhaps even as parent figures, Loyalty and tradition being glue that holds an organization together, Organizational commitment exists to the highest level and organization emphasizes the long-term benefit of individual development, with high cohesion and morale being important is not dominant in Bank of Abyssinia.

4.1.3.2. DESCRIPTIVE STATISTICS OF ADHOCRACY CULTURE

According to Cameroon & Quinn (2006) adhocracy culture, as assessed in the Organizational Culture Assessment Instrument (OCAI), is characterized by a dynamic, entrepreneurial, and creative work place. Employees are willing and courageous enough to take risk. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and services and readiness for change and meeting new challenges are important Cameroon & Quinn (2006). The organization's long-term focus is on fast development and accumulation of new resources. Success means producing unique and original products and services.

Table 4.5. Adhocracy Culture

	Mean	Std. Deviation
The bank provides a vibrant innovative space	1.94	.540
The banks leadership exhibits free enterprise invention and risk taking	2.12	.632
The administration style encourages personal invention liberty and exclusivity	2.23	.545
commitment to invention and development is what holds the bank together	2.44	.809
The bank stresses on procuring new resources and creating new challenges	2.76	.973
The bank explains success based on having newest and most unique products	3.00	.941
Valid N (listwise)	2.41	

(Source: Survey Data, 2020)

Table 4.1.2.2 above shows mean scores and standard deviation for respondent's perception towards Adhocracy culture exercised by the bank (Adhocracy Culture) of Employees. Regarding employee's perception about "The bank provides a vibrant innovative space" the

mean score and standard deviations are 1.94and 0.54 respectively. Meaning employees don't agree that the bank provides a vibrant innovative space. This implies that this culture main characteristic of providing a vibrant innovative space is not exercised by its employees and the bank.

Employees' perception about "The banks leadership exhibits free enterprise invention and risk taking", mean score and standard deviation are 2.12 and 0.63 respectively. Meaning employees don't agree that the banks leadership exhibits free enterprise invention and risk taking. This implies that this culture main characteristic of leadership encouraging invention and risk taking is not exercised by its employees. Employees' perception about" The administration style encourages personal invention liberty and exclusivity", means score is 2.23 and standard deviation 0.54 which also means that employees don't agree that the administration style encourages personal invention liberty and exclusivity.

Employees' perception about "commitment to invention and development is what holds the bank together", mean score is 2.44 and standard deviation 0.80 which also means that employees somehow don't agree that commitment to invention and development is what holds the bank together. Employee's perception about "The bank stresses on procuring new resources and creating new challenges" had a mean score and standard deviation of 2.76 and 0.97 respectively. Therefore it means respondents don't agree that the bank stresses on procuring new resources and creating new challenges.

Employee's perception about "The bank explains success based on having newest and most unique products" had a mean score and standard deviation of 3.00 and 0.94 respectively. Therefore it means respondents somehow agree the bank explains success based on having newest and most unique products.

Overall perception of employees about Adhocracy culture characterized by a dynamic, entrepreneurial, and creative work place where employees are willing and courageous enough to take risk, commitment to experimentation and innovation, emphasis on being at the leading edge of new knowledge, products, and services and readiness for change and meeting new challenges being important, The organization's long-term focus is on fast development and accumulation of new resources and success means producing unique and original products and services is not dominant in Bank of Abyssinia.

4.1.3.3. DESCRIPTIVE STATISTICS OF MARKET CULTURE

Market culture or compete culture, as assessed in the Organizational Culture Assessment Instrument (OCAI), is a results oriented workplace. Leaders are hard-driving producers and competitors who are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long-term concerns are on competitive actions and achieving stretch goals and targets. Success is defined in terms of markets share and penetration. Outpacing the completion and market leadership are important. (Cameroon & Quinn 2006)

Table 4.6. Market Culture

	Mean	Std. Deviation
The bank recognizes its employees publicly for competition and achievement	3.68	.675
The banks leadership is aggressive and result focused	3.88	.323
The administration style involves hard driving effectiveness high demands and success	3.76	.546
Emphasis on accomplishment and goal attainment is what holds the bank together	3.71	.456
The bank stresses on attaining stretched goals and winning in the market place	4.09	.292
The bank explains success as winning in the market	4.21	.584
Valid N (list wise)	3.89	

(Source: Survey Data, 2020)

Table 4.1.2.3 above shows mean scores and standard deviation for respondent's perception towards Market culture exercised by the bank (Market Culture) of Employees. Regarding employee's perception about "The bank recognizes its employees publicly for competition and achievement" the mean score and standard deviations are 3.68 and 0.67 respectively. Meaning employees somehow agree that the bank recognizes its employees publicly for competition and achievement. This implies that this culture main characteristic recognizing its employees publicly for competition and achievement is exercised by its employees and the bank. Bank of Abyssinia is now accelerating its marketing strategy where all employees of the bank involve in bringing new customers and winning in the market. The bank thus rewards employees who bring the highest customers' accounts and other products.

Employees' perception about "The banks leadership is aggressive and result focused", mean score and standard deviation are 3.88 and 0.32 respectively. Meaning employees somehow agree that the banks leadership is aggressive and result focused. This implies that this culture main characteristic of leadership being aggressive and result focused is exercised by its employees and the bank. Bank of Abyssinia has much performance management system where it controls employees whether they really meet their targets. Thus it gives targets first and finally it measures employee's results against the targets given. It checks its employees and the banks performance aggressively throughout the year for better result.

Employees' perception about "The administration style involves hard driving effectiveness high demands and success", means score is 3.76 and standard deviation 0.54 which also means that employees agree that the administration style involves hard driving effectiveness high demands and success.

Employees' perception about "Emphasis on accomplishment and goal attainment is what holds the bank together", mean score is 3.71 and standard deviation 0.45 which also means that employees somehow agree that Emphasis on accomplishment and goal attainment is what holds the bank together. This implies that this culture main characteristic of accomplishment and goal attainment is what holds the bank together is exercised by its employees and the bank. The bank mainly focuses on high customer service and satisfaction as well as providing the best service to its customers to accomplish its goal and make the highest profit.

Employee's perception about "The bank stresses on attaining stretched goals and winning in the market place" had a mean score and standard deviation of 4.09 and 2.92 respectively. Therefore it means respondents agree that the bank stresses on attaining stretched goals and winning in the market place. Bank of Abyssinia focuses on being the leader from all other banks and attains its goals by having the best service and technology.

Employee's perception about "The bank explains success as winning in the market" had a mean score and standard deviation of 4.21 and 0.58 respectively. Therefore it means respondents agree the bank explains success based on winning in the market. Since banking industry is a competition among all banks and become a winner in the market, bank of Abyssinia focuses on having the best technology and products to attract its customers for better profit. Therefore it explains its success as winning in the market place and become the choice of its customers.

Overall perception of employees about Market culture characterized by a results oriented workplace where Leaders are hard-driving producers and competitors who are tough and demanding, glue that holds the organization together being emphasis on winning, The long-term concerns are on competitive actions and achieving stretch goals and targets and explaining Success in terms of markets share and penetration are dominant in the bank.

4.1.3.4. DESCRIPTIVE STATISTICS OF HIERARCHY CULTURE

Hierarchy culture which is also called control culture is characterized by a formal and structured place to work (Cameron & Quinn 2006). Rules and Procedures dictate what employees do. Effective leaders are good coordinators and organizers. Maintaining a smoothly running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.

Table 4.7. Hierarchy Culture

	Mean	Std. Deviation
The bank is controlled and organized with prescribed procedures that govern people	4.41	.493
The banks leadership coordinates organizes and focus on efficiency	4.21	.632
The administration style is characterized by security of employment predictability and steadiness in relationships	3.88	.323
Rules and policies are what holds the bank together	3.91	.446
The bank stresses on stability efficiency control and operating smoothly	3.80	.401
The banks explains success on the basis of effectiveness	3.91	.446
Valid N (list wise)	3.99	

(Source: Survey Data, 2020)

Table 4.1.2.4 above shows mean scores and standard deviation for respondent's perception towards Hierarchy culture exercised by the bank (Hierarchy Culture) of Employees. Regarding employee's perception about "The bank is controlled and organized with prescribed procedures that govern people" the mean score and standard deviations are 4.41 and 0.49 respectively. Meaning employee's agree the bank is controlled and organized with prescribed procedures that govern people. This implies that this culture main characteristic of having procedures that govern people exercised by its employees and the bank. The bank like any other organizations have a well defined policies and procedures that govern its employees to operate smoothly.

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Employees' perception about "The banks leadership coordinates organizes and focus on efficiency", mean score and standard deviation are 4.21 and 0.63 respectively. Meaning employees agree that the bank focuses on efficiency. This implies that this culture main characteristic of focusing on efficiency is exercised by its employees and the bank. Bank of Abyssinia main focus is customer satisfaction and service excellence in order to achieve a good profit so at the end efficiency will be the end result

Employees' perception about" The administration style is characterized by security of employment predictability and steadiness in relationships", means score is 3.88 and standard deviation 0.32 which also means that employees somehow agree that the administration style is characterized by security of employment predictability and steadiness in relationships.

Employees' perception about "Rules and policies are what holds the bank together", mean score is 3.91 and standard deviation 0.44 which also means that employees somehow agree that Rules and policies are what holds the bank together. In the bank rules and procedures govern employees and the bank but it's not only the glue that is holding the bank together.

Employee's perception about "The bank stresses on stability efficiency control and operating smoothly" had a mean score and standard deviation of 3.8and 0.40 respectively. Therefore it means respondents somehow agree that the bank stresses on stability efficiency control and operating smoothly in achieving its end result.

Employee's perception about "The banks explain success on the basis of effectiveness" had a mean score and standard deviation of 3.91 and 0.44 respectively. Therefore it means respondents somehow agree the bank explains success on the basis of effectiveness. If the bank is well efficient and effective it will achieve desired result therefore the banks success is determined by its efficiency and effectiveness.

Overall perception of employees about Hierarchy culture characterized by a formal and structured place to work, where Rules and Procedures dictate what employees do, where Effective leaders are good coordinators and organizers, where Maintaining a smoothly running organization is important and where The long-term concerns of the organization are stability, predictability, and efficiency are dominant in the bank..

Therefore after analyzing the descriptive statistics of the employees of the bank mean and standard deviation scores the result found out that Hierarchy and Market cultures are dominant in the bank. Hierarchy culture characterized by a formal and structured place to

work, where Rules and Procedures dictate what employees do, where Effective leaders are good coordinators and organizers, where Maintaining a smoothly running organization is important and where The long-term concerns of the organization are stability, predictability is dominant followed by Market culture where results oriented workplace where Leaders are hard-driving producers and competitors who are tough and demanding, glue that holds the organization together being emphasis on winning, The long-term concerns are on competitive actions and achieving stretch goals and targets and explaining Success in terms of markets share and penetration. Clan and adhocracy cultures are less dominant in Bank of Abyssinia.

4.1.4. DESCRIPTIVE STATISTICS OF EMPLOYEE ENGAGEMENT

Schaufeli et al ,2002 define employee engagement as " a positive , fulfilling , work related state of mind that is characterized by vigor, dedication, and absorption" This definition of work engagement is considered as working definition for the purpose of this research .

4.1.4.1. DESCRIPTIVE STATISTICS OF ENGAGEMENT (VIGOR)

Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. (Arnold Bakker et. al, 2010).

Table 4.8. Vigor

	Mean	Std. Deviation
I burst with energy at my work	3.03	.708
I feel string and energetic at my work	3.18	.664
I feel like going to work when I woke up	3.41	.549
I can work for extended periods	3.09	.743
I am mentally robust at work	3.26	.560
I have high preservance at work when things are wrong	3.38	.487
Valid N (list wise)	3.22	

(Source: Survey Data, 2020)

Table 4.1.4.1 above shows mean scores and standard deviation for respondent's perception towards Vigor of Employees. Regarding employee's perception about "I burst with energy at my work" the mean score and standard deviations are 3.03 and 0.70 respectively. Meaning employees somehow agree that they burst with energy at their work. This implies that employees have energy when they perform their work.

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Employees' perception about "I feel strong and energetic at my work", mean score and standard deviation are 3.18 and .66 respectively. Meaning employees agree that they feel strong and energetic at their work. This implies that employees feel strong and energetic when they perform their work. Employees' perception about "I feel like going to work when I woke up", means score is 3.41 and standard deviation 0.54 which also means that employees somehow agree that they feel like going to work when they woke up.

Employees' perception about "I can work for extended periods", mean score is 3.09 and standard deviation 0.74 which also means that employees are neutral that they can work for extended periods. This means that most employees don't work for extended periods without extra payment. Employee's perception about "I am mentally robust at work", had a mean score and standard deviation of 3.26 and 0.56 respectively. Therefore it means respondents somehow agree that they are mentally robust at work. Employee's perception about "I have high preservance at work when things are wrong" had a mean score and standard deviation of 3.38 and 0.48 respectively. Therefore it means respondents somehow agree that they have high preservance at work when things are wrong.

Overall perception of employees about vigor with high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties is good.

4.1.4.2. DESCRIPTIVE STATISTICS OF ENGAGEMENT (DEDICATION)

Dedication refers to being strongly involved on one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. (Arnold B. Bakker et. al ,2010).

Table 4.9. Dedication

	Mean	Std. Deviation
My work has a lot of meaning and purpose	3.26	.660
I am passionate about what I do	3.26	.504
I am proud of my work	3.35	.589
I am inspired by my job	3.23	.649
My job gives me the challenge I need	2.91	.446
Valid N (listwise)	3.20	

(Source: Survey Data, 2020)

Table 4.1.4.2 above shows mean scores and standard deviation for respondent's perception towards Dedication of Employees. Regarding employee's perception about "My work has a

lot of meaning and purpose" the mean score and standard deviations are 3.26 and 0.66 respectively. Meaning employees somehow feel their work has a lot of meaning and purpose.

Employees' perception about "I am passionate about what I do", mean score and standard deviation are 3.26 and .50 respectively. Meaning employees feel they are passionate about what they do. Employees' perception about" I am proud of my work", means score is 3.35 and standard deviation 0.58 which also means that employees somehow feel that they are proud of their work.

Employees' perception about "I am inspired by my job", mean score is 3.23 and standard deviation 0.64 which also means that employees somehow feel they are inspired by their jobs. Employee's perception about "My job gives me the challenge I need", had a mean score and standard deviation of 2.91 and 0.44 respectively. Therefore it means respondents don't feel like their job is giving them the challenge they need.

Overall perception of employees about dedication being strongly involved on one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge is good.

4.1.4.3. DESCRIPTIVE STATISTICS OF ENGAGEMENT (ABSORPTION)

Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. (Arnold B. Bakker et. al, 2010)

Table 4.10. Absorption

	Mean	Std. Deviation
I have no recollection of time when I am working	3.41	.493
Working intensely gives me contentment	3.24	.598
I get engrossed in my work	3.76	.489
I forget everything else around me when I do my work	3.74	.504
When I am engaged with work I get carried away	3.50	.698
I am unable to detach myself from my work	3.18	.618
Valid N (list wise)	3.47	

(Source: Survey Data, 2020)

Table 4.1.4.3 above shows mean scores and standard deviation for respondent's perception towards Absorption of Employees. Regarding employee's perception about "I have no recollection of time when I am working" the mean score and standard deviations are 3.41 and

0.49 respectively. Meaning employees somehow feel they have no recollection of time when they are working.

Employees' perception about "Working intensely gives me contentment", mean score and standard deviation are 3.24 and .59 respectively. Meaning employees somehow feel working intensely gives them contentment. Employees' perception about" I get engrossed in my work", means score is 3.76 and standard deviation 0.48 which also means that employees somehow feel that they get engrossed in their work.

Employees' perception about "I forget everything else around me when I do my work", mean score is 3.74 and standard deviation 0.50 which also means that employees somehow feel they forget everything else around them when they do their work. Employee's perception about "When I am engaged with work I get carried away", had a mean score and standard deviation of 3.5 and 0.69 respectively. Therefore it means respondents feel like when they are engaged with work they get carried away. Employee's perception about "I am unable to detach myself from my work" had a mean score and standard deviation of 3.18 and 0.64 respectively. Therefore it means respondents somehow feel like they are unable to detach themselves from their work.

Overall perception of employees about Absorption being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work is good.

Therefore after analyzing the descriptive statistics of the employees of the bank mean and standard deviation scores the result found out that the overall mean of employee engagement is 3.3 which implies the overall level of engagement by the banks employees is above average. It means that employees in Bank of Abyssinia somehow have high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties, strongly involved on one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge, fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

4.2.   INFERENTIAL STATISTICS

4.2.1. CORRELATION ANALYSIS

This study employs correlation analysis, which investigates the strength of the relationships between the studied variables. Pearson correlation analysis was used to provide evidence of convergent validity. Pearson correlation coefficients reveal the magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 + 1.0). Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo and Festinger, 2005).

According to guidelines suggested by Field (2005) to interpret the strength of the relationship between variables, the correlation coefficient(r) is as follows: if the correlation coefficient falls between 0.1 to 0.29, it is weak; 0.3 to 0.49 is moderate, and> 0.5 is a strong relationship between variables. Depending on these assumptions, all basic constructs were included in the correlation analysis and a bivariate two-tailed correlation analysis was done. Table 4.2.1 belo shows the correlation between the Organizational Culture and Employee Engagement in Bank of Abyssinia.

Table 4.11. Correlations

			CLAN	ENGAGEMENT	ADHEOCRACY	MARKET	HIRARCHY
Pearson's Correlation	CLAN	Correlation Coefficient	1.000	.017	.205**	-.087	.048
		Sig. (2-tailed)	.	.025	.000	.108	.376
		N	340	340	340	340	340
	ENGAGEMENT	Correlation Coefficient	.017	1.000	.064	.312*	.321**
		Sig. (2-tailed)	.025	.	.023	.018	.000
		N	340	340	340	340	340
	ADHEOCRACY	Correlation Coefficient	.205**	.064	1.000	.238**	.053
		Sig. (2-tailed)	.000	.023	.	.000	.330
		N	340	340	340	340	340
	MARKET	Correlation Coefficient	-.087	.312*	.238**	1.000	.311**
		Sig. (2-tailed)	.108	.018	.000	.	.000
		N	340	340	340	340	340
	HIRARCHY	Correlation Coefficient	.048	.321**	.053	.311**	1.000
		Sig. (2-tailed)	.376	.000	.330	.000	.
		N	340	340	340	340	340

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

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

(Source: Survey Data, 2020)

From the results shown in table 4.1.3.1 above each variable correlated perfectly with itself with coefficients value of +1.00. Pearson correlation matrix shows that there is a weak, positive, and significant relationship between Clan culture and employees engagement with a value of r=0.017. This implies that clan culture and employees engagement have a weak relationship.

Pearson correlation matrix shows that there is a weak, positive, and significant relationship between Adhocracy culture and employees engagement with a value of r=0.06. This implies that Adhocracy culture and employees engagement have a weak relationship.

There is a moderate, positive and significant relationship between Market culture and employees engagement with a value of r=0.312. This implies that employees' perception about the work engagement will somehow be affected by Market culture.

There is a moderate, positive and significant relationship between Hierarchy culture and employees engagement with a value of r=0.321. This implies that employees' perception about the work engagement will somehow be affected by Hierarchy culture.

Therefore the correlation between Organizational culture and employees engagement is proved to be positive and significant, which means the improvement in Organizational culture can result in improvement of employees engagement. In general positive correlation coefficient that means all organizational culture variables direct relationship with the employee's engagements (as one goes up, the other goes up).

Clan Culture and Employees engagement; The result of the test shows there is a weak, positive, and significant relationship between Clan culture and employees engagement with a value of r=0.017. (P = 0.000 < 0.05). Previous empirical studies showed consistent result that improvement in Organizational culture can result in improvement of employee's engagement. (Abraham W., 2019)

Adhocracy Culture and Employees engagement; The result of the test shows there is a weak, positive, and significant relationship between Adhocracy culture and employees engagement with a value of r=0.06. (P = 0.000 < 0.05). Previous empirical studies showed consistent result that improvement in Organizational culture can result in improvement of employee's engagement. (Abraham W., 2019)

Market Culture and Employees engagement; The result of the test shows there is a moderate, positive and significant relationship between Market culture and employees engagement with a value of r=0.312. (P = 0.000 < 0.05). Previous empirical studies showed consistent result that improvement in Organizational culture can result in improvement of employee's engagement. (Abraham W., 2019)

Hierarchy Culture and Employees engagement; The result of the test shows there is a moderate, positive and significant relationship between Hierarchy culture and employees engagement with a value of r=0.321. (P = 0.000 < 0.05). Previous empirical studies showed consistent result that improvement in Organizational culture can result in improvement of employee's engagement. (Abraham W., 2019)

4.3 REGRESSION ANALYSIS

4.3.1. NORMALITY TEST

Table 4.12 Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
CLAN	.202	340	.000	.903	340	.000
ADHEOCRACY	.190	340	.000	.930	340	.000
MARKET	.216	340	.000	.893	340	.000
HIRARCHY	.269	340	.000	.869	340	.000

a. Lilliefors Significance Correction
Source: Own survey, computed in SPSS, 2020

Table 4.13: Normality, skewness and kurtosis

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
CLAN	340	.129	.132	-.869	.264
ADHEOCRACY	340	.212	.132	-.468	.264
MARKET	340	-.756	.132	.292	.264
HIRARCHY	340	-.246	.132	.426	.264
ENGAGEMENT	340	-.405	.132	-.033	.264
Valid N (listwise)	340				

Source: Own survey, computed in SPSS, 2020

The above table 4.1.6 presents the results from two well-known tests of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. We Shapiro-Wilk Test is more appropriate for small sample sizes (< 50 samples) but can also handle sample sizes as large as 2000. For this reason, we will use the Shapiro-Wilk test as our numerical means of assessing normality. If $p <$ then 0.05, reject the H0 because the test is significant. In our survey result $p < 0.05$ due to these we reject H0 and accept.

To analyze the normality of the data, the study also employed Skewness and Kurtosis analysis. The skewness and kurtosis measures should be as close to zero as possible. In reality, however, data are often skewed and kurtotic. A small departure from zero is therefore no problem, as long as the measures are not too large compared to their standard errors (Sprinthall, R. C. 2011). For this paper, regarding skewness and kurtosis these data are a little skewed and kurtotic for all the variables, but it doesn't differ significantly from normality. Therefore it can be assumed that the data are approximately normally distributed.

4.3.2. LINEARITY TEST
If the data are normally distributed then the data points was be close to the diagonal line
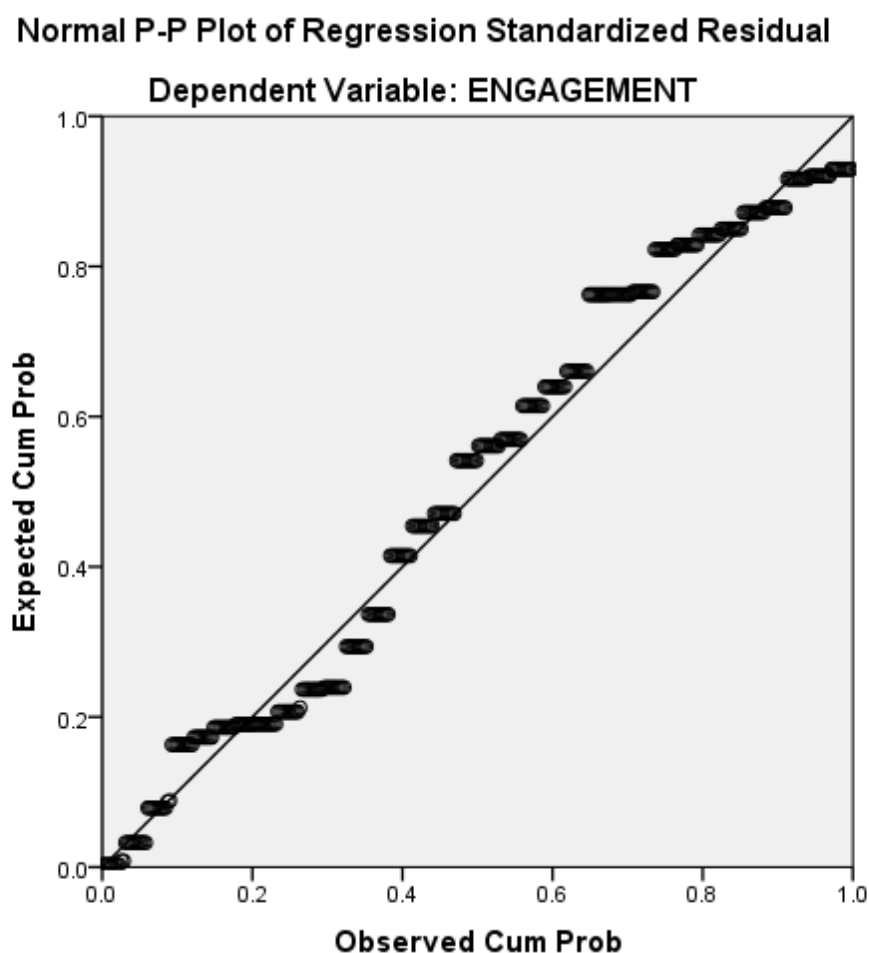
Figure 1.7. p-plot graph
Source: Own survey, computed in SPSS, 2020

4.3.3. HOMOSCEDASTICITY TEST
Homoscedasticity refers to the assumption that that the dependent variable exhibits similar amounts of variance across the range of values for an independent variable. As shown in the

table below, it is Homoscedastic If it does not have an obvious pattern, there are points equally distributed above and below zero and x axis and to the left and right of zero on y axis.
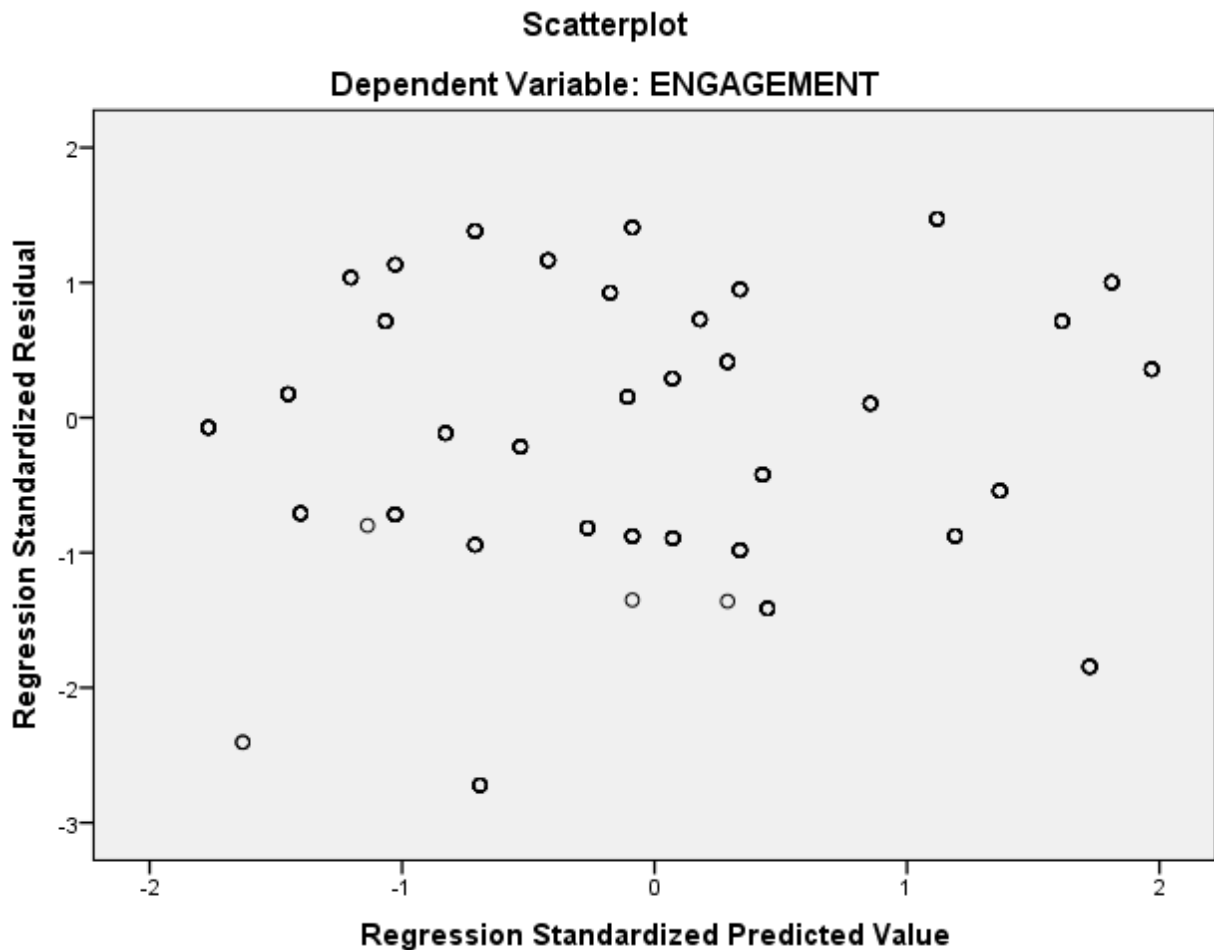
Fig. 1.8. Homoscedasticity test
Source: Own survey, computed in SPSS, 2020

4.3.4. MULTICOLLINIARITY

Multicollinearity occurs when you have two or more independent variables that are highly correlated with each other. This leads to problems with understanding which variable contributes to the explanation of the dependent variable and technical issues in calculating an multiple regression. According to Kennedy (2008) suggests that any correlation coefficient above 0.7 could cause a serious multicollinearity problem leaded to inefficient estimation and less reliable results. This indicates that there is no consistent argument on the level of correlation that causes multicollinearity. Hence its correlation coefficient above 0.7 could cause a serious multicollinearity problem, therefore from below table 10. There is no multi-collinearity effect among the independent variables of Clan, Market, Adhocracy, and Hierarchy cultures. In addition to the above Multi-collinearity is unlikely to be a problem if

the tolerance more than 0.2 (Menard, 1995), and VIF should be less than 10 (Myers, 1990). Based on this parameter also Tolerance is more than 0.2, and VIF is also less than 10. Correlation coefficient below 0.9 may not cause serious multicollinearity problem (Hair et al, 2006). Multicollinearity problem exists

Table 4.14. summary of colinearity test

Model	T	Sig.	Collinearity Statistics	
			Tolerance	VIF
(Constant)	10.300	.000		
CLAN	1.706	.089	.880	1.136
ADHEOCRACY	1.081	.280	.840	1.190
MARKET	1.223	.222	.836	1.196
HIRARCHY	-6.003	.000	.912	1.097

a. Dependent Variable: ENGAGEMENT

when the correlation coefficient among variables is greater than 0.75(Malhotra, 2007).

Source: Own survey, computed in SPSS, 2020

4.4. REGRESSION OUTPUT/RESULT

The regression analysis was conducted to know by how much the independent variable (Clan, market, adhocracy and hierarchy culture) explains the dependent variable (employee's engagement). It is also used to understand by how much each independent variable explains the dependent variable. Therefore, regression analysis of organizational culture and employees" engagement was conducted the results of the regression analysis are presented as follow and the researcher test the relationship between employee engagement and each independent variable either to confirm or to reject the hypothesis. Nguyen (2009) asserts that regression analyses are performed to predict the relative test of the study hypotheses. Ultimate the researcher analyzes the relationship between employee engagement and organization culture as a complete system the reason why the researcher analyzes the effect of each independent variable and organization culture as a system to employee engagement is to test and understand the strong relationship between each independent variable individually with employees" engagement. According to James & Frank (1985) multiple regression models attempt to determine whether a group of variables together predict a given dependent

variable. A multiple regression model separates each individual variable from the rest allowing each to have its own coefficient describing its relationship to the dependent variable. Multiple regression models were used to determine the causal relationship between organizational culture and employees" engagement.

The following model was proposed for the purpose of running multiple linear regressions that is necessarily to test the effects and statistical significance of organization culture on employees" engagement.

$\check{Y}= α+ β1\ X1+ β2\ X2+ β3\ X3+ β4\ X4+ εi$

Where: $\check{Y}$ = Dependent variable (organization Engagement)

α = constant

β = (Beta value) coefficient of slope of regression model

X1 = Clan Culture

X2 = Adhocracy Culture

X3 = Market Culture

X4 = Hierarchy Culture

εi = error term

Table 4.15 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.635ᵃ	.404	.0.396	.2819743	.000

a. Predictors: (Constant), HIRARCHY, CLAN, ADHEOCRACY, MARKET

b. Dependent Variable: ENGAGEMENT

Table 4.3.4: Multiple Regression result of organizational cultures and employee engagement

The above table result show data obtained is a great contribution to existing knowledge on this subject matter. Organization culture is positively related to employee's engagement due to its high correlation value (R) which is 0.635 (63.5%). The result reveals a high degree of dependence of employee's engagement on organizations culture traits. R2 is the coefficient of determination of the two variables which shows the percentage of total variation of the dependent variable explained by the independent variable. Chin (1998), recommended R2 values for endogenous latent variables based on 0.67 (Substantial), 0.33 (Moderate), 0.19

(Weak) and based on the analysis shows, R2 = 0.404 (40.4%), which is a moderate coefficient and clearly implies that 40.4% variation in employees engagement are explained by organization culture. The remaining 59.6% variation is explained by stochastic error term (e) meaning that 59.6% of changes in (EE) changes are explained by factors that are not explained in the model.

Table 4.16: Anova result of organizational cultures and employee engagement

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.082	4	.771	9.692	.000[b]
	Residual	26.636	335	.080		
	Total	29.718	339			

A. Dependent variable: engagement

B. Predictors: (constant), hirarchy, clan, adheocracy, market

The above ANOVA table shows that the overall multiple linear regression model is significant F statistics shows a value p= .000, which is less than p<0.05.this indicate that the model describe the effect of organizational culture on the employees' engagement of Bank of Abyssinia.

Table 4.17: Multiple Regression result of organizational cultures and employee engagement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.950	.481		10.300	.000
	CLAN	.128	.075	.094	1.706	.002
	ADHEOCRACY	.091	.084	.061	1.081	.003
	MARKET	.202	.083	.199	1.223	.001
	HIRARCHY	.639	.106	.325	6.003	.000

a. Dependent Variable: ENGAGEMENT

The above table shows that employee engagement is positively associated with Organizational Culture and examines the most contributing independent variables in the

prediction of the dependent variable. Hence, the strength of each independent (predictor) variable influence on the criterion (dependent) variable can be inquired by standardized Beta coefficient. Therefore, the regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable. Thus, Hierarchy culture is the most contributing organizational culture traits in the prediction of employee commitment with beta value 0.325, followed by Market culture (B=.199), Clan culture (B=.094) and Adhocracy culture (B=.061) that the variables are making significant to the prediction of employee engagement. More, table describes those significance levels of Hierarchy culture, Market culture, Clan culture, Adhocracy culture as 000, .001, .002 and .003 respectively, which are less than 0.05. This implies that there is statistically significant relationship between them and the employees" engagement. Therefore, the null hypotheses related to Hierarchy culture, Market culture, Clan culture, Adhocracy culture were rejected.

4.5. Summary of Hypotheses Testing
Table 4.18 Table Summary of hypotheses

No	Hypotheses	Tests	Implication	Result
H01	Clan Culture does not have a significant effect on employees" engagement.	*standardized Coefficients (B=0.094, p=0.02), P< 0.05*	This intimate that Clan Culture had positive effect on employee engagement.	Reject the null hypothesis
H02	Adhocracy Culture does not have a significant effect on employees" engagement.	*standardized Coefficients (B=0.061, p=0.03), P>0.05*	This implies that Adheocracy Culture had positive effect on employee engagement.	Reject the null hypothesis
H03	Market Culture does not have a significant effect on employees" engagement.	*standardized Coefficients (B=0.199, p=0.01), P< 0.05*	This intimate that Market Culture had positive effect on employee engagement.	Reject the null hypothesis

H04	Hierarchy Culture does not have a significant effect on employees" engagement.	*standardized Coefficients (B=0.325, p=0.00), P< 0.05*	This indicate that Hirerchy Culture had positive effect on employee engagement.	Reject the null hypothesis

4.6 DISCUSSIONS

The aim of this study was to analyze the effect of Organization culture on the employees" engagement in the Bank of Abyssinia. The result of correlation and regression analysis shows that Hierarchy culture, Market culture, Clan culture, Adhocracy culture have positive effect on the employees" engagement. Reis, Trullen & Story (2016) carried out a study of 890 professionals from attendees of graduate and postgraduate programs of a business school in Brazil on perceived organizational culture and engagement: the mediating role of authenticity concluded that those environments that are seen to be more comprehensive and participative, and that incentivize autonomy (i.e. clan and adhocracy cultures) neither nurture nor inhibit realism. Cultures seen as having control, are orderly and emphasize stability (i.e. hierarchy and market cultures) are negatively related to authenticity and therefore employees who behave more authentically at work are more engaged with their jobs.

Even though employee engagement is treated as a relatively new field, there are some studies that have been conducted to study the effect of organizational culture on employee engagement. In one such study on investigating the relationship between organizational culture and employee engagement at a South African Information Technology firm by Naidoo & Martins (2014) they concluded that it is logical for an organization to nurture a culture that is positive and one which ensures that employees feel and continue being engaged in their in work in order to sustain the workers in the organization longer workers longer than those organizations that do not emphasize and promote employee engagement. In a study carried out by Parent & Lovelace (2015) on the impact of employee engagement and a positive organizational culture on an individual's ability to adapt to organizational change, they concluded that individual adaptability to change can be enhanced through a positive organizational culture. They further concluded that organizations with a positive organizational culture also foster both job and organizational engagement in their employees and that employees with high levels of job engagement are less adaptable to change.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter of the paper the researcher presents summary of the findings, conclusions, and some relevant recommendations to practice, with the researches major contributions, as well as for future researchers based on the objective of the study mentioned in chapter one.

5.1. SUMMARY OF MAJOR FINDINGS

The researcher summarized the following based on the research findings. There are four types of Organizational Culture namely Hierarchy culture, Market culture, Clan culture, Adhocracy culture measured by six main parameters which measure organization culture , adopted from the OCAI (Organizational Culture Assessment Instrument). The parameters included: main characteristics, institution leadership, and management of employees, glue that holds the organization, emphasis on strategy and measures success as main categories manifested with question under each category of culture.

After analyzing the descriptive statistics of the employees of the bank mean and standard deviation scores the result found out that Hierarchy and Market cultures are dominant in the bank. Hierarchy culture characterized by a formal and structured place to work, where rules and procedures dictate what employees do, where effective leaders are good coordinators and organizers, where maintaining a smoothly running organization is important and where the long-term concerns of the organization are stability, predictability is dominant followed by Market culture where results oriented workplace where leaders are hard-driving producers and competitors who are tough and demanding, glue that holds the organization together being emphasis on winning, The long-term concerns are on competitive actions and achieving stretch goals and targets and explaining Success in terms of markets share and penetration. Clan and adhocracy cultures are less dominant in Bank of Abyssinia.

On the other hand employee engagement at Bank of Abyssinia was measured in terms of Employee vigor, dedication and absorption. The findings showed that majority of the respondents concurred that they always persevered even when things did not go well. In terms of employee dedication the results of the study showed that majority of the respondents

were proud of what they did and that their jobs were challenging. The findings further indicated that majority of the respondents were happy when they were engaged immensely.

Therefore after analyzing the descriptive statistics of the employees of the bank mean and standard deviation scores the result found out that the overall mean of employee engagement is 3.3 which implies the overall level of engagement by the banks employees is above average. It means that employees in Bank of Abyssinia somehow have high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties, strongly involved on one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge, fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

This research has shown that there is a statistically significant four organizational culture and employee engagement in which p<0.05. Accordingly, null hypotheses related to Hierarchy culture, Market culture, Clan culture, Adhocracy culture were rejected. This implies that all culture types i.e. Clan culture, Adhocracy culture Market culture and Hierarchy culture have positive effect on employee's engagement with a value of B= 0.094, 0.061, 0.199, 0.325 respectively. Pearson Correlation coefficients indicate that all organizational culture traits have a moderate positive correlation with employees engagement within the range of 0.01 to 0.32, all were significant at p<0.01 level.

The study found that significant correlation matrix between organization culture and employees engagement. That means an identity matrix is matrix in which all of the diagonal elements are 1 and all off diagonal elements are close to 0 in a good model. The result of correlation and regression analysis shows that Hierarchy culture, Market culture, Clan culture, Adhocracy culture have positive effect on the employees" engagement.

5.2. CONCLUSIONS

From the findings discussed above, overall perception of employees about collaborate (Clan) culture which is a family-type organization has somehow lower mean which indicates the culture, typified by friendly place to work where people share a lot of themselves, extended family where managers are considered as mentors and perhaps even as parent figures, loyalty and tradition being glue that holds an organization together, organizational commitment exists to the highest level and organization emphasizes the long-term benefit of individual

development, with high cohesion and morale being important is not dominant in Bank of Abyssinia.

Overall perception of employees about Adhocracy culture characterized by a dynamic, entrepreneurial, and creative work place where employees are willing and courageous enough to take risk, commitment to experimentation and innovation, emphasis on being at the leading edge of new knowledge, products, and services and readiness for change and meeting new challenges being important, the organization's long-term focus is on fast development and accumulation of new resources and success means producing unique and original products and services is not dominant in Bank of Abyssinia.

Overall perception of employees about Market culture characterized by a results oriented workplace where leaders are hard-driving producers and competitors who are tough and demanding, glue that holds the organization together being emphasis on winning, the long-term concerns are on competitive actions and achieving stretch goals and targets and explaining Success in terms of markets share and penetration are dominant in the bank.

Overall perception of employees about Hierarchy culture characterized by a formal and structured place to work, where rules and procedures dictate what employees do, where effective leaders are good coordinators and organizers, where Maintaining a smoothly running organization is important and where the long-term concerns of the organization are stability, predictability, and efficiency are dominant in the bank.

Finally, it can be concluded from the results discussed above that organizational culture plays a significant role in employees" engagement. From the results of this research, it can be concluded that the organization culture has a significant effect on employee engagement at Bank of Abyssinia. This deduction is supported by the findings of this study that clearly showed that there is moderately positive relationship between organization culture and employee engagement. The study findings revealed that Hierarchical culture is the most dominant at Bank of Abyssinia. Market culture is also dominant though to a large extent. Adhocracy and clan culture exist to a very small extent. The result of correlation and regression analysis shows that Hierarchy culture, Market culture, Clan culture, Adhocracy culture have positive effect on the employees" engagement.

5.3. RECOMMENDATIONS FOR POLICY AND PRACTICE

Having in mind there is a need to instill appropriate organization culture. This could be done by putting policies, strategies and development plans that encourage a culture of creativity and encourages innovation at all levels of the organization. By inculcating an entrepreneurial culture at all levels will encourage staff to stick out their necks to take risks whenever opportunities present themselves. This will go a long way in making the institution as dynamic as possible given the fact that the banking industry changes with change in technology.

The study also recommends that the management keeps on adapting to change as well as re-assessing the effect and frequency of mitigation measures adopted. This will help to identify whether the adopted counteractive culture are making any acceptable difference. This study recommends that banks should empower employees and reinforce team orientations, embrace integration, co-ordination, organizational learning, agreement and core values and they should also create competence development to promote employee commitment. It is essential that banks give due consideration to their target market while trying to achieve their mission. The management therefore should aim to obtain an in-depth understanding of the bank's clients, their credentials & their businesses in order to fully know their customers as well as motivate their employees.

The leadership of commercial banks should nurture upcoming talents and develop a staff retention strategy aimed at ensuring value of employee abilities. An organization with lower employee turnover is perceived more competitive in the long run. Strategic emphasis should mainly focus on human growth, high confidence, candidness and participation. This will go a long way in engaging staff to focus on their set targets thus greater satisfaction and engagement.

There is need to nurture a culture of mentorship where loyalty to the bank is important and where staff feels that they are highly involved in the matters of the bank. This would go a long way in making the staff feel engaged which would be shown by their levels of vigor, dedication and absorption. In doing this, the bank would need to apply a multifaceted approach.

5.4 LIMITATION AND IMPLICATIONS TO FURTHER RESEARCH
5.4.1. LIMITATIONS OF THE STUDY

The research focused on only organization culture only and was not exhaustive in this area. There could be many other parameters influencing employee engagement but the study only focused on organization culture. Whereas a bigger sample and wider coverage would give better result, this study was only limited to a sample of employees from selected districts of BOA due to cost constraint. The researcher did not collect data from all BOA branches and other banks.

5.4.2. SUGGESTIONS FOR FURTHER STUDIES

Following this research and the limitations thereof, further research could fill in the gaps that this study has left. This study focus was on the effect of organization culture on employee engagement at BOA which means that generalizations cannot adequately extend to other branches and commercial banks in Ethiopia. A broad based study covering all commercial banks in Ethiopia should therefore be carried out. A study should also be done on the effect of ICT adoption on the employee engagement as measured by their productivity.

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Appendix 1: Questionnaire

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMNISTRATION

This questionnaire is prepared by post graduates student, masters of general business administration (GMBA) to gather data about "The Impact of Organizational Culture On Employees Engagement: In Case of Bank of Abyssinia". The questionnaire is to be filled by employees of the selected bank. The data collected will be used only for academic purpose i.e. to produce a research paper which is a partial requirement for the student award of Masters of Art in Business Administration.

I would like to confirm you, respondents that the information you would provide will certainly be kept confidential . If you face with any unclear questions please contact ABEJE KASSAHUN ADAMU (+251-913-75-10-47).

Thank you in advance for filling the questionnaire and making considerable sacrifice.

PART A: Demographic Characteristics of the Respondents (Please Tick appropriately (√))

1. Gender: Male ( ) Female ( )

2. Age a. 18 – 30 years ( ) b. 31 – 45 years ( ) c. 46 – 60 years ( ) d. Above 60 years ( )

3. Highest Level of Education a. Phd. ( ) b. Master's Degree ( ) c. Bachelor's Degree ( ) d. Diploma ( ) e. Certificate ( )

4. Tenure in the Bank: a. Less than 1 year ( ) b. 1 – 5 years ( ) c. 6 – 10 years ( ) d. 11 – 15 years ( ) e. Over 15 years ( )

5. Organizational level a. Operations ( ) b. Clerical ( ) c. Management ( )

PART B: ORGANIZATIONAL CULTURE

The following questionnaire is about the perceived organizational culture of Bank of Abyssinia. The respondents are employees of the bank.

Please rate the following statements by ticking (√) in the appropriate box to indicate how much you agree or disagree with each statement. 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 strongly agree

key words:- SD- Strongly disagree; D- Disagree; N- Neutral; A- Agree; and SA- Strongly Agree.

		SD	D	N	A	SA
	Clan Culture					
1	The Bank feels like my family					
2	The banks leadership facilitates, mentors and nurtures staff					
3	The administration style is based on teamwork, compromise and involvement					
4	Loyality, shared trust and commitment is what holds the bank together					
5	The bank stresses on human growth , high confidence , candidness and participation					
6	The bank explains accomplishment on the basis of the growth of human capital , collaborations , employee commitment and care for people					
	Adhocracy Culture	SD	D	N	A	SA
1	The Bank provides a vibrant innovative space providing for risk-taking					
2	The banks leadership exhibits free enterprise, invention and risk taking					
3	The administration style is considered to encourage personal, invention, liberty and exclusivity					
4	Commitment to invention and development is what holds the bank together					
5	The bank stresses on procuring new resources and creating new					

		SD	D	N	A	SA
	challenges.					
6	The bank explains success based on having newest and most unique products.					
	Market Culture	SD	D	N	A	SA
1	The Bank recognizes its employees publicly for competition and achievement.					
2	The banks leadership is aggressive and result focused					
3	The administration style involves hard driving effectiveness, high demands , and success					
4	Emphasis on accomplishment and goal attainment is what holds the bank together.					
5	The bank stresses on attaining stretched goals and winning in the market place.					
6	The bank explains success as winning in the market, leadership in a competitive market is vital					
	Hierarchy Culture	SD	D	N	A	SA
1	The Bank is controlled and organized with prescribed procedures that govern people					
2	The banks leadership coordinates, organizes and focus on efficiency					
3	The administration style is characterized by security of employment , predictability and steadiness in relationships					
4	Rules and policies are what holds the bank together and smooth operations are considered very important					
5	The bank stresses on stability, efficiency, control and operating smoothly.					
6	The bank explains success on the basis of effectiveness.					

PART C: EMPLOYEE ENGAGEMENT

Employee engagement is characterized by vigor, dedication, and absorption.

Please rate the following statements by ticking (√) in the appropriate box to indicate how much you agree or disagree with each statement. 1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly agree

key words:- SD- Strongly disagree; D- Disagree; N- Neutral; A- Agree; and SA- Strongly Agree.

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

Thank you for completing this questionnaire!

ቅድስተ ማሪያም ዩኒቨርስቲ ኮሌጅ

የድህረ ምረቃ ትምህርት ቤት

የቢዝነስ አድሚኒስትሬሽን ትምህርት ክፍል

ይህ መጠይቅ በስራ አመራር የድህረ ምረቃ ተማሪ የተዘጋጀ ነው:: ይህ መጠይቅ በአቢሲኒያ ባንክ ውስጥ የባንኩ የስራ ባህል በሰራተኛው ተሳትፎ ላይ ያለውን ተፅእኖ ለማጥናት መረጃ ለመሰብሰብ የተዘጋጀ ነው:: መጠይቁ በድርጅቱ ሰራተኞች የሚሞላ ይሆናል:: በዚህ መጠይቅ የሚሰበሰበው መረጃ ሙሉ በሙሉ ለትምህርታዊ ጥናት ብቻ የሚውል ነው:: ጥናታዊ ጽሁፉም የሚዘጋጀው በቅድስት ማሪያም ዩኒቨርስቲ ኮሌጅ በስራ አመራር ዘርፍ ለድህረ ምረቃ ትምህርት ማሟያ ነው::

የዚህ ጥናት አዘጋጅ ማረጋገጥ የሚፈልገው ለዚህ መጠይቅ ምላሽ የምትሰጡት መረጃ ሙሉ ሚስጥራዊነቱ ተጠብቆ ለትምህርታዊ አገልግሎት ብቻ የሚውል መሆኑ ነው:: እንዲሁም በጥያቄዎቹ ውስጥ ግር የሚሉ ሃሳቦችን ወይም ጥያቄዎችን የበለጠ ማብራሪያ ለማግኘት አጥኚውን በማነጋገር ሃሳቦችን መረዳት ይቻላል:: አብጀ ካሳሁን አዳም 251-913-75-10-47

ይህን መጠይቅ ለመሙላት ውድ ጊዜዎን ስላጋሩኝ ታላቅ ምስጋናዬን አቀርባለሁ::

ክፍል አንድ:- የግል መረጃ (ምላሽዎን በተሰጡት ሳጥኖች ውስጥ ጭረት ያድርጉ)

1. ፆታ   ወንድ ☐   ሴት ☐
2. እድሜ   18-30   31-45 ☐   46-60 ☐   60 በላይ ☐
3. የትምህርት ደረጃ ☐   ቢ ኤች ዲ ☐   ማስተርስ ☐   ዲግሪ ☐
    ዲፕሎማ ☐   ሰርተፍኬት ☐
4. የስራ ቆይታ (ልምድ) ከ1 አመት በታች ☐   ከ 1-5 አመት ☐   ከ 6-10 አመት ☐
   ከ 11-15 አመት ☐   ከ 15 አመት በላይ ☐
5. የስራ ደረጃ ☐   ኦፐሬሽን ☐   ክለሪካል ☐   ማኔጅመንት ☐

ክፍል ሁለት:- የተቋሙ የስራ ባህል

እባክዎ ለሚከተሉት ጥያቄዎች መስማማት እና አለመስማማትዎን ደረጃ ቲክ በማድረግ ይመልሱ:: (1- በጣም አልስማማም 2- አልስማማም 3- ገለልተኛ 4- እስማማለሁ 5- በጣም እስማማለሁ)

ቀላት መፍቻ   በእ- በጣም አልስማማም   አ- አልስማማም   ገ- ገለልተኛ   እ- እስማማለሁ   በእ- በጣም እስማማለሁ

		በእ	አ	ገ	እ	በእ
	ክላን ካልቸር					
1	ባንኩ ልክ እንደቤተሰቢ ይሰማኛል					
2	የባንኩ አመራር ሰራተኞች እንዲሰሩ ያነሳሳል:: (ይንከባከባል)					

3	የባንኩ የአስተዳደር ዘይቤ በቡድን ስራ፤ ስምምነት እና ተሳትፎ ላይ የተመሰረተ ነው					
4	ታማኝነት፤ የጋራ መተማመን እና ቁርጠኝነት ባንኩን አንድ የሚያደርጉ አካላት ናቸው					
5	ባንኩ በሰው እድገት፤ ከፍተኛ መተማመን እና ተሳትፎ ላይ ያተኩራል					
6	ባንኩ ስኬትን በሰው ሀብት እድገት፤ ትብብር፤ በሰራተኞች ቁርጠኝነት እና በሰዎች እንክብካቤ ላይ መሰረተ በማድረግ ያብራራል					
	አዲሆክራሲ ካልቸር	በእ	እ	ገ	እ	በእ
1	ባንኩ ለሰራተኛው አዲስ የፈጠራ ቦታ ይሰጣል፤ ሰራተኛው ሃላፊነትን እንዲወስድ ያደርጋል					
2	የባንኩ አመራር ነጻ የፈጠራ ቦታ እና ሰራተኛው ሃላፊነትን እንወስድ ያነሳሳል					
3	የባንኩ የአስተዳደር ዘይቤ የግል ፈጠራን እና ነፃነትን የሚያበረታታ ነው					
4	ለፈጠራ እና ልማት መነሳሳት ባንኩን አንድ የሚያደርግ አካል ነው					
5	ባንኩ አዳዲስ ሃብቶችን በማግኘት እና አዳዲስ ፈተናዎች ላይ ያተኩራል					
6	ባንኩ አዳዲስ እና ልዩ ምርቶችን ማግኘት ለስኬት የሚደረግ ሂደት ነው ብሎ ያስባል					
	ማርኬት ካልቸር	በእ	እ	ገ	እ	በእ
1	ባንኩ ሰራተኛው ስራውን የማከናወን ትኩረት እንድሰጥ ያደርጋል					
2	የባንኩ አመራር የስራተኞች ውጤት ላያ ያተኮረ ነው					
3	የባንኩ የአስተዳደር ዘይቤ ውጤታማነትን፤ ከፍተኛ ፍላጎትን እና ስኬትን ያካትታል					
4	በስኬት እና በግብ ግኝት ላይ አተኩሮ መስራት ባንኩን አንድ የሚያደርግ አካል ነው					
5	ባንኩ በተወዳዳሪ ተግባራት እና ግኝቶች ላይ ትኩረት ይሰጣል					
6	ባንኩ በገበያው ውድድር ውስጥ ማሸነፍን እንደ ስኬት ይቆጥራል፡፡ በተወዳዳሪ ገበያ ውስጥ አመራር አስፈላጊ ነው፡፡					

	ሃይራርኪ ካልቸር	በአ	አ	ገ	እ	በእ
1	ባንኩ በተደነገጉ ስርዓቶች የተደራጀ ነው					
2	የባንኩ አመራር የሰራተኞች ውጤተማነት ላያ ያተኩራል					
3	የባንኩ የአስተዳደር ዘይቤ በሰራተኛው የስራ ዋስትና እና ግንኙነቶች ውስጥ ተለይቶ ይታወቃል::					
4	ደንቦች እና ፖሊሲዎች ባንኩን አንድ የሚያደርግ አካል ነው					
5	ባንኩ መረጋጋትን፤ ቅልጥፍናን፤ ቁጥጥርን እና ስራውን በተቀላጠፈ ሁኔታ ማከናወን ላይ ያተኩራል					
6	ባንኩ ውጤታማነትን ለስኬት መሰረት አድርጎ ያያል::					

ክፍል ሶስት:- የሰራተኛው ተሳትፎ እና መነሳሳት

እባክዎ ለሚከተሉት ጥያቄዎች መስማማት እና አለመስማማትዎን ደረጃ ቲክ በማድረግ ይመልሱ:: (1- በጣም አልስማማም 2- አልስማማም 3- ገለልተኛ 4- እስማማለሁ 5- በጣም እስማማለሁ)

ቀላት መፍቻ   **በእ**- በጣም አልስማማም **እ**- አልስማማም   **ገ**- ገለልተኛ   **እ**- እስማማለሁ   **በእ**- በጣም እስማለሁ

	ጉልበት	በእ	አ	ገ	እ	በእ
1	ስራዬን በጉልበትና በትጋት እሰራለሁ					
2	ስራ ቦታዬ ላይ በጥንካሬ እና በጉልበት እሰራለሁ					
3	ከእንቅልፌ ተነስቼ ስራ ስሄድ ደስተኛ ነኝ					
4	ለረጅም ሰአት ስራዬን ያለድካም መስራት እችላለሁ					
5	ሁሌም ስራዬን ስሰራ አእምሮዬ ንቁ ሆኖ ነው					
6	ስራ ቦታዬ ላይ ምንም ችግር ቢፈጠር በጽናት እሰራለሁ					
	የስራ ቁርጠኝነት	በእ	አ	ገ	እ	በእ
1	ስራዬ ብዙ ትርጉም እና አላማ ይሰጠኛል					
2	እኔ ለስራዬ ፍቅር እና ፍላጎት አለኝ					
3	በስራዬ እኮራለሁ					

4	ለስራዬ ተነሳሽነት አለኝ					
5	በስራዬ የምፈልገው አይነት ፈተና ያጋጥመኛል					
	የስራ ተነሳሽነት	በእ	እ	ገ	እ	በእ
1	ስራዬን በምሰራበት ጊዜ ምንም አይነት ስአት የለኝም					
2	ጠንክሮ መስራት እርካታ ይሰጠኛል					
3	ስራዬን ስስራ እቸገራለሁ					
4	ስራዬን በምሰራበት ወቅት አካባቢዬ ዙሪያ ያሉ ነገሮችን ሁሉ እረሳለሁ					
5	ስራዬን የምሰራው በተመስጦ ነው					
6	ከስራዬ መለየት አልችልም					

ይህን መጠይቅ ስለሞሉ አመሰግናለሁ !

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