



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF ORGANIZATIONAL CULTURE ON
ORGANIZATIONAL EFFECTIVENESS: THE CASE OF ADDIS
ABABA FISTULA HOSPITAL**

**BY:
TIGIST TESFAYE KEBEDE
ID SGS/0124/2011A**

**AUGUST 2020
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of _____. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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ENDORSEMENT

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

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Acronyms

ANOVA: Analysis of variance

HRM: Human resource management

OC: organizational culture

OF: organizational effectiveness

OB: organizational behavior

SPSS25: Statistical Package for Social Science

COVID-19: Corona various disease 2019

AAFH: Addis Ababa fistula hospital

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ABSTRACT

Even though there is an assumption that organizational culture is one variable which can affect an organization's function but there are few studies which explicitly discuss the effect it has on organizational effectiveness. The main purpose of this study was to examine five traits of organizational culture; involvement, consistency, adaptability and mission and how they affect organizational effectiveness in the case Addis Ababa fistula hospital (AAFH). For the study the researcher deployed explanatory research design and stratified sampling using the five sectors of AAFH functions. Proportion to population size method was used to distribute the sample in each stratum. The data had been gathered through structured questionnaire from 154 current employees of AAFH and an in-depth interview with managers. The collected data were analyzed using statistical package for social science version 25. In order to check the reliability and internal consistency of the questionnaire, Cronbach alpha was tested. Both Descriptive as well as inferential statistics were used to analyze the data and interpret results. According to the results of regression analysis, it can be concluded that 55.0% of variation in organizational effectiveness is accountable for organizational culture. Specifically, Adaptability and Mission sub culture dimensions have a positive and a high significant effect on organizational effectiveness. Based on the research findings and research conclusions, major recommendations such as; employees' capacity development, performance management system, and emphasis should be given on AAFH's involvement and consistency practices in order to enhance the effectiveness of employees' satisfaction and commitment.

Key words: *Organizational Culture, Involvement, Consistency, Adaptability, Mission, organizational effectiveness.*

CHAPTER ONE

Introduction

1.1 Background of the Study

effectiveness of an organization cannot be accomplished without effective administration of human resource. Human resource administration is basic to oversee workers successfully in arrange to assist the organization accomplish competitive advantage. Concurring to Mathis and Jackson (2010), the accomplishment of objective for any organization generally depends on the information, aptitude, capacity, commitment, shrewdness, and state of mind of the human asset. Agreeing Zhang and Bing (2013), organizational culture has been considered as one of vital center competencies of an organization. The people, groups and the organization as an entire are running under its culture in spite of the fact that it is nearly intangible. Broad investigation has appeared that such human asset practices can make a critical effect on firm's adequacy.

HRM procedures point to support programs for moving forward organizational effectiveness by creating approaches in such areas as knowledge management, ability management and by large making an extraordinary put to work. The capacity of an organization to utilize its human capital as a center competency depends in portion on the organizational culture that's working. It is beyond any doubt that there are numerous components increasing the level of effectiveness of an organization and as a distinctive angle, organizational culture can be one factor. Culture itself could be an item of a gather of individuals living at the same place and having shared attitudes, values, beliefs, assumptions, and behavior. Individuals who belong to a certain culture have similar norms, history, religion, values and artifacts which distinguish them from others.

(Gujaraj, 2013), It is deep in that it guides individual actions even to the extent that members are not even aware they are influenced by it. Organizational culture refers to a system of shared meaning held by members that distinguish the organization from other organizations and the set of key values, assumptions, beliefs, understandings, and norms that members of an organization share. (Robbins & Judge, 2007) The Effectiveness of organizations in achieving goals at the organizational level is called Organizational Effectiveness. The organizational effectiveness is also defined as the extent to

which an organization fulfils the objectives. The topic of organizational effectiveness emphasized process control, information management and goal setting. (Aktas, Cicek and Kiyak, 2011) One of the foremost critical reasons that clarify the intrigued in organizational culture is the suspicion that certain organizational culture lead to an increment in organizational effectiveness. Concurring to Peters and Waterman (1982) successful organizations process certain cultural traits of greatness. Ouchi (1980) appeared a positive relationship between organizational culture and effectiveness. Even though the literature on organizational culture and its relationship with organizational effectiveness is rich and diverse, there are very few empirical studies that actually examined the nature of this relationship in most of Ethiopian governmental organizations. For this reason, this study examines, based on empirical research, the link between culture and organizational effectiveness specifically in Addis Ababa fistula hospital (AAFH).

1.2 statement of the problem

Many studies have been made on the impact of organizational culture on organizational process and outcomes, hence many researchers have presented with performance. (e.g. Carmel & Tishler, 2004). Besides, ample researches have been made on the effect of organizational culture on major activities of an organization. Such studies include, the relationship of culture with performance (Laike, 2017 and Zewdie, 2019); employee commitment (Bizuneh, 2016 & Lakew, 2019); employee job performance (Tewodros, 2019) are good examples.

Even though there is ample literature on the effect of organizational culture on organizational process and outcomes, and major activities of an organization. organizational culture and organizational effectiveness are seldom studied together. The available research is a few (Mohammed, 2019). Moreover, no previous research is done in a context of healthcare in relation to the company culture. Many of the available research reveals that most of them are done in financial institutions and governmental organizations setting. Yet we find no research made in healthcare institutions such as hospitals, for this research's sake, Addis Ababa Fistula Hospital (AAFH).

AAFH is the only hospital of its kind in the Ethiopia dedicated exclusively to women with obstetric fistula. It operates with financial and material assistance from foreign countries,

hence making all its services free of charge. The leadership of the hospital follows a centralized decision-making pattern with little empowerment. This pattern influences the willingness and adaptation of the employees to change implying the existence of knowledge gap in employees towards their company's opportunities and problems which are declining employee satisfaction and increasing their turnover rate. Therefore, the researcher proposes to assess AAFH's organizational culture and its relationship with employees' effectiveness specifically with regarding to employee satisfaction and turnover. The main focus was how to fill the gaps observed from previous studies which did not conducted with related to this research more closely with their cultural setting of Addis Ababa fistula hospital.

The setting of AAFH motivates this study because of its service for women with obstetric fistula. Besides, the main focus was how to relate this organization more closely with their cultural setting in order to enhancing the overall organizational effectiveness.

1.3 Research questions

Based on the gaps mentioned above the following basic research questions were developed.

- ❖ What is the level of organizational effectiveness in Addis Ababa fistula hospital?
- ❖ What specific cultural characteristics does Addis Ababa fistula hospital have?
- ❖ Which cultural variables have more effect on organizational effectiveness?

1.4 Objectives of the study

This research was conduct on the basis of the following general and specific objectives

1.4.1 General objectives

The main objective of this study is to investigate the effects of organizational culture on organizational effectiveness in AAFH.

1.4.2 Specific objectives

The study specifically attempts to:

- To describe the current organizational culture of the company
- To find out the effect of Involvement on organizational effectiveness
- To identify the effect of Consistency on organizational effectiveness
- To find out the effect of Mission on organizational effectiveness
- To identify the effect of Adaptability on organizational effectiveness

1.5 Research Hypothesis

Based on the literature review and the hypothesized connections presented in the conceptual framework the following hypotheses were tested:

❖ Ho: involvement has there is no significant effect on organizational effectiveness

H1: involvement has significant effect on organizational effectiveness

❖ Ho: consistency has there is no significant effect on organizational effectiveness

H1: consistency has significant effect on organizational effectiveness

❖ Ho: adaptability has there is no significant effect on organizational effectiveness

H1: adaptability has significant effect on organizational effectiveness

❖ Ho: mission has there is no significant effect on organizational effectiveness

H1: mission has significant effect on organizational effectiveness

1.6 Significance of the study

The study mainly focused on studying the relationship between organizational culture and organizational effectiveness and the effect that organizational culture has on effectiveness of Addis Ababa fistula hospital. Therefore, this research investigated how organizational effectiveness can be reflected through organizational culture. The main beneficiary of this study is Addis Ababa fistula hospital, to this end, all the agency employee, top, middle and lower level managers would be benefited from the findings of the study.

Employees also will have benefited by this study because safe cultural environment was developed through this study, if used and applied properly in AAFH and keep up their motivation in order to perform their jobs successfully. This research also serves as a reference for researchers who are interested to conduct a research on the topic and is helpful for others to conduct such practical researches.

1.7 Scope of the study

To make the study manageable the study seeks to explain the relationship between the two variables i.e. the independent variable organizational culture and dependent variable organizational effectiveness. The research examines the above variables from the establishment of AAFH. The study was only have carried out on the head office of Addis Ababa fistula hospital which is located around Torhayloch, Addis Ababa.

In terms of conceptual framework, the research analysis was focus on the model of Organizational Culture as defined by Daniel Denison (2010) because the model is based on behavior, designed and created within the business environment, uses business language to explore business-level issues, linked to bottom-line business results, and applicable to all levels of the organization. Accordingly; the model comprises four major organizational culture dimensions: involvement, consistency, adaptability and mission and these again comprises three sub components or elements within. The dependent variable (organizational effectiveness) has four indicators such as Customer Orientation, Employee Satisfaction, organizational commitment and financial and growth performance. this study was focus only on two indicators of measuring the organizational effectiveness, (employee satisfaction and organizational commitment) because the rest two indicators are not related to from the organization activity so it is difficult to get the information needed from the questionnaire, so conceptual frame work will be adapted by two indicators.

1.8 Limitation of the Study

The researcher faced some limitation is that the hospitals does not have an individual based effectiveness measurement system, instead applies team based effectiveness measurement system,

therefore, the researcher is forced to make the analysis and interpretation to entirely to depend on

the employees' personal judgment, thoughts and perceptions and these may create some perceptual errors. As the research study focused on one hospital, its findings may not be comprehensive enough for other organizations especially for the hospital industry.

Regarding the geographical area coverage, the study is limited to focus only on employees who are under Head Office even if the hospital has huge number of employees in branches

both in Addis and outlying area, this is due to the fact that the concept of Organizational culture is a high level strategic concept and it is assumed that it is more familiar to employees who are near to issues related to the conception, development and execution of strategic matters.

1.9 Operational definitions

Culture: is the set of key values, assumptions, beliefs, understandings, and norms that peoples within the same location.

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

Organizational effectiveness: the degree to which an organization achieves its goals and fulfills their objective.

Impact: the extent to which one variable affects the other one.

1.10 Organization of The Study

The research paper is organized in to five chapters. The first chapter deals with the introduction part which cover the background of the study, background of the organization, statement of the problem, general and specific objectives of the study, definition of terms, significance of the study, scope of the study and limitations of the study. The second chapter deals with the review of related literature. Chapter three is focus on the research methodology, data collection and procedures, sample and sampling techniques, whereas the fourth chapter is presented the result analysis and discussion of the data. Finally, conclusions and recommendations will present under fifth chapter.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 introduction

It is beyond that there may be numerous factors increasing the level of effectiveness in organizations. As a distinctive viewpoint, this consider will have analyzed the organizational effectiveness from the angle of organizational culture. Organizational development has certain factors that improve sustainability on basis of effectiveness. The improvement in productivity leads to employee commitment as norms, values and objectives helps in improving culture of an organization. The framework of organization will have based upon successful foundation of culture that keep learning environment strong. The performance of employees improves by establishment of strong culture of an organization. The employee performance would be considered as backbone organization as it leads to its development effectively. The dependability of employee depends upon information and mindfulness of culture that moves forward behavior of organization (Brooks, 2006) Organization culture have to begin with time been distinguished by authoritative science (Pettigrew, 1979). The value and norms of employee's basis, upon management identification that help in improving employees 'performance.

The awareness of quality helps in improving organizational and employee development. Organizational culture of the organization plays a major role, is compatible with the surrounding circumstances, encourage staff to achieve goals. The organization provides unity legitimacy and acceptability in society and the environment is preserved. (Payambarzadeh, 2009) considering and behavior of the staff of an organization ruled by the culture of the organization, driving is or at slightest are impacted by culture. Organizational culture, management style and processes are closely linked. Impressions and ideas of management are given the weather and the organization they represent the rhythm of operations influence on the decision-making process. (Mohanty, 2001), Enthusiasm arouse to action and culture, the want to stimulate the creation of a full-scale effort to be personable and future prospects, such vision that guarantees the accomplishment of organizational objectives and consequently is subject to the capacity, behavior and values of peoples.

2.2 theoretical review

2.2.1 Organizational Effectiveness

It is difficult to reach a consensus on the definition of organizational effectiveness. Organizational effectiveness is simply a measure of how well an organization meets its organizational goals and objectives. It encompasses maximizing production and output, minimizing cost and input, attaining technological excellence and so on. Organization effectiveness is a function of productivity and performance emanating from employee satisfaction. (Richard et al, 2009) describes organizational effectiveness as the myriad of internal performance outcomes generally linked with more efficient or effective operations order than external measures. Organizational effectiveness covers organizational performance and it is manifested in organization's ability to excel at one or more output goals; internal efficiency, coordination, motivation, and employee satisfaction; ability to utilize scarce and valued resources from the environment, satisfy multiple strategic constituencies both within and outside the organization and ability to excel in one or more domains. In this study, organizational effectiveness (OE) is examined as having two dimensions (namely: employee satisfaction and Organizational Commitment). This conceptualization of OE is in consonant with previous studies conducted by Aydin and Ceylan (2009).

Effectiveness is one fundamental concept in any organization. It is the degree or extent that the organization achieves its goals. Organizational effectiveness can be considered as quantitative and qualitative output and reflects the quality and output that associated with a broad range. In a competitive environment, the organizational effectiveness is one of the most important issues in management which can ensure continuity of organization life and survival. (Dizgah, 2011).

Effectiveness is a broad concept and is difficult to measure in organizations (Daft, 2003). It takes into consideration a range of variables at both the organizational and departmental levels. It evaluates the extent to which the multiple goals of the organization are attained. It is difficult for managers to evaluate performance on goals that are not precise or measurable. However, performance measurement that is tied to strategy execution can help organizations reach their goals.

Daft (2003) has identified two major approaches to measurement of organizational effectiveness the traditional and contemporary approaches. The traditional approaches include the goal approach, the system resource approach and the internal process approach. The goal approach to organizational effectiveness which this study considers is concerned with the outputs, whether the organization achieves its goals in terms of its desired level of outputs (Strasser et al., 1981). This means that this approach identifies the organization's output goals and assesses how well they have been attained. It is based on the fact that organizations have goals they are expected to achieve. Hall and Clark, (1980) argue that the important goals to consider are the operative goals and not the official goals. The official goals tend to be abstract and difficult to measure while the operative goals reflect the activities the organization is actually performing. The goal approach is used in business organizations because output goals can be readily measured (Daft, 2003).

Now the assessment of organizational effectiveness is an important topic for range of people, managers, stockholders, government agencies, and OB specialist. According to Kreitner & Kinicki (2010), there are four generic criteria for organizational effectiveness and can be applied equally well to large or small and non-profit or profit organization. These criteria can be combined in various combination but the most important thing is there is no single approach to the effectiveness's evaluation is appropriate in all conditions or for all organizations. Four effectiveness criteria according to Kreitner & Kinicki (2010) are as follows: Goal Accomplishment, Resource Acquisition, Internal Processes, and Strategic Constituencies Satisfaction.

2.2.1.1 Measurement of organizational effectiveness

Effectiveness of the organizations is measured by the congruence between the goals of the organization and the observed outcome. Measurement is important in deciding the degree of this congruence between the goals and the outcomes. The effectiveness is measured as how well it works and achieves to its intended results.

Effectiveness is measured as how well it works and achieves to its expected results. Thereby this will help the organizations to assess themselves as to how nearer it has approached to perfection. In congruence with the definition, the research is going to measure the organizational factors through four indicators which are as follows (Aydin and Ceylan 2009): Effectiveness of the organizations is measured by the congruence between the goals of the organization and the observed outcome. Measurement is important in deciding the degree of this congruence between the goals and the outcomes. The effectiveness is measured as how

well it works and achieves to its intended results. Thus, this will help the organization to assess itself how nearer it has approached for the perfection.

Peter Drucker has defined the effective organization as 'doing the right thing'. organizational effectiveness is explained in terms of four indicators; customer orientation, employee satisfaction, organizational commitment and financial and growth performance. (Aydin and Ceylan, 2009). But in this study only focus two indicators such as, employee satisfaction and organizational commitment. because the rest two indicators are not related to from the organization activity.

First indicators Customer Orientation The main part of customer orientation is about thinking of customer's priorities. Being more customer-oriented will affect the organizational development and it will create effectiveness in organizations.

Second indicators Employee's Satisfaction Employee satisfaction can be defined as the combination of affective reactions to the differential perceptions of what she/he received compare to what she/he actually receives (Aydin & Ceylan, 2009).

Third indicators Organizational Commitment Organizational commitment is the psychological strength of the relationship of a member to an organization.

Four indicators Financial and Growth Development The degree measure of company's financial health and growth performance is related with the improvement of sales volumes, growth in market share, overall competitive position, general profitability, new product innovation, and budget & target achievement.

2.2.2 Organizational culture

According to Kokila and Ramalingam (2015), employees are the basic building blocks of an organization. The success and development of an organization depends on how effectively and efficiently its employee performs and culture is a means through which employees discover and correspond what is suitable or undesirable in an organization in the light of values and norms. Culture can be found in any organization, no matter how small or large the organization could be. Organization culture sets a framework within which individual and group behavior takes place in terms of employees' communication whether it is open or closed or they are given autonomy or recognition for their achievements. The authors further described Organizational culture as it is the vital aspect of successful organization.

There must be a positive culture to attract and retain loyal and committed employees, which, in turn, can strengthen relationships with customers and other partners. Just like any other

asset, organizational culture must be monitored and nurtured to ensure that it reflects the organization and its vision.

“Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done” (Armstrong 2009).

As authors Chatman and Eunyong (2003) contemplated, organizational culture is a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behavior. “The culture of an organization refers the unique configuration of norms, values, beliefs and ways of behaving that characterize the manner in which groups and individuals combine to get things done” (Eldridge and Crombie 1974). Organizational culture has the potential to enhance organizational performance, employee job satisfaction and a sense of certainty about problem solving (Kotter, 2012). It is also defined as a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins & Judge 2013). Organizational values and norms have a strong influence on employee behavior as well as organizational performance and helps employees to understand the functions of the organizations through the sharing of its vision, mission, norms, values, rules, and regulation (Deshpande & Webster, 1989).

According to Agwu (2014), organizational culture was presented as it can be a source of powerful instruments for controlling behavior that how we can perceive our environment. Organizations do not exist in a vacuum but in a specific culture or socio-cultural environment that influence the way their employees think, feel and behave. Work place culture is a very prevailing force that influences an employee’s work life. Hence, managers and employees do not work in a value free environment; rather they are governed, directed and tempered by the organization’s culture (Ritchie, 2000). Thus, organizational culture has a strong influence on organizational performance and work attitude. For employees, it is like glue which has the strength to maintain their attachment with an organization or what drives them away.

In the book which was written by Schein (2004) defined Culture as both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior. Likewise, Ravasi and Schultz (2006) shared the concept and wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new

organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

Culture has all-inclusive effects on a firm because a firm's culture not only defines who its relevant employees, customers, suppliers, and competitors are, but also it defines how a firm will interact with these key actors (Louis, 1983). This conception of organizational culture shaped classical distinctions between an organization's culture and its structure and strategy (Tichy, 1982) because these attributes of a firm are direct manifestations of cultural assumptions about what business a firm is in and how it conducts that business. When one brings culture to the level of the organization and even down to groups within the organization and can see clearly how culture is created, embedded, evolved, and ultimately manipulated, and, at the same time, how culture constrains, stabilizes, and provides structure and meaning to the group members. Every organization has its own unique set of values and therefore culture. Some companies focus on integrity and honesty, passion for customers while other emphasize on technology, self-improvement or innovation. Irrespective of the organization's culture, the companies should align the core values with the overall performance. It is important to focus on creating a performance culture and to help employees that do not achieve their goals, before finding a better match for the position. Organizations cultural change does not happen by accident. In most of the cases, culture changes are implemented using a defined strategy for high involvement and by using a measurable action plan.

2.2.2.1 Concepts of Organizational Culture

Organizational culture is a widely used term but one that seems to give rise to a degree of ambiguity. (Watson, 2006) emphasizes that the concept of culture originally derived from a metaphor of the organization as 'something cultivated'. For the past number of decades, most academics and practitioners studying organizations suggest the concept of culture is the climate and practices that organizations develop around their handling of people, or to the promoted values and statement of beliefs of an organization (Schein, 2004). He further highlights that the only thing of real importance that leaders do is to create and manage culture that the unique talent of leaders is their ability to understand and work with culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional. Culture therefore gives organizations a sense of identity and determines, through the organization's legends, rituals, beliefs, meanings, values, norms and language.

An organizations' culture encapsulates what it has been good at and what has worked in the past.

2.2.2.2 Importance and Functions of Organizational Culture

The importance of organizational culture is manifested in a number of ways. To mention some of the benefit side of the culture: decides the way employees interact at their workplace and promote a healthy relationship and competition at the workplace. The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace and create a brand image of the organization. In addition, the organization culture brings all the employees on a common platform to be as a social member and also unites the employees who have different background. According to Ojo (2014), several writers argue that a strong corporate culture is good for business because it serves three important functions: First, corporate culture is a deeply embedded form of social control that influences employee decisions and behavior. Second, corporate culture is the social glue that bonds people together and makes them feel part of the organizational experience. This social glue is increasingly important as a way to attract new staff and retain top performers. Finally, corporate culture assists the sense-making process. In other words, it helps employees understand organizational events and employees can communicate more efficiently and effectively thereby, reaching higher levels of cooperation with each other because they share common mental models of realities (McShane & Glinow, 2005).

2.2.2.3 Characteristics of Organizational Culture

An organization's culture can provide a sense of identity to its members. The more clearly an organization's shared perception and values are defined, the more strongly people can associate themselves with their organization's mission and feel a vital part of it. Collins and Porras (2008) stated organizational culture as a system of shared meaning held by members that distinguish one organization from other organizations. They believe that these shared meanings are a set of seven primary characteristics which in aggregate may capture. Accordingly, these are: ;(1) Innovation and risk-taking-which employees are encouraged to be innovative and take risks, (2) Attention to detail reflects the degree to which employees are expected to exhibit precision, analysis, and attention to detail, (3) outcome orientation shows that the degree to which management focuses on results or outcomes rather than on technique and process, (4) People orientation-the degree to which management decisions take into consideration the effect of outcomes on people within the organization, (5) Team orientation-the degree to which work activities are organized around teams rather than

individuals, (6) aggressiveness-indicates that the degree to which people are aggressive and competitive rather than easygoing and (7) Stability emphasizes-the degree to which organizational activities are more focused on maintaining the status quo in contrast to growth.

2.2.2.4 Types of Organizational Culture Models

Different researchers develop models on organizational culture which incorporate different traits or behaviors driven by beliefs and assumptions that create an organizational culture. Some of the prominent models are discussed here under.

2.2.2.4.1 Hofstede's Model of Organizational Culture

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

The first factor, Power Distance Orientation, refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members.

The second factor, Masculinity vs. Femininity, refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision-making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and soft-hearted

The third factor, Individualism Vs Collectivism: the degree to which an organization integrates a group mentality and promotes a strong sense of community (as opposed to independence) within the organization. There are some organizations which strongly rely on team work. Here individuals with a common interest come together and work as a team.

The fourth factor, Uncertainty Avoidance: an organization's comfort level with risk-taking. As risk and return are largely correlative in the business environment, it is particularly important for organizations to instill a consistent level of comfort with taking risks.

The fifth factor, Long Term Orientation: the degree to which an organization or culture plans pragmatically for the future or attempts to create short-term gains. There are some organizations which focus on long term relationship with the employees and; Tolerance vs.

Restraint: this pertains to the amount of spending and fulfillment of needs. For example, a restrained culture may have strict rules and regulations for tapping company resources.

2.2.2.4.2 Edgar Schein Mode

The most widely used organizational culture framework of Schein (1990) adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. According to the author, understanding the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and deeper, the assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior.

Hence, this culture model has three layers in it and the first layer that is recognized by the author is artifacts which are difficult to measure and they deal with organizational attributes that can be observed, felt and heard as an individual enters a new culture, Values deals with the espoused goals, ideals, norms, standards, and moral principles and underlying assumptions which deals with phenomena that remain unexplained when insiders are asked about the values of the organizational culture. Information is gathered in this level by observing behavior carefully to gather underlying assumptions because they are sometimes taken for granted and not recognized. According to the author, the essence of organizational culture lies in this level.

2.2.2.4.3 Cameron and Quinn Model

The culture model presented by Cameron and Quinn (2011) places organizations in a continuum of four core values, called Flexibility, Stability, Differentiation, and Integration. "What is notable about these four core values is that they represent opposite or competing assumptions. Each continuum highlights a core value that is opposite from the value on the other end of the continuum" (Cameron & Quinn, 2011). The authors have named the quadrants in a way that vibrates well with managers and researchers alike that have some knowledge in organizational culture frameworks. The four types of cultures are: Clan

Culture which is full of shared values and common goals, an atmosphere of collectivity and mutual help, and an emphasis on empowerment and employee involvement. A kind of organizational culture where the sense of family is strongly existing. Teamwork is emphasized and leader's role is as a mentor,

The Adhocracy Culture is like a temporary institution, which is dismissed whenever the organizational tasks are ended, and reloaded rapidly whenever new tasks emerge. Adhocracy is an organizational culture which gives a lot more opportunity for individuals to develop in their own way, as long as they are consistent with the organization goals, The Market Culture focuses on the transactions with the environment outside the organization instead on the internal management. The organizational goal is to earn profits through market competition. Market culture is a type of culture which stresses on the effectiveness on goal achieving and; The fourth category; the Hierarchy Culture has a clear organizational structure, standardized rules and procedures, strict control, and well-defined responsibilities. This culture can be simply identified through the domination of rule, system and procedure. Stability inside the organization is a prime orientation which should be maintained through a set of fixed and tight rules.

2.2.2.4.4 Deal and Kennedy Model

This model measures organization in terms of feedback. Dolan and Lingham (2012) developed four types of organizational culture. These are; Tough-Guy Macho Culture that reflects the culture where by feedback is quick and the rewards are high. This often applies to fast moving financial activities such as brokerage and it is very stressful culture in which to operate, The Work Hard / Play Hard Culture is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service, bet your Company Culture shows that in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation and Process Culture which occurs in organizations where there is little or no feedback. People become suspicious with how things are done not with what is to be achieved. This is often associated with bureaucracies.

2.2.2.4.5 Charles Handy Model

A model which is called Charles Handy. Handy (1993) identified four types of culture, Organizational structure is the foundation for this model to classify organizational culture into four categories: Power Culture, Role Culture, Task Culture and Person Culture. The

Power Culture describes the concentration of power within few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy. The Role Culture is characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, power derives from a person's position and little scope exists for expert power. In a Task Culture teams are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure. The Person Culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the concept of an organization suggests that a group of like-minded individuals pursue the organizational goals.

2.2.2.4.6 Denison Organizational Culture Model

It is developed based on 20 years of studies and research. The Denison Model of organizational culture describes a theory of organizational behavior that emphasizes the strong link between culture and performance. The American Professor Denison, the creator of this model, has emphasized the following cultural dimensions: Involvement, Consistency, Adaptability and Mission (Denison, 1990; Denison and Mishra, 1995). Each of these dimensions includes three other features. The Australian Journal of Basic and Applied Sciences have described the four types of Denison model of Organizational Culture and their respective sub elements are mentioned under. The first cultural dimension is Involvement describes that Organizational members are committed to their work, and feel a strong sense of ownership. People at all levels feel that they have at least some input into decisions that will affect their work and feel that their work is directly connected to the goals of the organization.

This allows high involvement organizations to rely on informal, voluntary and implicit control systems, rather than formal, explicit, bureaucratic control systems. In the model, this trait is measured with three indexes: Empowerment to emphasis that individuals have the authority, initiative and ability to manage their own work. This creates a sense of ownership and responsibility toward the organization. In Team Orientation index value is placed on working cooperatively toward common goals for which all employees fell mutually accountable and the organization relies on team effort to get work done, in Capability Development sub category the assumption is that the organization continually invests in the development of employee's skills in order to stay competitive and meet ongoing business needs.

The second cultural dimension is Consistency that organizations are effective when they are consistent and well-integrated. Behavior is rooted in a set of core values, leaders and followers are skilled at reaching agreement and incorporating diverse points of view, and the organization's activities are well coordinated and integrated. Consistent organizations develop a mindset and create organizational systems that build an internal system of governance based on consensual support. In the model, this trait is measured with three indexes: Core Values: when the members of the organization share a set of values which create a sense of identity and a clear set of expectations, Agreement: when members of the organization are able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur. Coordination and Integration: as different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done.

The third Dimension-Adaptability reflects that despite there are some natural advantages of well-integrated organizations, there are also the least adaptive and the most difficult to change. Internal integration and external adaptation can be at odds. Adaptable organizations translate the demands of the organizational environment into action. They take risks, learn from their mistakes, and have capability and experience at creating change. They are continuously improving the organization's ability to provide value for its customers. Organizations that are strong in adaptability usually experience sales growth and increased market share. In the model, this trait is measured with three indexes: Creating Change in this index the organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, react quickly to current trends, and anticipate future changes. Customer Focus: The organization understands and reacts to these customers and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customers. Organizational Learning: The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities.

The fourth cultural dimension is Mission and it magnifies that successful organizations also have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of what the organization will look like in the future. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course

of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. In the model, this trait is measured by three indexes: Strategic Direction and Intent: Clear strategic intentions convey the organization’s purpose and make it clear how everyone can contribute and “make their mark” on the industry. Goals and Objectives: A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Vision: The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization’s people, while providing guidance and direction.

The Denison’s model has also categorized the dimensions as; Involvement and Consistency to determine the level of Internal Focus, whereas; Adaptability and Mission to determine the level of External Focus. Again, Mission and Consistency to determine the level of Stability, while Involvement and Adaptability to determine the level of Flexibility.

Figure 2.1 The Denison Organizational Culture Model



Source: D.R. Denison, Organizational Culture Survey Facilitator guide

Therefore; the researcher will adopt the Denison’s organizational culture model for this research study. As the primary objective of this study was to investigate the influence of the organizational culture on organizational effectiveness in terms of the Denison’s four cultural dimensions: Involvement, Consistency, Adaptability and Mission.

The reason why this model will prefer is that: The Denison Organizational Culture Model describes a theory of organizational behavior that links the strength of corporate culture to bottom-line effectiveness and also highlights both the need of the employees' internal integration and the importance of the external adaptation process, providing an opportunity to shape a certain cultural profile of the organization.

2.2.2.5 Theories of Organizational Culture

Cultural anthropologists have proposed diverse and complex theories of culture that may be characterized by their particular assumptions, slants and emphases.

2.2.2.5.1 Schein's Theory of organizational culture

According to Schein's (1981, and 1992) theory, organizational culture is defined as a pattern of shared basic assumptions that the group learned 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 a correct way to perceive, think and feel in relation to those problems (Schein, 1992). According the Schein, organizational culture is the learned result of group experiences, and it is to a large extent unconscious (Schein 1992). Schein considers culture to be a three-layer phenomenon. The first level of culture consists of visible organizational processes and various artifacts. For example, dress codes and the general tidiness of the workplace are artifacts 'that tell something about the organizations culture. The first level, according to Schein, is difficult to interpret, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture. For example, behavior. which is a cultural artifact is also influenced by countless factors other than a company's culture (Schein 1992).

The second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's official objectives, declared norms and operating philosophy. Espoused values, however, do not always reflect a company's everyday operation. Most important in terms of operations is the culture's deepest level, namely its underlying assumptions (Schein 1985, 1992).

2.2.2.5.2 Denison's Framework of Organizational Culture

Following Schien (1984) at the core of Denison's model are the underlying beliefs and assumptions that represent the deepest levels of organizational culture. These fundamental assumptions provide the foundation from which (1) More surface-level cultural components

such as values and observable artifacts symbols, heroes, rituals, etc. are derived, and (2) behavior and action spring (Denison, 2000).

In Denison's model comparisons of organizations based on relatively more surface-level "values and their manifest practices are made". Such values are deemed both more accessible than the assumptions and more reliable than the artifacts (Denison, 2000 in Yilmaz, 2008). Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995) Theories about the unity of culture have been undermined by showing that various subcultures are evident in organizations.

2.2.2.5.3 Tharp's theory of Organizational culture

(Tharp, 2009) has noted some common features among the definitions that have been given to organizational culture through the years. First of all, they all include the concept of sharing; indicating that organizational culture is only developed within groups (even small ones). Secondly, organizational culture is considered to be a social construction, related to each organizations and employees' location, history, working environment and specific events. Finally, many definitions imply that organizational culture is multidimensional and multileveled and includes many cognitive and symbolic strata. What is more, Schein (1984) has distinguished is that three locations where an organizational culture is likely to be found:

1, Observable artifacts: They refer to an organization's specific attitudes, beliefs and behaviors and may include its location and architecture, technologies and products, mission statement and values, individual style (e.g. dress code of employees), language and jargon, practices and stories, and even the employees 'sense of humor, taboos, or special rituals and ceremonies.

2, Espoused values: They are vindicated by the organization's superiors and may or may not be reflected in the employee's actual behavior. An organizations leadership should have significant influential skills, in order to make such values acceptable by employees. These values allow organizational members to interpret signals, events and issues that guide behavior.

3, Basic underlying assumptions: they refer to interpretative personal schemes used for perceiving situations, creating the basis for collective action. They develop over time, while members of a group create strategies to face problems and pass them along incoming

members. Should superiors of an organization succeed in passing their schemes and values to the employees, those values may become so ingrained and taken-for-granted that employees act in certain ways unconsciously, while they experience the feeling of security and the sense of belonging. Despite the variety of definitions and models suggested for the content and types of organizational culture, similar descriptions and characteristics can be found. In general, it can be said that organizational culture is defined in terms of employees and superiors, products, processes and leadership's espoused values (Belias, & Koustelios, 2013)

2.3 Empirical Literature Review

In order to strengthen the study, various research reports will review. The empirical evidences are summarizing and present below. The significance of organizational culture and its impact on effectiveness has drawn special attention to the study of organizations and their cultures. Empirical studies of organizational culture have been carried out across various countries and industries, particularly, in the business institute context; several empirical studies have supported the positive link between culture and effectiveness.

Organizational culture refers to shared assumptions, values, and norms (schein, 1985). organizational culture is a source of sustained competitive advantage (Barney, 1991). And empirical research shows that is a key factor to organizational effectiveness (Deal and kennedy, 1982: Denison, 1990: peters and waterman, 1982), in particular, Denison and his colleagues (Denison 1990: Denison and Mishra, 1995; Fey and Denison, 2003) identified and validated four dimensions of organizational culture that are conducive to organizational effectiveness: adaptability, consistency, involvement, and mission.

Adaptability refers to the degree to which an organization has the ability to alter behavior, structure and system in order to survive I the wake of environment changes. Consistency refers to the extent to which beliefs, values, and expectations are held consistently by members. Involvement refers to the level of participations by an organization's members in decision -making. Mission refers to existence of a shared definition of the organization's purpose. This study uses this framework.

Organizational culture does not directly lend its influence on organizational effectiveness; rather, it exerts its influence through shaping the behavior of the organizational members. In an ambiguous and uncertain world, the most important parts of decision making is to digest

the information from the environment to structure the unknown (waterman, 1990). Studies have also shown that the relationship between many cultural attributes and organizational effectiveness has not been consistent over time (Denison 1990 & Ouchi, 1980).

2.3.1 The Effect of Organizational Culture on Organizational Effectiveness

Organizational culture and effectiveness relation have been well evidenced by many researchers. A strong organizational culture supports adaptation and develops organization's effectiveness by motivating employees towards a shared goal and objective; and finally supporting their effectiveness to that specific direction should be at the top of operational and functional strategies (daft,2010).

According to Kandula (2006) the key factor to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make good organizational effectiveness whereas a negative and weak culture may discourage outstanding employee to underperform and end up with no effectiveness. Therefore; organizational culture has an active and direct role in organizational effectiveness.

Steers (1975) and Zammuto (1982) described the measurement of effectiveness was the most issue in the organizational culture theory. For linking organizational culture, Ouchi (1980) identified the characteristics to determine the organizational effectiveness. (Quinn and Rohrbaugh,1983) examined that relationship organizational culture and effectiveness by utilizing the competing value framework. Denison and colleagues (1995) and Denison, Haaland and Goelzer (2004) illustrated the different organizational cultures were involved with the different organizational effectiveness. (Kotter and Heskett, 1992) studied the relationship between strength of culture and organizational effectiveness.

(Ostroff and Schmitt, 1993) found that the organizational effectiveness was influenced by the organizational culture. According to Smith, Arnold, and Bizzell (1988), the ultimate purpose of strategic management is to help organizations increase performance through improved effectiveness, efficiency, and flexibility.

(Thibodeaux, and Favilla, 1995) utilized the planning and goal setting, flexibility and adaptation, information management, communication, readiness, evaluations by external entity and stability concepts of organizational effectiveness to research the strategic management process. In the model of organizational effectiveness for consultation management (Ridley and Mendoza, 1993), it included the rules and regulations, sensitivity, contributing to the environment, transformation and planning variables. The process control, information management and goal setting importance are emphasized on the organizational effectiveness (Quinn, 1988). In these contexts, the relationship between organizational culture and organizational effectiveness becomes important.

Broad agreement on certain behaviors' aids in faster detection and correction of violations of norms, practices and procedures (Sorensen, 2002). Employees face less uncertainty about the proper course of action and can react more appropriately and quickly in unexpected situations (Burt et al., 1994). Wide agreement on norms, practices and procedures among organizational members enhances goal alignment and establishes clarity about goals and practices (Sorensen, 2002). Goal alignment facilitates coordination among employees' efforts, goals and practices, leaving less scope for diversion of different views about the organization's best interests (Cremer, 1993; Hermalin, 2001). When there is a wide consensus on values, norms, practices and goals, employees tend to act more consistently with these beliefs. New members are socialized faster and can quickly be brought into coordination with older employees due to a wider consensus of beliefs, greater normative pressure and nonconflicting nature of the firm's goals and practices (Burt et al., 1994; Harrison & Carroll, 1991). Alignment of core values and beliefs obtains a high degree of integration and coordination (Denison, 1990). Such an alignment between espoused beliefs and actual practices enhances organizational performance. A shared sense of purpose, direction and strategy can foster organizational identification and strengthen organizational members' actions towards organizational vision enhancing OxsWE. Therefore, a stronger OCL will propel for higher OE.

2.3.2 Four cultural traits of effective organizations

Yilmaz (2008) states that: Following Schien (1985) at the core of Denison's model are the underlying beliefs and assumptions that represent the deepest levels of organizational culture. These fundamental assumptions provide the foundation from which (1) more surface-level

cultural components such as values and observable artifacts – symbols, heroes, rituals, etc. are derived, and (2) behavior and action spring (Denison, 2000). In Denison's model comparisons of organizations based on relatively more "surface-level" values and their manifest practices are made. Such values are deemed both more accessible than the assumptions and more reliable than the artifacts (Denison, 2000 & Yilmaz, 2008).

Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995).

The Denison model is based on four cultural traits of effective organizations that are described below with references to the organizational studies literature. A more complete review linking of these traits is provided by Denison and Mishra (1995).

Involvement and organizational effectiveness. Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization (Spreitzer, 1995). High level of involvement and participation create sense of ownership and responsibility. Out of this ownership grows a great commitment to an organization and a growing capacity to operate under condition of greater autonomy. Increasing the input of organizational member is also seen as increasing the quality of the decision and their implementation. (uchi, 1980;1981) suggest that the application of these principles results in an organizational form called the "clan

Consistency and organizational effectiveness. Organizations also tend to be effective because they have "strong" cultures that are highly consistent, well-coordinated, and well-integrated (Davenport, 1993; Saffold, 1988). Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990). The relationship between organizational culture and effectiveness presents a somewhat different explanation. This perspective, in this popular version, emphasize the positive impact that a "strong culture "can have on effectiveness; arguing that a shared system of beliefs, values, and symbols, which are widely understood by an organization's members,

has a positive impact on their ability to reach consensus and carry out coordinated actions. The fundamental concept is that implicit control systems, based upon internalized values, are a more effective means of achieving coordination than external control systems which rely on explicit rules and regulations (Weick, 1987).

A number of authors (Frost et al., 1985; Martin et al., 1983) have stressed this theme, and have emphasized the importance of shared beliefs and values to organizational effectiveness. They argue that shared meaning has a positive impact because an organization's members all work from a common framework of values and beliefs which forms the basis by which they communicate. The power of this means of control is particularly apparent when organizational members encounter an unfamiliar situation: By stressing a few general value-based principles upon which actions can be grounded, individuals are better able to react in a predictable way to an unpredictable environment.

Effective organizations seem to combine both principles in a continual cycle. Involvement is used to generate potential ideas and solutions, which are then refined into a more precise set of principles. As White (1988) describes, continuous improvement processes in manufacturing systems requires that ideas generated through involvement are used to create the next higher level of standardization in a production process.

Adaptability and organizational effectiveness. Ironically, organizations that are well integrated are often the most difficult ones to change (Kanter, 1983). Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler, 1998 & Senge, 1990). They are continuously changing the system so that they are improving the organizations' collective abilities to provide value for their customers (Stalk, 1988).

Schein (1985) discusses the relationship between culture and adaptation, and emphasizes that a culture usually consists of the collective behavioral responses that have proven to be adaptive in the past for a particular social organization. When confronted with a new situation, an organization first "tries" the learned collective responses which are already a part of its repertoire. When new situations are unlike old, the capacity to unlearn the old code and create a new one becomes a central part of the adaptation process.

The adaptation that an organization must hold a system of norms and beliefs which support the capacity of an organization to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth

and development. Theorists such as Starbuck (1971), for example, using the language of general systems theory, have discussed the concept of morphogenesis, or the capacity of a system to acquire an increasingly complex adaptive structure. Such concepts can readily be used to describe the means by which an organization continuously alters its internal structure and processes in a manner that increases chances for survival. In practical terms, the absence of adaptability is well known and easy to identify; it is rigid bureaucratization, which derives from, and inevitably supports a system of values and beliefs oriented toward stability. Kanter (1983) in *The Change Masters*, discusses the issue of the capacity to restructure and its relationship to adaptation, and emphasizes that managers with the capacity for integration are most likely to be successful at introducing change. Balkanized organizational structures are often impossible to change because of the low probability of finding a common direction in which all elements can pull at the same time. Similarly, Tichy (1983) emphasizes that the capacity to manage change and strategic adaptation is a central element to any organization's effectiveness.

Thus, three aspects of adaptability are likely to have an impact on an organization's effectiveness: First is the ability to perceive and respond to the external environment. As Abegglen & Stalk (1986) have pointed out, one of the distinguishing characteristics of successful Japanese organizations is that they are obsessed with their customers and their competitors. Second is the ability to respond to internal customers. Insularity with respect to other departments, divisions, or districts within the same corporation exemplify a lack of adaptability, and have direct impacts on effective performance. Finally, reacting to either internal or external customers requires the capacity to restructure and deinstitutionalize a set of behaviors and processes that allow the organization to adapt. Without this ability to implement an adaptive response, an organization cannot be effective.

Controlled risk taking is encouraged as the organizations learn from both successes and failures.

Mission and organizational effectiveness. Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzberg, 1987; 1994; Ohmae, 1982; Hamel & Prahalad, 1994). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture.

The last major component of this theory on organizational culture is the importance of a mission, or a shared definition of the purpose and direction of an organization and its

members. Although few authors have written directly on the topic (Torbert, 1987) for an exception most have agreed that a sense of mission provides two major influences on an organization's functioning: First, a mission provides purpose and meaning, and a host of non-economic reasons why the work of an organization is important. Second, a sense of mission provides clear direction and goals which serve to define the appropriate course of action for the organization and its members. Both of these factors grow out of and support the key values of the organization.

A mission provides purpose and meaning by defining a social role for an institution and defining the importance of individual roles with respect to the institutional role. Through this process, behavior is given intrinsic, or even spiritual meaning that transcends functionally defined bureaucratic roles. This process of internalization and identification contributes both to short- and long-term commitment and leads to effective performance.

The second major influence that a strong sense of mission has on an organization is to provide clarity and direction. On an individual level, there is convincing evidence that success is more likely when it is goal-directed (Locke, 1968). On an organizational level, despite the fact that organizational "goals" may often be post hoc reconstructions, a related process seems to take place. The impact at the organizational level may more likely stem from the definition of a common goal, and the resulting coordination, rather than the definition of an objective, external criteria, but the effect on performance may well be similar.

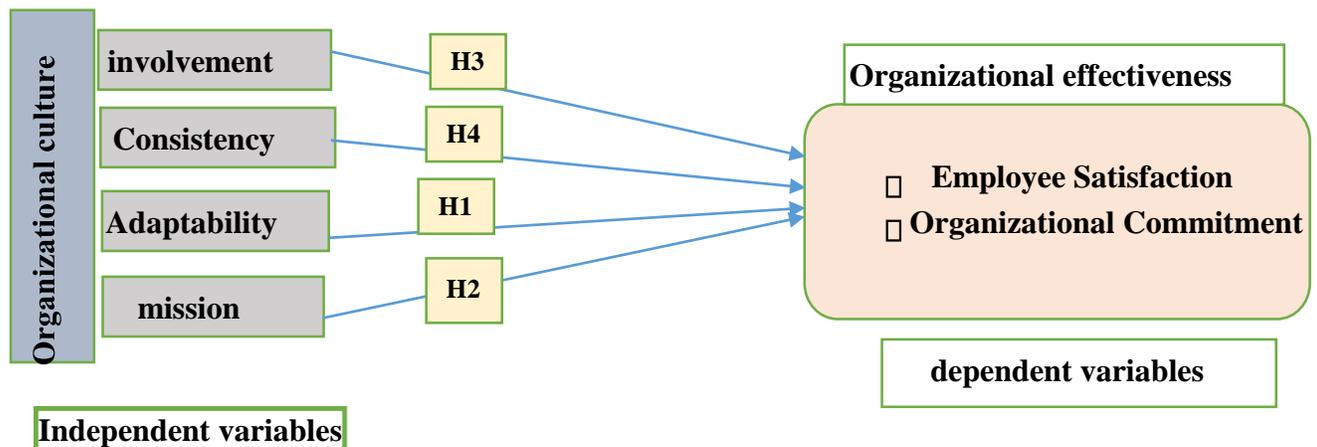
A sense of mission also requires that organizations apply future perfect thinking (Weick, 1979). (Example: by June 30 of next year our exports will have doubled). Using this mode of thought has an impact on behavior (Weick, 1979) and allows for an organization to shape current behavior by envisioning a desired future state (Bourgeois & Eisenhardt, 1989). The planning technology of featuring was developed to help create a vision or ideal end state to help guide organizations (Michael, 1977; Tichv 1987).

Such a mission presents a set of goals that reach far beyond the short-term planning of most corporations. Particularly in successful corporations whose age is measured in decades rather than years, a shared sense of the broad long-term goals of the firm is implicit and helps to structure behavior.

2.4 Conceptual Framework

Conceptual frameworks of the study have independent variables which are organizational culture and dependent variable organizational effectiveness. According to (Denison, 1995) independent variable organizational culture there has dimensions: Involvement: which refers to empowering employees, build their organizations around teams, and develop human capability at all level. Consistency: refers to cultures that are highly consistent, well-coordinated, and well-integrated Adaptability: culture of organizations that are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change Mission assessment: Intrinsic or even spiritual meaning that transcends functionally defined bureaucratic roles. According to Aydin and Ceylan, (2009) mentioned in their study that organizational effectiveness is measured in terms of four indicators; customer orientation, employee satisfaction, organizational commitment and financial and growth performance, but in this research consider only the two indicators, which can be explained as: Employee Satisfaction: Employees being more loyal and productive. And Organizational Commitment: the psychological strength of the linkage of members to their organization.

Figure: 2.2 Conceptual framework organizational culture and organizational effectiveness



Source: from literature

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design and approach

Research design addresses important issues relating to a research project such as purpose of study, location of study, type of investigation, extent of researcher interference, time horizon and the unit of analysis (Sekaran & Bougie, 2010).

The research is thus design to include overarching frameworks within which norms and standards were contained for testing the research claim in actual practice. The study ensured that the research design is explicit, objective- based and replicable to ensure that the roadmap for collecting, measuring and analyzing the data was appropriate (Cooper & Schindler, 2001).

This study was utilized descriptive and explanatory design because it emphasizes on discovering relationship between organizational culture and organizational effectiveness in Addis Ababa city a case of Addis Ababa fistula hospital (AAFH). explanatory research is conducted in order to help us finding problem that was not studied before in depth. The explanatory research is not giving us some conclusive evidence but helps us in understanding the problem more efficiently.

Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. three research approaches are advanced: (a) Qualitative(b) Quantitative, and (c) Mixed methods. Unquestionably, the three approaches are not as discrete as they first appear. Qualitative and quantitative approaches should not be viewed as rigid, distinct categories, polar opposites, or dichotomies. Instead, they represent different ends on a continuum (Newman & Benz, 1998). Quantitative method is appropriate to examine the relationship between two and more variables in the study, and is mainly relevant for theory testing and the qualitative method is appropriate to explore the phenomenon in the study situation through using interviews, observations, and document reviews (Tsang, 2014).

A study was tended to be more qualitative than quantitative or vice versa. Mixed methods research resides in the middle of this continuum because it incorporates elements of both

qualitative and quantitative approaches. Therefore, the research was used mixed method approaches.

3.2 Population and Sample design

The total population of this research was the employees and management staff with in head office of the organization. The number of the total population who are currently working in the organization is 250. Stratified sampling will employ by dividing the total population to five different Division in order to assist in minimizing bias when dealing with the population. AAFH divides the overall organization tasks into five different realms. Considering this the researcher choose to classify the overall population into five main divisions. These Division is Finance, HR (senior management), Middle management, Operations(facility) employees and Heath professional employees. Specifically, proportionate stratified sampling will conduct in order to increase the chances of being able to make comparisons between division. The units were selected from each division will proportion to the corresponding stratum population. The sample size will have taken as 154 based on the following formula. Accordingly, the sampling size was calculate using the formula adopted from (Serakan, 1992). Thus, the formula is used to calculate the sample size is:

$$N = \frac{N}{1 + N(e)^2} \quad \text{where:}$$

n = required sample size.

e = level of significance taken to be

0.05

N= the population size.

1= constant

$$\text{Thus } n = \frac{N}{1 + Ne^2} = \frac{250}{1 + 250(0.05)^2} = \underline{\underline{154}}$$

Stratified sampling is used to distribute the survey questionnaires to acquire employee perception towards AAFH organizational culture and their effectiveness. Stratified sampling was considered in order ensure the sample includes representative study units from each strata or division. The below table shows proportionate sampling, which is used to distribute the representative sample size (154) to each division.

Table 3.1 Sample size determination for each department

Division	population	Sample population	Sample size distribution (%)
Finance	10	6	4
HR (senior management)	14	9	6
Middle management	26	16	10
Operation(facility) employees	100	63	41
Health professional Employees	100	60	39
Total	250	154	100%

Source: AAFH HR database of employee

3.3 Data types and sources

a) Primary data

Primary data was collected from interviews with managers and through questionnaires was distributed to employees of AAFH. b) Secondary data

Secondary data was obtained by analyzing the data obtained from different secondary sources of documents about AAFH. i.e. document of the organization under study, internet and the organization 's website, books, appropriate journals, magazines, company history and articles, was also use.

3.4 Data collection method

Moreover, the data collection modes are different for different researches. Some researchers require observation; others may rely on surveys, or secondary data (Zikmund, 2000). The Data collection was occurred after the confirmation of the sampling criteria. Questionnaires

was personally for employees to complete. Questionnaires are preferred in order to decrease the tendency of dissemblance of information from the respondents and to collect significant data. An interview was employed to the managers of selected departments which helping to point out some of the underlying dynamics that helped the researcher get further explanation in deep. Most of the interview questions were constructed as open-ended questions.

3.5 Measurement

This stream of research has adopted a validated method of measurement based on four cultural traits of effectiveness of an organization derived from Dension and Mishra (1995). Four basic dimensions or conceptual domains appear to be in this study's questionnaire in order to measure the organizational culture of AAFH First, involvement referring employee's capability, ownership, responsibility. Second consistency were measure in order to examine whether the authority has strong and cohesive internal culture. Third is another significant component which is Adaptability that reflects the focus of the authority 's ability to adapt quickly with the external environment. Mission is fourth dimension that defines long term direction of the organization. Five-point Likert scale questions ranging from IV (strongly disagree to strongly agree).

Also, organizational effectiveness has measure based on organizational factors through four indicators which are derived from Aydin and Ceylan (2009), but in this study employee satisfaction and organizational commitment was chose as effectiveness measure because their critical important to the hospital industry. Organizational Effectiveness were measure using five-point Likert items, ranging from 1=strongly disagree to 5=strongly agree. These items included employee satisfaction and organizational commitment

3.6 Data analysis and presentation

Once the study collected all the possible and relevant information through the methods that discussed above, it was start to analyze and interpret the data. SPSS version 25 was used to analyze the data obtained from primary sources. Specifically, Pearson Coefficient of Correlation was used as a measure of finding correlation between the two variables. Linear Regression model was conduct in this study in order to predict the value of dependent

variable (organizational effectiveness) based on the value of independent variable (organizational culture).

3.7 Ethical Considerations

With a maximum precision the research conducted the study in professional and ethical manner. Hence; the researcher exerted her maximum effort to clearly inform to the respondents about the purpose of the study i.e. exclusively used for academic purpose and ensure them not for other purpose.

In addition to this, they were informed that their participation in the study was entirely depending on their willingness. And the researcher was also ensured that any of the respondents' response will not be personalized, in the process of data presentations, analysis, and interpretation. Furthermore, confidentiality of data was maintained during the process. The researcher was also told the respondents the existence of anonymity and confidentiality in processing the data analysis and presentation. Finally; all the reference materials used for this research were acknowledged with proper citations.

3.8 Reliability Test

To ensure the reliability of the instrument in this case of study and the researcher has tested the reliability using Cronbach's Alpha (α). Cronbach 's Coefficient (α) is calculated to estimate the internal consistency of reliability of a measurement scale. Cronbach 's Coefficient is a reasonable indicator of the internal consistency of instruments that do not have right or wrong marking schemes, thus can be used for questionnaires using scales such as rating (Black & Leslie, 1999). For this particular study, the questionnaires Likert scale items reliability was checked by Cronbach 's - alpha coefficient with the help of SPSS software and as shown below in table 3.2

Table 3.2 Reliability Test Result

Variables	Cronbach Alpha	No. of Items
Involvement	0.856	14
Consistency	0.843	9
Adaptability	0.841	9
Mission	0.891	6
Organizational effectiveness	0.872	12

Source: Own Survey, 2020

As Tavakol (2001) stated that, there are different reports about the acceptable values of alpha, ranging from 0.70 to 0.95. Hence, the Cronbach 's alpha coefficient of all the above variables was fall within the stated range and concluded that there is consistency among each question in the questionnaire.

3.9 Validity Test

The clarity of the instrument items to the respondents was established so as to enhance the instrument's validity. According to Sekaran (2003), validity is the most critical criterion and indicates the degree by which the sample of test items represents the content the test is designed to measure. To establish the validity of the research, instrument the researcher required opinions of experts in the field of study especially the feedback obtained from the advisor of this research, who assessed and reviewed the appropriateness of questions and the scales of measurement.

CHAPTER FOUR

DATA PRESENTATAON, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is consisted of three subsections; descriptive, correlation and regression analysis. The first subsection i.e. descriptive analysis presents the data collected through questionnaires and interviews using tables ‘graphs and charts. The researcher has also analyzed and interpreted the data collected. And in the second subsection i.e. correlation analysis measured the degree to which the two variables are related. The last subsection regression analysis determines what statistical impact does organizational culture has on organizational effectiveness.

The data collected through questionnaires and interviews are presented in this section using tables, charts and graphs. As stated in chapter three i.e. research methodology, 154 questionnaires were to be distributed. The researcher chose to distribute 160 questionnaires in order to decrease the gap because of unreturned questionnaires.

This helped the researcher to collect the exact number of the expected sample to be distributed and collected from the employees of Addis Ababa fistula hospital at the main office. Out of the total 160 questionnaires, 154 were fully filled and returned which makes the response rate to be 100%. And also, researcher selected four of the management staffs purposively based on their relation to the topic. The directors and officials selected were the HR manager, Executive manager, Vice Executive manager, director of health management. The researcher has presented the response of directors and officials with questions asked. Data was collected and analyzed in order to explain the effect of the organizational culture on organizational effectiveness.

4.2 Demographic profile of Respondent

For the purposes of this study, the first section of the survey questionnaire provides the demographic profile of the respondents to be used as a building frame for the interpretation of the results. The respondent’s profile is organized in terms of gender, age, and marital

status, level of education, employment category, and total years of experience. The result of this demographic

presentation is stated below using descriptive statistics analysis using graphs and charts. The respondents' demographic profile is captured and analyzed below.

Table 4.1 General Information of Respondents

No.	Item	Response		
		No	%	
1	Gender of Respondents	a) Male	51	33.1
		b) Female	103	66.9
		Total	154	100.0
2	Age of Respondents	a) 18-27	52	33.8
		b) 28-37	94	61.0
		c) 38-47	4	2.6
		d) 48 and above	4	2.6
		Total	154	100
3	Relationship	a) Single	27	17.5
		b) Married	123	79.9
		c) divorce	4	2.6
		Total	154	100
4	Education	a) BA/BSC	113	73.4
		b) MA/MSC	41	26.6
		Total	154	100
5	Service Year	a) 2-5	101	65.6
		b) 6-10	23	14.9
		c) 11-15	16	10.4
		d) above 15	14	9.1
		Total	154	100.0
6	Employment Category	a) managerial position	48	31.2
		b) non managerial position	106	68.8
		Total	154	100

Source: own questioner Survey, 2020

4.2.1 Gender

The survey result in terms of gender mix indicates that 66.9% of the employees participated in the survey were female and the rest (33.1%) were male. Gender is considered as an important attribute while reviewing the employee performance variations between men and women as they have different perceptions on organizational culture and its effect on effectiveness. And it implies that female employees in AAFH participate in responsibilities more than males.

4.2.2 Age

The respondents were also asked to indicate their age categories. Accordingly, respondents within the age group of 28-37 years old emerged with the highest number of participants at 61.0%. Moreover, 33.8% of the respondents fall under the age category of 18-27 years and 2.6% are in the age range of 38-47 years. The remaining 2.6% falls under the age group of 48 years and above. This implies that almost 90% of the employees were within the age range of 18 and 37 and may indicate that the hospital is composed of young workforce with a capability to bring the desired corporate culture at AAFH. Also, a young workforce is attributed to career development and performance oriented; accepting challenging assignments and who adopts constant changes was characterized by this age group.

4.2.3 Marital Status

The marital status of the employees who participated in the survey was indicated that 79.9% of respondents were married, where as 17.5% were single and 2.6% were divorce. As most studies indicated that married employees are more effective in their work and ready to accept challenging assignments and building a strong working culture with married employees is somehow easy for the hospital than single ones.

4.2.4. Educational level

The composition of respondents across education level shows that the highest percentage of respondents (73.4%) first degree and (26.6%) are MA/MSc. Based on this the above data it's possible to say that most employees in AAFH are 1st degree holders which means most employees in AAFH are well educated and have better knowledge and expectation. And this pertains a good opportunity for the hospital as this workforce is can easily adapt

new changes, technological innovations and flexible and trainable mindset so that the bank can have an opportunity to create a strong organizational culture.

4.2.5. Service year

Respondents were also asked their length of service year in the hospital, accordingly, 65.6% of the respondents were stayed in the hospital from a range of 2-5 years, and 14.9% are 6-10 years. 10.4% of the respondent were stayed in the hospital from a range of 11-15years and 9.1%are above 15 years. This may have implied that most of the employees were hired in recent years.

4.2.6 Employment Category

When respondents were requested about their job position category 68.8% of the employees participated in the survey were fall under the non-managerial position, where as 31.2% under managerial position.

4.3 Descriptive analysis of organizational culture and organizational effectiveness.

With the aim of understanding the existing organizational culture at Addis Ababa fistula hospital employees were asked to give their extent of agreement to the statements with regard to the four organizational culture dimensions, hence, the respondents were asked to rate how they felt about the organizational culture dimensions of Involvement, Consistency, Adaptability and mission on their effectiveness in a five-point Likert scale were then analyzed with descriptive

statistics of mean score and standard deviation. The data collected from the questionnaires were analyzed quantitatively. The questionnaire was a closed ended. It should be noted that the questions were opinion based which seek to find out views, opinions and perceptions of respondents.

The standard deviation measures how concentrated the data are around the mean; the more concentrated, the smaller the standard deviation and according to Zaidaton & Bagheri (2009) the mean score below 3.45 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considers as high. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to ‘Strongly disagree’, 2 point as ‘Disagree’, 3-point as ‘Neutral’, 4-point as ‘Agree’, and 5-point as ‘Strongly Agree’. Thus, detail of the analysis was presented as follows.

4.3.1. Involvement as organizational Culture dimension.

Table 4.2 Involvement Cultural Dimension at Addis Ababa fistula Hospital (AAFH)

Items	N	Mea n	Standard deviation	Agreement scale				
				SD (%)	D (%)	N (%)	A (%)	SA (%)
In my opinion, most of employees are highly involved in their work in Addis Ababa fistula hospital (AAFH).	154	4.49	0.761	1.9	-	4.5	33.8	59.7
My organization gives me the authority and ability to manage my own work.	154	3.79	1.052	2.6	11.7	16.9	41.6	27.3
Information is widely shared within AAFH.	154	3.47	1.049	3.9	13.0	33.1	32.5	17.5
Everyone in AAFH believes that he or she can have a positive impact on their work contributes.	154	4.23	0.796	-	2.6	14.9	39.6	42.9
My organization grants me greater autonomy and involves me in decision making.	154	3.23	1.236	12.3	10.4	38.3	19.5	19.5
Empowerment	154	3.85	0.98					
Average %				4.14	7.54	21.54	33.4	33.38
My organization places much value on employees working cooperatively towards the common goals of the organization.	154	3.63	1.035	1.9	12.3	29.9	32.5	23.4
I believe that cooperation is well practiced in AAFH while I perform my duties.	154	3.92	0.942	2.6	2.6	25.3	39.6	29.9
In my opinion, the hospital's norms encourage cooperation, teamwork, and participation.	154	3.75	1.184	8.4	3.2	24.7	31.8	31.8
In AAFH, I feel like I am part of a team.	154	3.81	1.286	9.2	9.2	11.1	32.7	37.9
I believe that works are organized so that each employee can see the relationship between his or her job and the goals of the organization.	154	3.46	1.112	8.5	9.2	24.8	43.1	14.4
Team Orientation	154	3.72	1.12					
Average %				6.12	7.3	23.16	35.94	27.48
My organization (AAFH) develops its employee's human capability at all levels.	154	3.01	1.103	7.8	27.3	29.9	26.0	9.1
I agree that the hospital is constantly working on developing its employee's capability.	154	2.57	1.028	15.6	32.5	35.1	13.0	3.9
The hospital has a direction on making continuous investment in the skills of employees.	154	2.79	1.193	20.1	17.5	31.8	24.7	5.8

I believed that capabilities of employees within the hospital are viewed as an important source of competitive advantage.	154	3.51	1.195	5.2	15.6	29.2	22.7	27.3
Capability Development	154	2.97	1.13					
Average %				12.18	23.23	31.5	21.6	11.53
Involvement	154	3.52	1.08					
Overall Average %age				7.48	12.69	25.4	30.32	24.13

Note: (SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree)

Source: own questioner Survey, 2020

The study was intended to evaluate the existence of involvement culture dimension in Addis Ababa fistula hospital. The study sought information on sub components of involvement culture such as; employee empowerment, team orientation and capability development. Hence, 14 questions were designed and distributed to the sampled employees and requested their level of agreement and the responses were summarized and presented in the above table.

From the three sub dimensions: empowerment has got the highest mean score of (M=3.85 with SD=0.98) or the average sum of (agree and neutral) agreement level of employees response showed , confirmed that the empowerment culture practice is well adopted in the hospital and While reviewing responses provided to team orientation sub dimension, a mean score of (M=3.72 and SD=1.12), the responses indicated that the existing practices related to team orientation is available and to some extent known by employees in the hospital as a culture.

However, the responses which were collected from respondents regarding capability development were moderate (M=2.97 SD=1.13) this indicate respondents believed the existence of employee capability development interventions in the hospital, however, it can be an indicator that when capability development is lower than empowerment and team orientation, the organization will be in short of capable employees who can make important decision making that impact their work.

Even though the average mean score of involvement culture within AAFH has got the lowest mean score (M= 3.52; SD=1.08) among the four dimensions, the hospital is currently following involvement strategy, so that it helps the hospital see the practice of external business environment and competitors' strategy. Also, hospital should revise their

involvement culture, employee should involvement their work practice which is upgrade their internal work motivations and organizational effectiveness.

Camps and Luna-Arocas (2009) observed that high involvement work practice aim to provide employees with the opportunity, skills and motivation to contribute to organizational success in environments demanding greater levels of commitment and involvement.

Most of the interview respondents, agreed that the failure to strong involvement practice in AAFH resulted lack of employees ‘motivation, commitment and satisfaction. The turnover rate had increased. This is the result of uneven payment of job with the ability of the employees, and also the environment of work place created frustration of accusation and being imprison. The interview also pointed at high corruption rate in AAFH as a result of employees ‘dissatisfaction.

4.3.2. Consistency as organizational culture dimension in AAFH

Table 4.3 The Consistency Cultural Dimension at AAFH

Items	N	Mea n	Standar d deviatio n	Agreement scale				
				SD (%)	D (%)	N (%)	A (%)	SA (%)
The hospital’s core values are shared among the majority of its members.	154	3.83	1.059	6.5	3.2	16.9	47.4	26.0
My supervisor always shows me in practice what she/he is saying in words.	154	3.05	1.257	15.6	18.8	20.8	34.4	10.4
The hospital has a clear and consistent set of values that dictates the way I do my work.	154	3.59	1.014	4.5	10.4	21.4	48.7	14.9
There is an ethical code that guides my behavior and tells the right and the wrong.	154	3.01	1.263	16.9	16.2	27.3	27.9	11.7
Core Values	154	3.37	1.15					
Average %age				10.88	12.15	21.6	39.6	15.75
Different departments and division of my hospital are able to work together well to achieve common goals.	154	3.73	1.233	9.1	4.5	24.7	27.9	33.8
I think the hospital has a strong organizational culture.	154	4.04	1.160	4.5	6.5	18.2	22.1	48.7

As an employee, I am given assignments that are consistent with my strengths, interests and opportunities.	154	3.60	0.960	1.3	14.3	23.4	45.5	15.6
Agreement	154	3.79	1.12					
Average %age				4.97	8.44	22.1	31.8	32.7
The hospital's approach to doing business is very consistent and predictable.	154	3.48	1.074	6.5	12.3	20.8	47.4	13.0
There is good alignment of team goals with the hospital's Strategic objective, mission and vision.	154	3.91	0.952	3.2	3.9	18.8	46.8	27.3
Coordination and Integration	154	3.7	1.02					
Average %age				4.85	8.1	19.8	47.1	20.15
Consistency	154	3.62	1.1					
Overall Average %age				6.9	9.57	21.17	39.5	22.87

Note: (SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree)

Source Survey, 2020

Consistency is the other organizational culture dimension which was intended to evaluate the degree of the hospital's consistency culture in terms of three sub items namely: Core values, Agreement and Coordination and Integration. Hence, nine questions were presented to assess the opinion and agreement level of the sampled employees. While evaluating the perception of respondents on whether the hospital's core values are shared among the members in the organization, and the average agreement rate was displayed.

The overall mean score for the three sub dimensions of consistency culture: Core Value, Agreement and Coordination & Integration are (M=3.37; SD= 1.15, M=3.79; SD=1.12, and M=3.7; SD=1.02), respectively. While comparing their mean score, agreement dominates both core values and coordination, this tends to indicate that the organization may have a good intention in resolving work related conflicts or differing opinions whenever arises.

While evaluating the perception of respondents on whether the hospital's core values are shared among the members in the organization indicates low mean score compared other sub

dimensions of consistency culture which means there is a gap on shared core values, relationship between employees and supervisor not set consistence and clear core values in the hospitals.so management should focus on core values of the hospital internal environment. Because many empirical literatures show there is a positive impact between consistency and organizational effectiveness.

Consistency culture in an organization is manifested by widely shared beliefs and values that help organizational members to reach consensus and take concerted action, so as to have a positive impact on effectiveness. (Achua and Lussier, 2013).

This view was also well discussed and explained by the hospital’s sampled middle and top management members during conducting the interview session and the hospital is formulated its short and middle term strategic objectives and during annual plans by department and branch of the hospitals gives the training. By doing this, it is believed that the prioritized strategic objectives of the hospital are aligned to employees’ team performance.

4.3.3 Adaptability as organizational culture dimension

Table 4.4 Adaptability Culture Dimension at AAFH

Items	N	Mea n	Standard deviation	Agreement scale				
				SD (%)	D (%)	N (%)	A (%)	SA (%)
The way things are done in AAFH is very flexible and easy to change.	154	3.57	0.928	3.2	8.4	28.6	47.4	12.3
The hospital responds well to competitors and other changes in the business environment.	154	3.45	0.864	4.5	3.9	40.9	43.5	7.1
New and improved ways of doing works are continually adopted in AAFH.	154	3.71	0.949	1.9	8.4	26.6	42.9	20.1
Creating Change	154	3.58	0.92					
Average %age				3.2	6.9	32.04	44.6	13.17
Customer comments and recommendations often lead to changes.	154	3.77	0.836	1.9	1.9	31.2	46.8	18.2
Customer input directly influences our decisions.	154	3.76	0.793	1.9	0.6	32.5	49.4	15.6
All members in AAFH have a deep understanding of customer wants and needs.	154	3.95	0.917	3.2	1.9	18.8	48.1	27.9
Customer Focus	154	3.83	0.85					
Average %age				2.34	1.47	27.5	48.1	20.57

We view failure as an opportunity for learning and improvement.	154	3.88	0.863	3.2	-	24.0	50.6	22.1
Innovation and risk taking are encouraged and rewarded.	154	3.64	1.008	6.5	1.3	31.8	42.2	18.2
Learning is an important objective in our day-to-day work	154	4.07	0.879	2.6	0.6	17.5	45.5	33.8
Organizational Learning	154	3.87	0.92					
Average %				4.1	0.64	24.44	46.1	24.7
Adaptability	154	3.76	0.9					
Overall Average %age				3.22	3.01	28	46.27	19.48

Note: (SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree)

Source Survey, 2020

Adaptability is about holding a system of norms and beliefs which support the capacity of an organization to receive interpret and translate signals from its environment into internal behavioral changes.

The average response rate which was given from respondents about the sub dimensions of creating change, customer focus, and organizational learning were: mean score of (M=3.58; SD=0.92, M=3.83; SD=0.85 and M=3.87; SD=0.92).

On the contrary, query presented of whether to competitors and other change in the business environment by the hospital the response rate was about 49.4% were strongly disagree, disagree and were neutral and also has got the lowest mean score of 3.45, therefore, this may imply that the overall adaptability culture practice in terms of employees' perception is at infant stage not well developed yet.

From the three sub dimensions: organizational learning has got the highest mean score of (M=3.87with SD=0.92) or the average sum of (agree and neutral) agreement level of employees response showed 81.8%, confirmed that the organizational learning culture practice is well adopted in the hospital and While reviewing responses provided to customer focus sub dimension, a mean score of (M=3.83 and SD=0.85), or alternatively 73.1% of responses indicated that the existing practices related to customer focus is available and to some extent known by employees in the hospital as a culture.

but the third sub dimensions creating change is the responses provided lowest mean score comparing to organizational learning and customer focus (M=3.58 and SD=0.92) so this indicated that the existing practice based on creating change should be revised because important to upgrade the organizational culture.

Because in many literatures (Schein, 2011) were explained the main distinguishing factors for high performing organizations from low performing organizations is their strength of the culture of an organization and its adaptive ability to understand and react to the competitive environment and customers are the main factors that enable organizations to attain its performance goals.

4.3.4. Mission as Organizational Culture Dimension

Table 4.5 The Mission Cultural Dimension at AAFH

Items	N	Mean	Standard deviation	Agreement scale				
				SD (%)	D (%)	N (%)	A (%)	SA (%)
There is a clear mission that gives meaning and direction to our work in AAFH.	154	4.33	0.841	-	3.9	12.3	30.5	53.2
There is a clear strategy for the future in AAFH.	154	4.21	0.61	0.6	2.6	16.9	35.1	44.8
Purpose and Direction	154	3.76	0.94					
Average %age				4.82	0.65	27.9	46.4	20.15
In AAFH there is widespread agreement about goals.	154	4.05	0.927	1.3	4.5	18.8	38.3	37.0
We continuously track our progress against our stated goals.	154	4.06	0.834	-	1.9	26.0	36.4	35.7
Goals and Objectives	154	4.06	0.89					
Average %age				0.65	3.2	22.4	37.35	36.35
I have shared the vision of what the hospital will be like in the future.	154	4.42	0.774	1.3	-	9.7	33.1	55.8
The hospital's vision creates excitement and motivation on my work performance.	154	4.23	0.948	3.9	0.6	10.4	38.3	46.8
Vision	154	4.33	0.87					
Average %				2.6	0.3	10.05	35.7	51.3
Mission	154	4.05	0.9					
Overall Average %age				2.69	1.39	20.12	39.82	35.94

Note: (SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree)

Source Survey, 2020

The sub dimensions of AAFH has got the highest score; Vision (M= 4.33; SD=0.87). But if purpose and direction is lower than vision and goals and objectives, this often indicates that the organization may lack in execution but may be good in defining its goals, objectives.

While analyzing the descriptive statistics of the organizational culture dimensions, the mean score of the four cultural dimensions, AAFH seems focusing more on its external environment as its Mission mean score (M= 4.05, SD=0.9) was the highest and also adaptability is the next high score(M= 3.76,SD=0.9), which means AAFH focusing more external environment like customer focus, vision and objectives however; its involvement culture mean score of (M= 3.52,SD=1.08), which is in the lowest rank from the group. In addition; its internal focus was also lowest score related to external focus means involvement and consistency was lowest mean compared to others two external focus dimensions, so AAFH should focus the internal environment which is to achieve their objectives or to get better organizational effectiveness.

According to the studies made by Mariama and Kofi (2013), they investigated that mission was the Culture Trait with the strongest potential of impacting positively on effectiveness. Furthermore; the findings of Mohammed (2019) indicated that a well-defined mission and vision is a successful strategy to establish an effective organizational culture and to improve performance in the corporate group.

4.3.5 organizational effectiveness

Table 4.6: employee satisfaction and organizational commitment

Items	N	Mean	Standar d deviation	Agreement scale				
				VP (%)	P (%)	G (%)	VG (%)	E (%)
The degree to which the human resource strategy focuses on developing skills.	154	3.05	1.154	13.0	14.9	35.7	26.6	9.7
Ensuring motivation and commitment in AAFH.	154	3.48	1.018	3.9	13.0	28.6	40.3	14.3
The management effort in order to supply employees' expectation.	154	3.49	0.958	5.2	7.1	31.8	45.5	10.4

General emotional state of employees regarding with motivation.	154	3.63	1.009	5.8	5.2	25.3	47.4	16.2
Employees' willingness to contribute to the authority's success.	154	4.02	0.859	2.6	1.9	14.3	53.2	27.9
Effective consumption of time by employees in AAFH.	154	3.81	1.042	6.5	1.9	20.8	46.1	24.7
EMPLOYEE SATISFACTION	154	3.58	1.01					
Average %				6.17	7.34	26.09	43.19	17.2
The psychological strength to the linkage of each member to the Authority.	154	3.70	1.097	7.1	3.9	24.7	40.3	24.0
Employees commitment to the organization in various situations.	154	4.36	0.730	-	1.9	9.1	39.6	49.4
Employees feeling to continue employed in the organization.	154	4.16	0.849	2.6	-	13.6	46.8	37.0
Employees willingness to obey organizational rules and regulation.	154	4.14	0.836	2.6	1.9	7.1	55.2	33.1
Employees accurateness to perform organizational tasks.	154	4.29	0.623	-	1.3	5.2	57.1	36.4
Employees avoidance to hinders that create mental escape from the work environment.	154	4.10	0.841	1.9	3.2	9.1	53.9	31.8
ORGANIZATIONAL COMMITMENT	154	4.13	0.83					
Average %				2.37	2.04	11.47	48.82	35.29
Organizational effectiveness	154	3.84	0.92					
Overall Average %age				4.27	4.69	18.78	46.01	26.25

Note: (VP=very poor, P=Poor, G=Good, VG=very good, E=excellent)

Source Survey, 2020

In this session, how AAFH is creating a pleasurable or positive emotional state and their organizational commitment. The study was intended to evaluate the existence of employee satisfaction and organizational commitment which is effectiveness dimension in Addis

Ababa fistula hospital. The study sought information on employee satisfaction and organizational commitment.

Hence, 12 questions were designed and distributed to the sampled employees and requested their level of agreement and the responses were summarized and presented in the above table. From the two dimensions: organizational commitment has got the highest mean score of (M=4.13 with SD=0.83) or the average sum of (strongly agree and agree) agreement level of employees response showed majority, confirmed that the organizational commitment is well adopted in the hospital and While reviewing responses provided to employee satisfaction dimension, a mean score of (M=3.58 and SD=1.01), or the average sum of (agree and neutral) of responses indicated that the existing practices related to employee satisfaction lowest score comparing to organizational commitment,

Also on employee satisfaction the first items were rate the degree in which AAFH's human resource strategy focus on developing skills and the mean score 3.05 which is lowest comparing to others, respondent moderately agree on there is focus on developing skills, therefore it shows that there is a gap in working on employee motivation and commitment in AAFH. However, hospital focus employee's satisfaction stage because many literatures indicates that employee satisfaction is strongly related to organizational effectiveness.

That is why; the satisfaction of the employees takes on added importance. Employees are more loyal and productive when they are satisfied (Hunter and Tityen, 1997). And these satisfied employees affect the customer satisfaction as well as organizational productivity (Potterfield, 1999).

In general, organizational culture in AAFH has been expressed as one of core ingredients of the organization 's structure. According to the managers and directors, organizational culture is developed and implemented under rules and regulation of the organizations. Employees are intended to reach culture through shared set of goals, mission, vision and strategies.

4.4 The effect of Organizational Culture on Organizational Effectiveness of AAFH

Correlation coefficient statistics measure the degree to which two sets of numbers are related. A higher correlation coefficient signifies a stronger relationship. At one extreme, a correlation coefficient of 1.0 means a perfect positive relationship as one set of numbers goes up, so does the other. At the other extreme, a correlation of -1.0 means a perfect negative correlation when one set of numbers goes up, the other goes down. In the middle, a correlation of 0 means there is no correlation at all. (Noe, Hollenbeck, Gerhart and Wright, 2011). In order to determine the effect of organizational culture on effectiveness towards Addis Ababa fistula Hospital, relationship between independent variables (i.e. Organizational culture) and dependent variable i.e. (organizational effectiveness) of AAFH, correlation analysis has been conducted by classifying the relationship with each dimension.

Table 4.7: Correlation Analysis Matrix

		Correlations				
		effectiveness	involvement	consistency	adaptability	mission
effectiveness	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	154				
involvement	Pearson Correlation	.579**	1			
	Sig. (2-tailed)	.000				
	N	154	154			
consistency	Pearson Correlation	.517**	.706**	1		
	Sig. (2-tailed)	.000	.000			
	N	154	154	154		
adaptability	Pearson Correlation	.919**	.570**	.584**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	154	154	154	154	
mission	Pearson Correlation	.493**	.515**	.507**	.451**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	154	154	154	154	154

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

Source Survey, 2020

From the Pearson correlation analysis; organizational effectiveness was found to have a strong (very high) positive correlation with the Adaptability dimension ($r=0.919$; $p < 0.01$),

followed by moderate positive correlation with the three remaining organizational culture dimensions: Involvement dimension with ($r=0.579$; $p < 0.01$), consistency with ($r=0.517$; $p < 0.01$) and Mission ($r=0.493$; $p < 0.01$). From this correlation, it can be concluded that due to availability of good practice of Adaptability culture in AAFH, enhances the practice of organizational effectiveness at AAFH.

Table 4.8: Correlation between overall OC and overall OE.

Correlations			
		effectiveness	culture
effectiveness	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	154	
culture	Pearson Correlation	.744**	1
	Sig. (2-tailed)	.000	
	N	154	154

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

Source: survey data, 2018

The above table indicates that correlation of overall organizational culture and organizational effectiveness. Overall organizational culture strongly correlated with organizational effectiveness with a value of high correlation coefficient $r = 0.744$. This depicted that the cultural dimensions of involvement, consistency, adaptability and mission in the organization had a role on the overall organizational effectiveness. In addition to this the relationship between organizational culture and organizational effectiveness was positive and significant.

4.5 The impact of Organizational Culture on organizational effectiveness.

Regression is the determination of a statistical relationship between two or more variables. In simple regression, we have only two variables, one variable (defined as independent) is the cause of the behavior of another one (defined as dependent variable). Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the values of dependent variable, given the values of the independent variable. (Kothari, 2004) And as to this case the independent variable is organizational culture and the dependent variable is organizational effectiveness.

4.5.1 Testing the assumptions of Regression model

According to Field (2005), multiple linear regression uses to estimate the effect of more than one independent variables over dependent variable or it estimates the coefficient of determination on the predicted one explained by the predictors. In order to have valid multiple regressions analysis, several key assumptions should be satisfied. The key assumptions of Multiple Regression that are identified as primary concern in the research include: linearity, Homoscedasticity, normality, and multicollinearity. For this study; each assumption was defined and assumptions were tested and the results of these assumptions was briefly summarized and presented below.

Assumption 1: The relationship between the IVs and the DV is linear.

Some researchers argue that this assumption is the most important as it directly relates to the bias of the results of the whole analysis (Keith, 2006). Multiple regression assumes a linear relationship between the independent and dependent variables. Linearity, the residuals should have a straight-line relationship with predicted dependent variable scores. In this case, as indicated in (Annex 5), Hence, we can conclude that the relationship between the response or outcome variable and predictors is around the straight line suggesting that the relationships between these variables are linear.

Assumption 2: Homoscedasticity

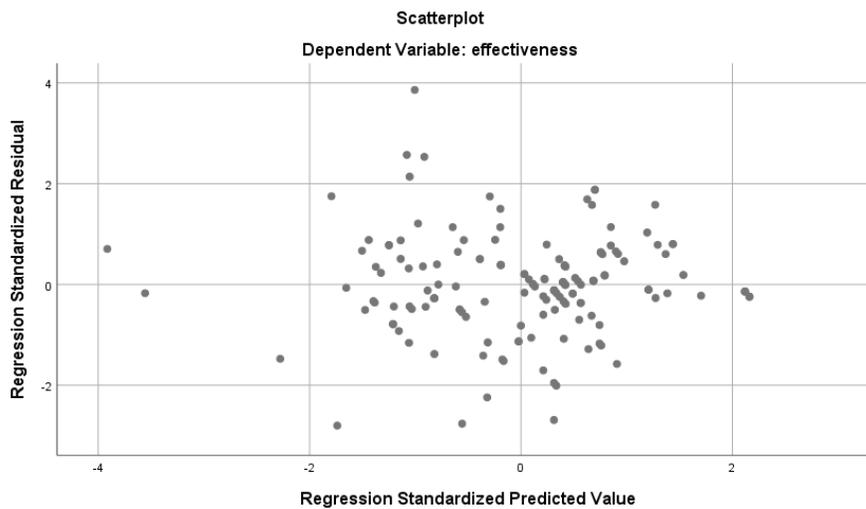
The assumption of Homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). Ideally, residuals are randomly scattered around 0 (the horizontal line) providing a relatively even distribution.

This means that researchers assume that errors are spread out consistently between the variables

(Keith, 2006). As depicted in the figure below, the spread of the residuals was fairly constant at

each point of the predictor variables (or across the linear model)

Figure 4.1 Scatter plot of Homoscedasticity



Source: Own Survey, 2020

Assumption 3: Multicollinearity

Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables. If a correlation matrix demonstrates correlations of more than 0.8 among the independent variables, there may be a problem with multicollinearity. The other method is by computing tolerance values which measures the influence of one independent variable on all other independent variables and Variance Inflation Factor (VIF) for each independent variable. Multicollinearity exists when Tolerance is below 0.1, and the average variance inflation factor (VIF) is greater than 10.

As indicated in (Annex 7), displays that the multicollinearity tests by computing tolerance values and Variance Inflation Factor (VIF) for each independent variable. In this case, all the tolerance values are greater than 0.10 and VIF is less than 10. Hence, the researcher assumed Multicollinearity was not a problem.

Assumption 4: Normality

This assumption can be tested through histograms of the standardized residuals (Stevens, 2009). Histograms are bar graphs of the residuals with a superimposed normal curve that showed distribution. In this case, as indicated in (Annex 4), mission variable curves are left skewed distribution, this implies that the respondent's response fall under agree and strongly

agree category, whereas, the involvement, adaptability and consistency graph showed relatively equal distribution on both sides. So, the residuals are normally distributed and the assumption was satisfied for the two independent variables.

Assumption 6: There are no influential cases biasing the Model

Significant outliers and influential data points can place excessive influence on the model, making it less representative of the data as a whole. To identify any particular influential data points, the Cook’s Distance statistic for each participant would be measured. Any values over 1 are likely to be significant outliers, which may place undue influence on the model.

The survey result indicates in (annex 6) that the Cook’s Distance is between 0.00 and 0.46, suggesting that there are no influential cases biasing the study model. In conclusion, the independent and dependent variables met almost all of the assumptions which indicate that the model the researcher got for a sample can be accurately applied to the population of interest. That means the coefficients and parameters of regression could be said to be unbiased (Field, 2006).

4.5.2 Linear Regression

Analysis of Variance (ANOVA)

Table 4.9 Overall Model Fit of the Regression Model (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.407	4	11.852	231.080	.000 ^b
	Residual	7.642	149	.051		
	Total	55.049	153			
a. Dependent Variable: effectiveness						
b. Predictors: (Constant), mission, adaptability, involvement, consistency						

Source: OwnSurvey,2020

The key purpose of ANOVA test is to show whether the model is significantly better at predicting the dependent variable or using the means. Accordingly, Table 4.9 indicates that the ANOVA is significant (F=231.080, df (regression) = 4, df (residuals) = 149, Sig<0.05). This shows that organizational culture dimensions of involvement, consistency, adaptability, and missions assessment cultures has statistically significant role on organizational effectiveness of the Addis Ababa fistula hospital which indicates the predicator variables is significant relationships of organization culture and organizational effectiveness.

Hence, it can conclude that at least one of the four independent variables can be used to model organizational effectiveness towards organizational culture in this study.

4.4.2 Multiple Linear Regression Analysis

Table 4.10 Model Summary with Predictors

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 ^a	.553	.550	.40220
a. Predictors: (Constant), organizational culture				
b. Dependent Variable: effectiveness				

Source: OwnSurvey,2020

Multiple linear regression is the most common form of the regression analysis. As a predictive analysis, multiple linear regression is used to describe data and to when observing the sum effects of the predictors (Involvement, Consistency, Adaptability and Mission) on employee performance (table 4.10) above, they have able to explain the increase of organizational effectiveness by 55.0%. Similarly, while reviewing the empirical finding made by Mohammed (2019), 37.8% of the organizational culture was able to influence organizational effectiveness.

The relative contribution of each of the different variables can easily be compared by taking the beta value under the standardized coefficients. The higher the beta value, the strongest its contribution becomes. From the table 4.10 below, a two-tail test at 95% confidence level($\alpha=0.05$) showed that the positive beta values suggesting a positive influence of the independent variables on the dependent variable.

Table 4.11 Multiple Regression Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.116	.137		.852	.395	-.154	.386
	involvement	.108	.043	.115	2.511	.013	.023	.194
	consistency	-.105	.037	-.133	-2.875	.005	-.178	-.033
	adaptability	.893	.040	.884	22.317	.000	.814	.973
	mission	.088	.032	.102	2.755	.007	.025	.151

a. Dependent Variable: effectiveness

Source: Own Survey, 2020

Accordingly, the regression constant value showed that when the independent variables (involvement, consistency, adaptability and mission culture) are constant at zero, the organizational effectiveness would be at beta value of 0.116. While considering the degree to which the independent variables affect the dependent variable, the standardized coefficient results of adaptability showed that (Beta=.884; $P < 0.01$) makes the strongest unique contribution to explain the dependent variable in which the results revealed that, a one unit increase or positive change in adaptability would lead to a 0.884 unit increase in the level of organizational effectiveness, followed by involvement (Beta=.115, Sig.013 and $P > 0.01$) and mission (Beta=.102, Sig.007 and $P < 0.01$), which indicates that a one unit change in the dependent variable will bring a 0.115 and 0.102 unit increase respectively in organizational effectiveness but on the involvement p is greater than 0.01 which is insignificant coefficient. Hence, it is implying that adaptability and mission have a significant effect on organizational effectiveness and able to explain the changes in increase of organizational effectiveness by 88.4% and 10.2, respectively.

On the contrary, the consistency culture ($\beta = -0.133$, sig. 005, $p < 0.05$) hence, which has a negative effect on the dependent variable. This may indicate that their level of impact on organizational effectiveness was somewhat weak in the context of AAFH's culture practices as compared to the other three dimensions i.e. adaptability, involvement and mission.

4.6 Testing Hypothesis with Regression analysis

Hypothesis is simply an educated and testable guess about the answer to your research question. A hypothesis is often described as an attempt by the researcher to explain the phenomenon of interest. Those hypotheses are the researcher's attempt to explain the phenomenon being studied, and that explanation should involve a prediction about the variables being studied. These predictions are then tested by gathering and analyzing data, and the hypotheses can either be supported or refuted (falsified) on the basis of the data. Accordingly, the four hypotheses which were developed earlier in chapter two were tested based on the regression coefficient data.

Table 4.12 Summary Result of Regression Analysis

Model	Beta	Statistical Significance
Organizational culture(overall)	.744	.000
Involvement	.115	.013
Consistency	-.133	.005
Adaptability	.884	.000
Mission	.102	.007

Source: survey data, 2020

Hypothesis 1

H1: Adaptability has significant relationship and effect on organizational effectiveness:

The regression coefficient result of consistency dimension in Addis Ababa fistula hospital was indicated as ($\beta=0.884$, $P<0.01$ as Sig.000), which implies that 88.4% of increase in organizational effectiveness is due to the change in the Adaptability culture, assumed all other variables are being constant, which entails that Adaptability culture dimension has significant relationship and effect on organizational performance, therefore, the Hypothesis 1 is accepted.

Hypothesis 2

H1: mission has significant relationship and effect on organizational effectiveness:

The mission regression coefficient result was defined with ($\beta=.102$, $P<0.01$, sig..007), which infers that 10.2% of increase in organizational effectiveness is explained or justified by due to the changes in mission culture dimension, and 89.9% increase on the variable is explained by other factors not included in this study, therefore, the Hypothesis 2 is accepted.

Hypothesis 3

H:1 involvement has significant relationship and effect on organizational effectiveness:

The regression coefficient result of involvement culture dimension was denoted as ($\beta = .115$, $P>0.01$, as Sig .013) and in this relation, involvement culture could only able to explain the dependent variable with 11.5% which is insignificant and also the significance coefficient i.e. .013 is above the p value of 0.01. Thus, we can conclude from the results, the hypothesis 3 has been rejected.

Hypothesis 4

H:1 consistency has significant relationship and effect on organizational effectiveness:

The result on the above (table 21) shows that the existing consistency culture dimension of the hospital has a Beta coefficient with ($\beta = -.133$, $P < 0.01$, sig..005), and it is interpreted as which is negative effect on organizational effectiveness. the p value is less than 0.01, hence, however, Hypothesis 4 is rejected.

Table 4.13 Summary of Tested Hypothesis

No.	Developed Hypothesis	Test Result
1	Adaptability has significant relationship and effect on organizational effectiveness	Accepted
2	Mission has significant relationship and effect on organizational effectiveness	Accepted
3	Involvement has significant relationship and effect on organizational effectiveness	Rejected
4	Consistency has significant relationship and effect on organizational effectiveness	Rejected

Source: Own Survey, 2020

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings

The findings derived from the data analyzed by using descriptive statistics, correlation and regression are presented below:

- From the arithmetic mean values generated by the descriptive statistics, it shows that Involvement (M=3.52; SD=1.08), Consistency (M=3.65; SD=1.1), Adaptability (M=3.76; SD= 0.9) and the Mission culture (M= 4.05; SD=0.9) are all above average score. From this we can understand that employees of AAFH are moderately agreed or satisfied with the existing practice of organizational culture. Among the four-culture dimension, Mission has got the highest culture (M=4.05; SD=0.9), followed by Adaptability, Consistency and, involvement respectively.
- The Consistency culture dimension demonstrated that the three sub cultures: core values (M=3.37; SD=1.15), agreement (M=3.79; SD=1.12) and coordination and Integration (M=3.7; SD=1.02) could able to get on average similar feelings and perceptions of employees, this implies there is a well and good understanding about the existing practice of consistency culture within the hospital.
- Regarding involvement culture, it has got the lowest mean score among the four dimensions, the practice of employee empowerment and team orientation sub components has got the medium mean score, however, as compared to its category, Capability development has got lower mean score, particular responses given to the existence of the hospital is constantly working on developing its employee's capability. (M= 2.57; SD=1.028) has got the lowest mean score in the category. this can imply that there is a gap on provision of training and development of employees' skill and knowledge.
- The Mission Culture has got the highest mean score of (M=4.05, SD=0.9), which also indicates that it is very important culture within the hospital according to the perception of employees.
- The organizational commitment variable has got a highest mean score of (M=4.13, SD=0.83) but moderate response variations were also revealed. For instance;

questions asked about having the psychological strength to the linkage of each member to the Authority. But generally organizational commitment is good linkage with their effectiveness in AAFH.

- The employee satisfaction variables have got moderate mean score ($M=3.58$, $SD=1.01$), also lowest response variations were also revealed. For instance; the first item was to rate the degree in which AAFH human resource strategy focus on developing skills, majority of the respondent feeling was moderate, therefore it shows that there is a gap in working on employee motivation and commitment in AAFH.
- From the person correlation analysis; organizational effectiveness was found to have a strong positive correlation with the adaptability dimension ($r=0.919$, $p<0.01$), followed by moderate positive correlation with the three remaining organizational culture dimensions: Involvement dimension with ($r=0.579$, $P<0.01$), consistency with ($r=0.517$, $P<0.01$) and Mission ($r=0.493$, $P<0.01$). From this correlation, it can be inferred that adaptability, involvement, consistency and mission culture dimensions have a positive correlation with organizational effectiveness.
- The regression coefficient result of adaptability dimension in Addis Ababa fistula was indicated as ($\beta=0.884$, $P<0.01$), implying an 88.4% of increase in organizational effectiveness is due to the change in the adaptability culture practices, which entails that adaptability culture dimension has a positive relationship and significant effect on organizational effectiveness; therefore, the Hypothesis (H1) is accepted.
- The mission regression coefficient result was defined with ($\beta=0.102$, $P<0.01$), which infers that 10.2% of increase in organizational effectiveness is explained or justified by due to the changes in adaptability culture dimension, and 89.9% increase on the variable is explained by other determinant factors, therefore, the Hypothesis (H2) is accepted.
- Involvement culture dimension of the hospital has a Beta coefficient with ($\beta = 0.115$, $P>0.013$), as the significance coefficient is greater than 0.01, hence, the Hypothesis (H3) is rejected.
- consistency culture dimension of the hospital has a Beta coefficient with ($\beta = -.133$, $P<0.01$, sig..005), and it is interpreted as which is negative effect on organizational effectiveness. the p value is less than 0.01, however, Hypothesis 4 is rejected.

5.2. Conclusions

Based on the findings of this study a number of conclusions can be drawn. The major objective of this study was to investigate the effects of the organizational culture dimensions on the organizational effectiveness in AAFH. The results indicated that three variables of Organizational culture (Adaptability, Mission and Involvement) have positively related with organizational effectiveness but consistency have a negative related with organizational effectiveness. With this objective in mind, a lot of descriptive statistical tools, correlation and regression analysis were used.

Accordingly, the regression analysis on the involvement culture showed insignificant in affecting the organizational effectiveness and this was also inferred by the descriptive analysis and the perception of employees inferred the existing gaps within the hospital particularly the provision of autonomous power and involvement employees in decision making practice and availability of spreading timely information to employees have reflected some inefficiencies in this area, moreover, the position of the hospital in terms of developing the employee's capability was also depicted as a wider gap.

With respect to adaptability culture, new and improved ways of doing works was adopted in a continuous manner in AAFH and also innovation and risk-taking practices are encouraged and rewarded as well. According to the employees' perception on the customer focus culture index, there was not variations in their level of understanding about what really customers need from their output. Hence, creating change, customer focus and organizational learning are the components of adaptability culture hospital was paid good attention.

Based on the descriptive data, the mission culture had got a significant favorable response and its mean value was the highest among the four culture dimensions, however, while looking into its correlation matrix value, it was the lowest from the group and also repeated in the regression analysis i.e. the Beta coefficient was depicted significant by 10.2% effect on organizational effectiveness.

Also consistency culture based on descriptive statistical data there was a significant response and its mean value was moderate among the other cultural dimensions however looking and its Beta coefficient was a negative effect on organizational effectiveness and from this it can be deduced that there was a gap in the vertical and horizontal integration of the culture

components of core value, agreement and coordination and integration with the organizational effectiveness within AAFH. hence consistency culture dimensions need the hospital bold attention as its existence relies on proactively responding to employee agreement, there core value and coordination and integrations changes in the hospital environment.

5.3. Recommendations

In this section, some important suggestions were made on the basis of the findings of the study. One important aim of this research was to reveal the organizational culture practice of the AAFH. In general, the result of same study has shown that organizational culture practice in the AAFH is not to the required level so as to attain its strategic vision of being a radiant and trust worthy hospital in excellence. In order to meet its vision, its organizational culture practice should be grown. Therefore; the recommendations have been forwarded for the management and for Employees accordingly.

For the Management

- Women empowerment and mission assessment and developmental work force must be appreciated and upgraded in order to reach high achievement of goals and objectives
- The hospital's management should develop an intervention strategy for employee's capability development though planned developmental programs are advisable to enhance employees' skill, knowledge and behavior.
- Managers in AAFH should emphasize involvement practices. Because if high levels of involvement and participation are needs practiced in AAFH, it will create a sense of ownership and responsibility for employees. Out of this ownership grows a greater commitment to an organization and a growing capacity to operate under conditions of greater autonomy. Increasing the input of organizational members is also seen as increasing the quality of decisions and their implementation.
- This study also found that the organizational culture practices and Organizational effectiveness level have shown a great variation among work units and departments of the hospital. This will give an opportunity to make hospital wide cultural audit and locating the areas where the top management bodies should intervene to improve organizational culture practices and organizational effectiveness and hence; will able

to capture the full picture of what its existing culture looks like and for its subsequent development of organizational culture strategies.

- Since Adaptability culture has a dominant contribution towards organizational effectiveness, the hospital is advised to maintain its Adaptability culture through developing the key management tools like; implementation of communication strategy, creating change, customer focus and organizational learning to bring Adaptability work practices for all the functions of its departments so that all work together well to achieve common goals.
- Since consistency culture has no contribution towards organizational effectiveness, the hospital should design to maintain its consistency culture through developing the key management tools like; implementation of corporate governance, company policies and procedures, managing risk and compliance, developing internal employee guideline, building company's code of conduct to bring consistent work practices for all the functions of its departments so that hospitals should give special attention to this consistency culture dimensions
- In terms of the regression analysis, the involvement culture's Beta coefficient ($\beta=0.115$; Sig.0.013) its contribution to organizational effectiveness is weak or having insignificant effect on organizational effectiveness would have a paramount implication especially when the hospital boldly dictates its involvement culture as to develop a motivated and qualified human resource with the highest ethical standard. If this is the case, the management should focus more on the adherence to the organization's involvement by making sure that those in leadership positions are conversant with the organization's involvement so as to be able to pass it down to their subordinates.
- The contribution of organizational culture dimensions could able to explain 55.0% changes in organizational effectiveness. This implies that 45% of the influence made to organizational effectiveness is made by other determinant factors which are related to organizational effectiveness. So, the hospital should consider those influential factors such as job satisfaction, leadership style, motivation, salary and benefits as it will later improve employee performance and organization effectiveness in a comprehensive manner.
- The hospital is also advised to create a system not only measures the individual performance achievement, but also a system that is committed for promoting team

culture and also reward employees who own and practice those desired values and attributes.

For Employees

- In order to enhance the culture of high involvement such as: exercising autonomous power, accepting challenging assignments, participating in decision making, building self-managed work teams and ability to manage own work, take initiatives to prepare learn and share sessions at particular interval and experience sharing on best fit practices will maximize the employees' capability in every corner and build the confidence of employees' belongingness for realization of both short term and long term organizational goals.
- Moreover; so as to keep the agreement culture up, employees should develop effective communications with their supervisor about targets, achievements, getting regular feedback and coaching on performances achievements and gaps will have a positive impact on the organizational effectiveness level which will ultimately to increase the organization productivity.

5.4 Future Research Directions

The future researchers can expand the sample to study about the impact of organizational

culture on organizational effectiveness, to get a broader idea about the impact and/or relationship as well as to protect the generality of the findings. The following recommendations are forwarded;

- The study of the research is confined with only one organization and even with limited sample size; therefore, future researchers should also make their researches in different hospitals and other different organizations in order to broaden empirical evidences in the area.
- Future researchers can also apply various types of organizational culture models formulated by different authors other than the Denison model; therefore, their perspectives regarding organizational culture will be widened.

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Annexes

ANNEX 1

St. Mary's University

School of Graduate Studies

Department of MBA – General Management

Questionnaire to be filled by employees of the Addis Ababa fistula hospital.

Dear Respondent:

I am a Masters student of Master of Business Administration Program at St. Mary's University School of Graduate Studies. As part of my Master's Degree requirement, I am expected to successfully conduct a research paper on a relevant topic in my area of concentration. The aim of this research study is to investigate "**The effect of Organizational Culture on organizational effectiveness in case of Addis Ababa fistula hospital.**".

Therefore, this questionnaire is designed to get the relevant information for the current study and used only for academic purpose. Hence, your responses will be treated with the confidentiality it deserves. To maintain anonymity, I request that you DO NOT write your names on the questionnaire. Please take into consideration that the soundness and the validity of the findings will highly depend on your genuine responses.

Therefore, I kindly request you to spend some of your valuable time (10-15 minutes) to complete this questionnaire to the best of your knowledge.

Yours Sincerely;

Tigist Tesfaye

Masters Student

Part I. Information about Demographic Data

1. Gender Male Female

2. Age 18-27 28-37 38-47 48 and above

3. Marital Status Single Married Divorce Widow

4. Educational Qualification

BA/BSC MA/MSC PhD if any, please specify _____

5. Year of service in the organization

2-5 years 6-10 years 11-15 years above 15 years

6. Employment Group

Management Non-Management

Part II. To assess Organizational Culture of within your Organization.

This part of the questionnaire consists of items taken from the Organizational Culture Denison Model. The main purpose of the instrument is to assess four dimensions of organizational culture in your organization i.e. Consistency, Involvement, Adaptability and Mission. Evaluate to what extent each statement fits the culture of your organization. Use the following rating scale, and put “√” mark for each rating. 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree

I. Questionnaires on Organizational Culture

Please indicate with a tick mark (√) the extent to which you agree or disagree with the following statements by using the scale of 1-5 where; 1 for Strongly Disagree (SD), 2 Disagree (D), 3 Neutral (N), 4 Agree (A) and 5 Strongly Agree (SA).

S.N	Questions by organizational culture					
	Dimension					
	Involvement					
I.	Empowerment	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
1	In my opinion, most of employees are highly involved in their work in Addis Ababa fistula hospital (AAFH).					
2	My organization gives me the authority and ability to manage my own work.					
3	Information is widely shared within AAFH so that everyone in the hospital can get the information he or she needs when it's needed.					
4	Everyone in AAFH believes that he or she can have a positive impact on their work contributes					
5	My organization grants me greater autonomy and involves me in decision making.					
II.	Team Orientation	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)

6	My organization places much value on employees working cooperatively towards the common goals of the organization.					
7	I believe that cooperation is well practiced in AAFH while I perform my duties.					
8	In my opinion, the hospital's norms encourage cooperation, teamwork, and participation.					
9	In AAFH, I feel like I am part of a team.					
10	I believe that works are organized so that each employee can see the relationship between his or her job and the goals of the organization.					

III	Capability Development	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
11	My organization (AAFH) develops its employee's human capability at all levels.					
12	I agree that the hospital is constantly working on developing its employee's capability.					
13	The hospital has a direction on making continuous investment in the skills of employees.					
14	I believed that capabilities of employees within the hospital are viewed as an important source of competitive advantage.					
consistency						
IV	Core Values	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
15	The hospital's core values are shared among the majority of its members.					
16	My supervisor always shows me in practice what she/he is saying in words.					
17	The hospital has a clear and consistent set of values that dictates the way I do my work.					
18	There is an ethical code that guides my behavior and tells the right and the wrong.					
V	Agreement	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
19	Different departments and division of my hospital are able to work together well to achieve common goals.					
20	I think the hospital has a strong organizational culture.					
VI	Coordination & Integration	5	4	3	2	1

		(SA)	(A)	(N)	(D)	(SD)
21	As an employee, I am given assignments that are consistent with my strengths, interests and opportunities.					
22	The hospital's approach to doing business is very consistent and predictable.					
23	There is good alignment of team goals with the hospital's Strategic objective, mission and vision.					
Adaptability						
VII	Creating Change	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
24	The way things are done in AAFH is very flexible and easy to change.					
25	The hospital responds well to competitors and other changes in the business environment.					
26	New and improved ways of doing works are continually adopted in AAFH.					
VIII	Customer Focus	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
27	Customer comments and recommendations often lead to changes.					
28	Customer input directly influences our decisions.					
29	All members in AAFH have a deep understanding of customer wants and needs.					
IX	Organizational Learning	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
30	We view failure as an opportunity for learning and improvement.					
31	Innovation and risk taking are encouraged and rewarded.					
32	Learning is an important objective in our day-to-day work.					

		Mission				
X	Purpose and Direction/Strategy/	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
33	There is a clear mission that gives meaning and direction to our work in AAFH.					
34	There is a clear strategy for the future in AAFH.					
XI	Goals & Objectives	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
35	In AAFH there is widespread agreement about goals.					
36	We continuously track our progress against our stated goals.					
XII	Vision	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
37	I have shared the vision of what the hospital will be like in the future.					
38	The hospital's vision creates excitement and motivation on my work performance.					

Part III To assess the organizational effectiveness

This part of the questionnaire examines the overall effectiveness of AAFH based on the two indicators of effectiveness. besides, the extent the organizational culture affects the organization's effectiveness is examined.

ANNEX 2

Please indicate with a tick mark (√) the extent to which you agree or disagree with the following statements by using the scale of 1-5 where 1 for Very Poor (VP), 2 Poor (P), 3 Good (G), 4 Very good (VG) and 5 for Excellent (E).

I.	EMPLOYEE SATISFACTION	5	4	3	2	1
		(VP)	(P)	(G)	(VG)	(E)

1	The degree to which the human resource strategy focus on developing skills.					
2	Ensuring motivation and commitment in AAFH.					
3	The management effort in order to supply employees' expectation.					
4	General emotional state of employees regarding with motivation.					
5	Employees' willingness to contribute to the authority's success.					
6	Effective consumption of time by employees in AAFH.					
II.	ORGANIZATIONAL COMMITMENT	5	4	3	2	1
		(VP)	(P)	(G)	(VG)	(E)
7	The psychological strength to the linkage of each member to the Authority.					
8	Employees commitment to the organization in various situations.					
9	Employees feeling to continue employed in the organization.					
10	Employees willingness to obey organizational rules and regulation.					
11	Employees accurateness to perform organizational tasks.					
12	Employees avoidance to hinders that create mental escape from the work environment.					

ANNEX 3

St. Mary's University

School of Graduate Studies

Department of MBA – General Management

Interview with Middle management members of Addis Ababa fistula hospital.

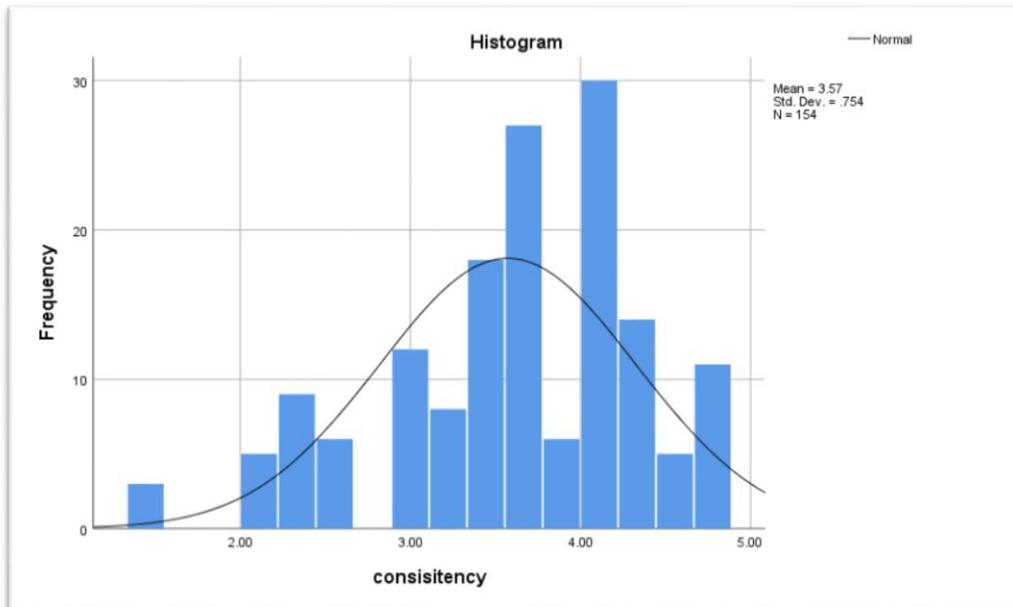
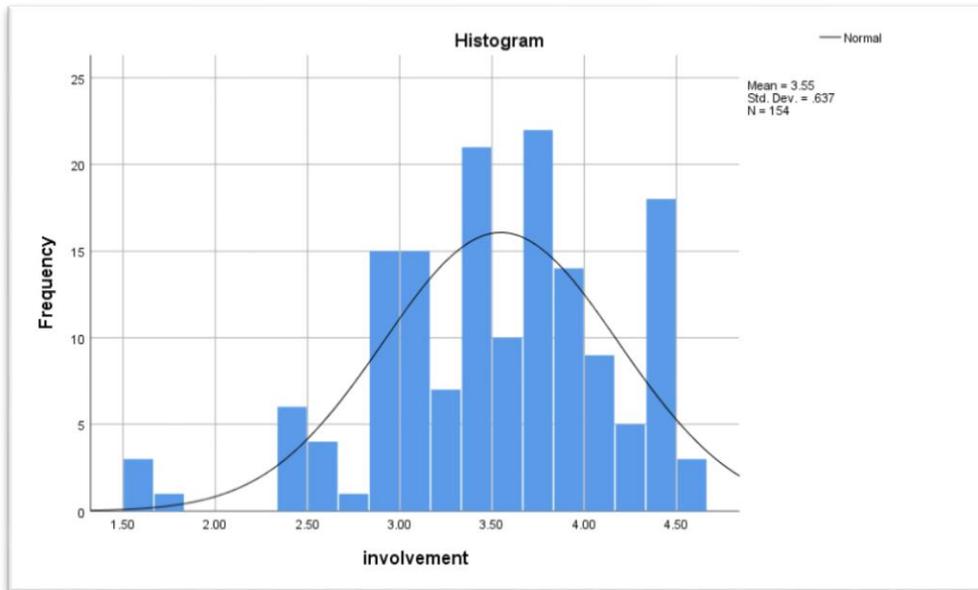
This interview questions are designed for managers and directors within different departments. The purpose of preparing this interview questions is with the assumption that a better and open responses will be given and the reliability of the data and quality may be enhanced.

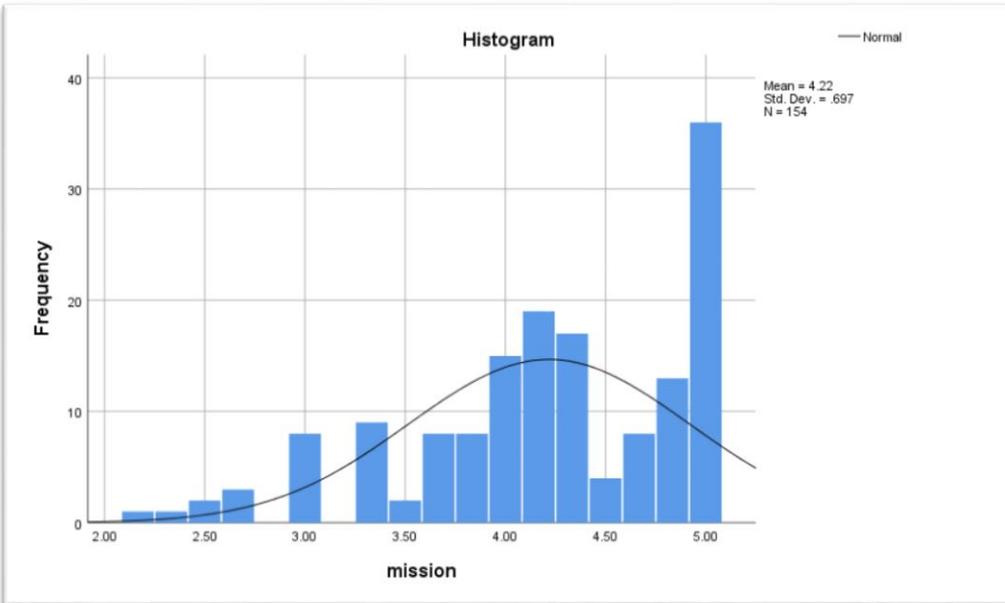
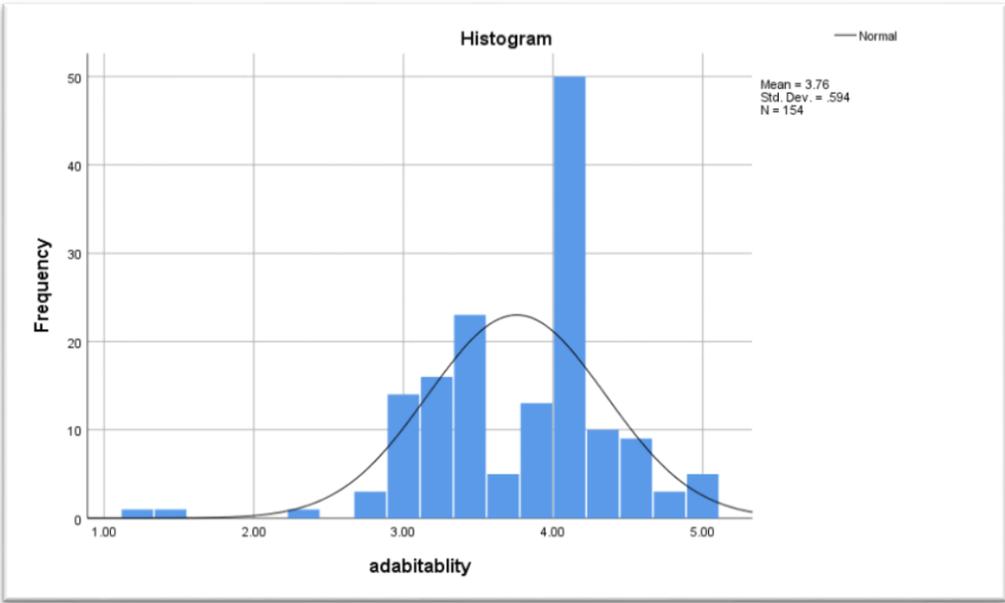
Questions

1. What do you understand about organizational culture?
2. How do you explain the existing organizational culture with respect to the organizational culture dimensions: Consistency, Adaptability, Involvement and Mission?
3. What are the most important characteristics of organizational culture which are highly emphasized in AAFH?
4. How do you perceive the relationship between organizational culture and organizational effectiveness? Why?
5. Based on experience on the organization, which cultural variables have direct impact on effectiveness?

ANNEX 4

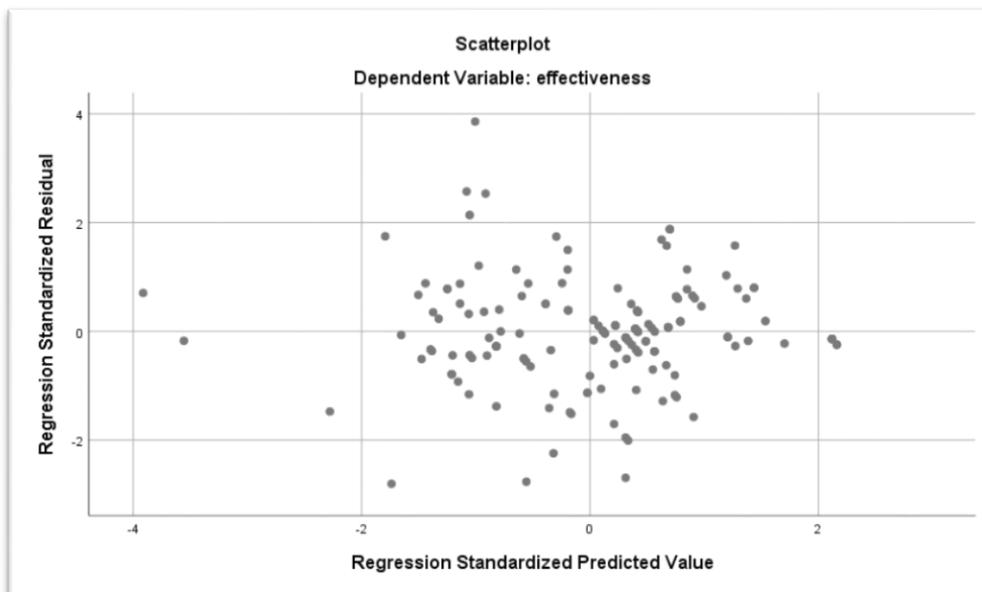
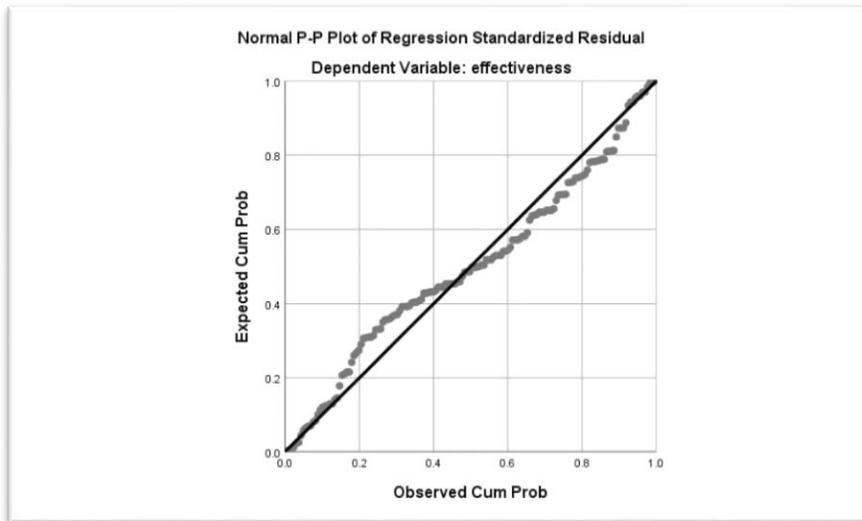
Normality Test

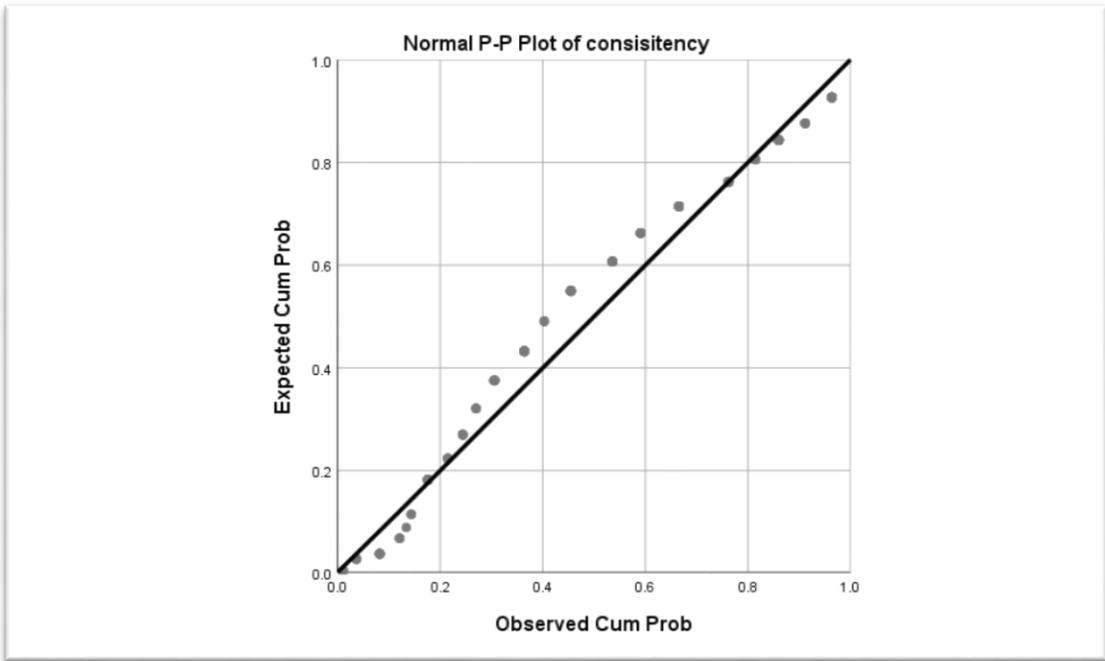
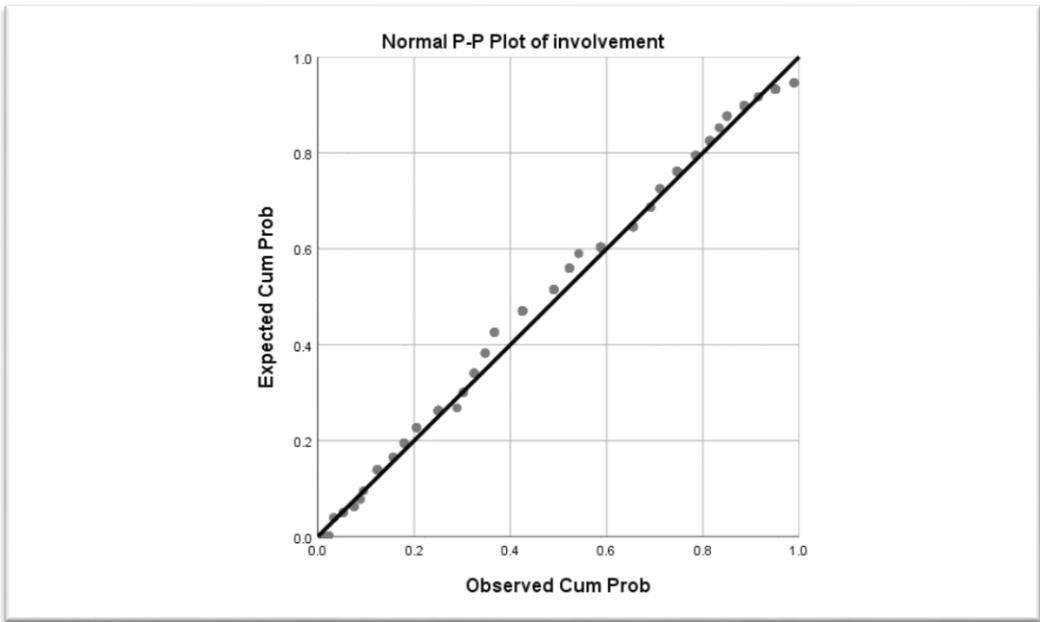


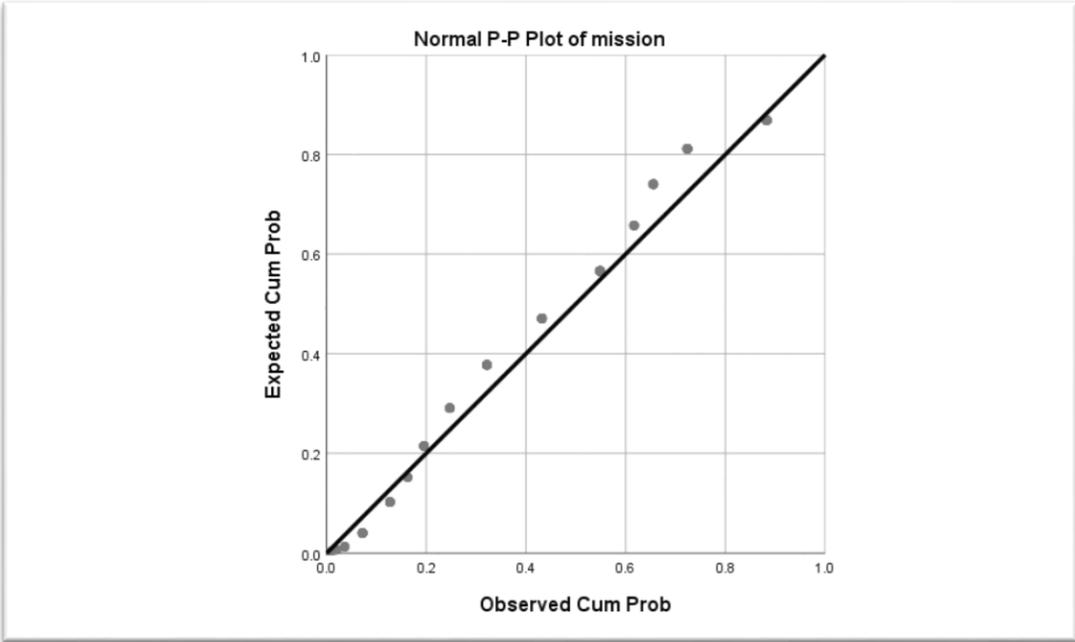
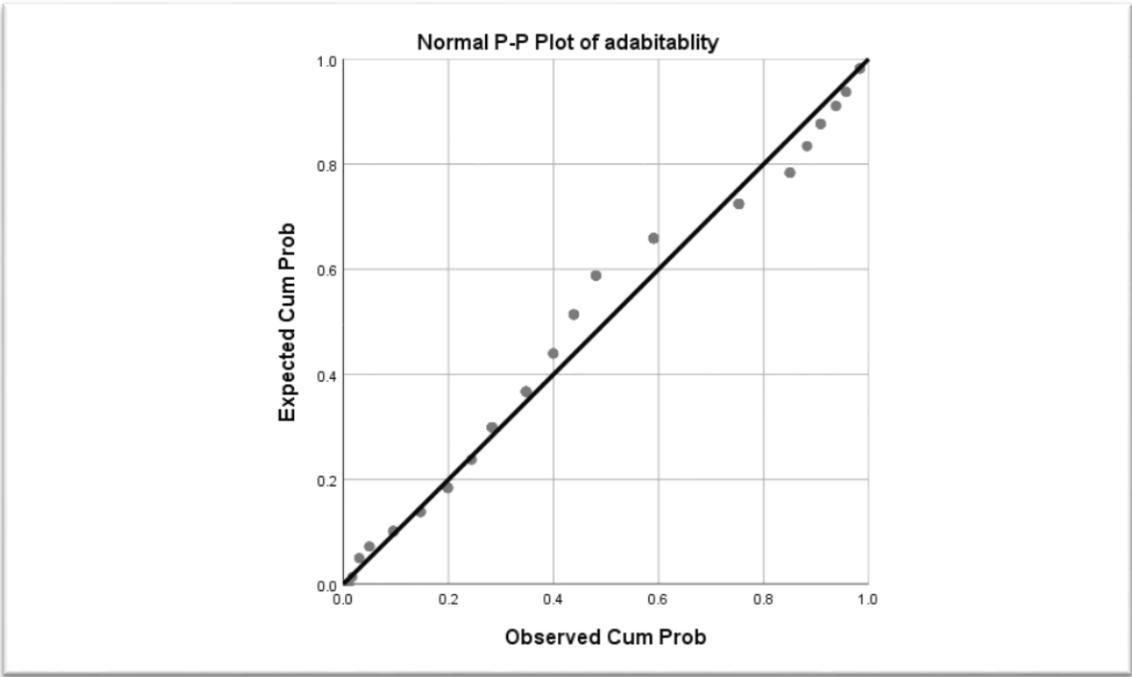


ANNEX 5

Residual Test







ANNEX 6

Cook's Distance

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.6739	5.0550	3.8523	.55664	154
Std. Predicted Value	-3.913	2.161	.000	1.000	154
Standard Error of Predicted Value	.021	.095	.039	.013	154
Adjusted Predicted Value	1.6395	5.0572	3.8526	.55712	154
Residual	-.63430	.87424	.00000	.22349	154
Std. Residual	-2.801	3.860	.000	.987	154
Stud. Residual	-2.912	3.904	-.001	1.004	154
Deleted Residual	-.68547	.89422	-.00036	.23119	154
Stud. Deleted Residual	-2.988	4.107	.000	1.017	154
Mahal. Distance	.291	26.131	3.974	3.811	154
Cook's Distance	.000	.137	.007	.016	154
Centered Leverage Value	.002	.171	.026	.025	154

a. Dependent Variable: effectiveness

ANNEX 7

Multicollinearity test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.116	.137		.852	.395	-.154	.386	.443	2.256
	involvement	.108	.043	.115	2.511	.013	.023	.194	.438	2.282
	consistency	-.105	.037	-.133	-2.875	.005	-.178	-.033	.593	1.686
	adaptability	.893	.040	.884	22.317	.000	.814	.973	.675	1.481
	mission	.088	.032	.102	2.755	.007	.025	.151		
a. Dependent Variable: effectiveness										