



ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES

THE EFFECT OF ORGANIZATIONAL CULTURE ON THE PRODUCTIVITY:  
THE CASE OF SUPER DOBLE "T" GENERAL TRADING

BY  
SELAMAWIT ALEBACHEW

May, 2022  
Addis Ababa, Ethiopia

**THE EFFECT OF ORGANIZATIONAL CULTURE ON THE PRODUCTIVITY:  
THE CASE OF SUPER DOBLE “T” GENERAL TRADING**

**BY**

**SELAMAWIT ALEBACHEW**

**A THESIS SUBMITTED TO St. MARY’S UNIVERSITY, SCHOOL OF GRADUATE  
STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION**

**MAY, 2022  
ADDIS ABABA, ETHIOPIA**

## **Declaration**

Here with I, declare that, this paper that is prepared for the partial fulfillment of the requirements for Master's Degree in Business Administration entitled” The Effect of Organizational culture on the productivity of Super Double “T” General Trading” is prepared with my own effort. I have made it happen independently along with the advice and guidance of my advisor.

Selamawit alebachew

---

Signature & Date

St. Mary's University, Addis Ababa

May, 2022

## **ENDORSEMENT**

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

Aderaw Gashaye (PHD)

---

Signature

St. Mary's University, Addis Ababa

St. Mary's University  
School of Graduate Studies

THE EFFECT OF ORGANIZATIONAL CULTURE ON THE PRODUCTIVITY TIME  
AT SUPER GENERAL TRADING PLC

APPROVED BY BOARD OF EXAMINERS

\_\_\_\_\_

Dean, Graduate Studies

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

\_\_\_\_\_

Advisor

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

\_\_\_\_\_

External Examiner

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

\_\_\_\_\_

Internal Examiner

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

## **ACKNOWLEDGEMENTS**

First, I would like to express my gratitude to almighty God for his abundant grace that I am able to be what I am today. Without the grace of God all this would have remained only dream.

Next, I am deeply indebted to my advisor, Aderaw Gashaye really for his professional guidance, unreserved comments, patience, fruitful discussions, encouragement and excellent advice from the beginning to the completions of this study.

Finally, yet importantly, I am grateful to all respondents of Employees of super Double T general Trading PLC who extended a helping hand and giving me necessary information, materials and resources that were paramount for this research work Special thanks are due to the owner of Super Double T General Trading PLC Ato Tsegaye Debebe to permit to study about the company and all other friends deserve so many thanks!!!

## **ABSTRACT**

*The study mainly focused on studying the relation between organizational culture and organizational productivity and the effect that organization culture has on productivity of Super Double T General Trading PLC (SDTGT). Therefore, this research investigates how organizational productivity can be reflected through organizational culture. The research used mixed method of quantitative and qualitative approaches. The target population of this research was 872 employees out of which 125 employees were taken as a sample using stratified sampling method and to classify the overall population into four main strata. These strata are Rodas paint, Super fiber, Pome marble and Administration. Proportion to population size method was used to distribute the sample in each stratum. The data collected by questionnaires those have been contain 48 questions among them 8 question are open ended questions. The Data was analyzed through descriptive statics (percent, frequency, mean and standard deviation) correlation and linear regressions using SPSS (Statistical Package for Social Sciences) version 20 software. The research findings revealed that the high level of SDTGT, in effective customer based service, achieving satisfaction of employees, high performance of finance and growth and also high commitment of organization. According to the result of regression analysis the major cultural element of SDTGT was Involvement and Consistency. The effect of organizational culture on organizational productivity indicated by the level of correlation coefficient of each dimension of organizational culture the relationship with organizational productivity has been positive relationship. To increase the company productivity more the researcher recommended the leaders more concentrate on one of the indicators of organizational productivity which is organizational commitment and under the dimensions of organizational culture.*

**Keywords:** *organizational culture and Organizational Productivity.*

## **Table of content**

<b>Declaration</b> .....	I
<b>ENDORSEMENT</b> .....	II
<b>ACKNOWLEDGEMENTS</b> .....	III
<b>ABSTRACT</b> .....	IV
<b>LIST OF FIGURES</b> .....	VIII
<b>LIST OF TABLES</b> .....	IX
<b>CHAPTER ONE</b> .....	1
<b>INTRODUCTION</b> .....	1
1.1 Background of the Study .....	1
1.2 Statement of the Problem .....	2
1.3 Research Questions .....	3
1.4 Objectives of the Study .....	3
1.4.1 General objective .....	3
1.4.2 Specific Objective .....	3
1.5 Significance of the Study.....	3
1.6 Scope of the Study.....	4
1.7 Limitation of the Study.....	4
1.8 Organization of the Study.....	5
1.9 Operational definition of terms .....	5
<b>CHAPTER TWO</b> .....	6
<b>LITERATURE REVIEW</b> .....	6
2.1 INTRODUCTION .....	6
2.2 Theoretical Literature Review .....	7



2.2.1 Definition of Organizational productivity	7
2.2.2 Definition of Organizational culture	8
2.2.3 Theories of Organizational Culture	9
2.2.4 Sources of an Organizational Culture	10
2.2.5 Types of organizational culture	11
2.2.6 The importance of organizational culture	13
2.2.7 The indicators to measure Organizational productivity.	15
2.3 Empirical review .....	16
2.4 CONCEPTUAL FRAMEWORK.....	18
2.4. Research Hypothesis .....	19
<b>CHAPTER THREE.....</b>	<b>20</b>
<b>RESEARCH DESIGN AND METHODOLOGY.....</b>	<b>20</b>
3.1 Research Design	20
3.2. Research Approaches	20
3.3 Population, sample size and sampling techniques	20
3.4 Types and Source of Data	21
3.5 Method of data collection	21
3.6 Method of data analysis and presentation	22
3.7 Ethical consideration	22
<b>CHAPTER FOUR .....</b>	<b>23</b>
<b>DATA PRESENTATION, ANALYSIS AND INTERPRIETATION .....</b>	<b>23</b>
4.1 Introduction	23
4.2 Descriptive Analysis	23
4.2.3 Characteristics of organizational culture in SDTGT.	32
4.3 Correlation Analysis	40
4.4 Regression Analysis	42
4.5 Summary of the results	44

4.6 Hypothesis Testing	44
<b>CHAPTER FIVE</b> .....	45
<b>FINDINGS, CONCLUSIONS AND RECOMMENDATIONS</b> .....	45
5.1. CONCLUSION	46
5.2. Recommendation	47
<b>APPENDIX</b> .....	<b>Error! Bookmark not defined.</b>
<b>REFERENCE</b> .....	49
<b>QUESTIONNARY</b> .....	53

## LIST OF FIGURES

Figure 2. 1 The Conceptual framework on organizational culture and organizational productivity.....	18
Figure 3. 1 The Determination of sample size of each stratum.....	21
Figure 4. 1 Departments in which respondents belong. ....	25
Figure 4. 2Level of Productivity in SDTGT .....	32
Figure 4. 3 Thee Characteristics of organizational culture of SDTGT .....	40

## LIST OF TABLES

Table 3. 1. The Determination of sample size of each stratum .....	21
Table 4. 1 Personal Background of respondents (Demography) .....	24
Table 4. 2 The Level organizational productivity in SDTGT .....	26
Table 4. 3. Organizational Commitment .....	27
Table 4. 4 Employee Satisfaction.....	28
Table 4. 5 Financial and Growth Performance.....	30
Table 4. 6 Descriptive Statistics .....	31
Table 4. 7 Involvement.....	32
Table 4. 8 Consistency .....	35
Table 4. 9 Adaptability .....	37
Table 4. 10 Mission Assessment .....	38
Table 4. 11 Descriptive Statistics .....	39
Table 4. 12 Correlation of Cultural Dimensions .....	41
Table 4. 13 Correlation between organizational culture and productivity. ....	41
Table 4. 14 Model Summary .....	42
Table 4. 15 Coefficients a.....	43
Table 4. 16 Summary of Tested Hypothesis .....	44

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Organizational culture is the environment of the organization- how it perceives, thinks, feels about, and responds to situations affecting its purpose, program, and the way it is run. Organizational culture is based on the history, important ideas, experiences, traditions, and language shared by members of the organization (Kenny, 2012). When members feel and act in similar ways and hold common assumptions, their shared patterns of thoughts and behavior give meaning and stability to the organization.

The principal competitive advantage of successful organizations is their culture. Its study is a major constituent of organizational development that is, the process through which an organization develops its internal capacity to be the most effective it can be in its work and to sustain itself over the long term (Weber Y, 2014).

Organizational culture has a strong impact on organization and management, which emerges from its nature and its content. Organizational culture is defined as a system of assumptions, values, norms, and attitudes, manifested through symbols which the members of an organization have developed and adopted through mutual experience and which help them determine the meaning of the world around them and how to behave in it. (Janićijević, 2011)

Organizations envision being effective in achieving better results through developing a vigilant business strategy. However, successful implementation of a business strategy occurs when leadership, management systems, organizational structures and organizational culture change are all aligned to the strategy (Geertz, 1973).

Organizational culture, which is closely connected to productivity, is critical to the business success as this is the process which an organization develops its internal capacity to be effective in its mandate in the short, medium and long term (WEICK, 2001). An organization's culture reflects the larger culture in which it exists. The organization's mission, goals and objectives, functions, and strategies are developed in relation to the broader external environment. Concepts, attitudes, values and criteria which are integrated into the organization's structure and operations also reflect the external culture (Viegas-Pires, 2013)

“Organizational culture is the personality of the organization, and will drive the employee’s productivity and company performance levels. (Jain, 2003). The expression of different scholars agree in organizational culture is the core unit of productivity and efficiency of the companies. But in our country

Ethiopia most of the companies owners to increase the productivity of their company they ignore their organizational culture and give more emphasis with in other element of organizations. Hence, this research examines variables that affect organizational Productivity which are Involvement, Consistency, Mission and adaptability at super Double “T” General Trading.

## **1.2 Statement of the Problem**

A work environment that possesses organizational culture is driven by purpose and clear expectations. This motivates and inspires employees to be more engaged in their work duties and interactions with others. It also leads to high levels of workforce engagement, which drives productivity.

Several reasons could be given for the failure of an organization but none of them are parallel to organizational culture. The most frequently sighted reason given for the failure was a neglect of the organizational culture. Cameron and Quinn’s mode of competing values frame work consists of four competing values that correspond with four types of organizational culture. Every organization has its own mix of these four types of organizational culture.

This study is conducted on manufacturing industry Super Double T General Trading plc. This kind of industry differs from educational institutions in their goals, missions, and visions. The difference between the two institutions is what makes this study different from other studies that are made on organizational culture since most of them are conducted on educational institutions.

In addition the organization's (SUPER DOUBLE T GENERAL TRADING PLC) substitution changes are made frequently by the company's owner. So because of this, employee turnover is high. The employee leader positions are taken by non-professional (non-educated) people. But for the formality of governance, a few professionals live there, such as accountants and HR officers, but they have no power or are not participating in the decision-making process. Those uneducated leaders did their jobs according to the guidelines given by the company's

owner. They didn't know the scientific procedures to manage employees. But the company is profitable. It may not go on for too long.

### **1.3 Research Questions**

The purpose of this study is to identify the effect of organizational culture on organizational productivity of Super Double T General Trading plc. Therefore, the study answers the following basic questions.

- How is the organizational culture being viewed?
- Which cultural variables have more effect on the productivity of the organization?
- How do organizational cultures accelerate organizational productivity?

### **1.4 Objectives of the Study**

The study has both general and specific objectives.

#### **1.4.1 General objective**

The General objective of the research was to examine the impact of organizational culture in productivity of the company. To examine and show the association between the two variables: organizational culture and organizational productivity. And studied to which extent the culture of Super Double T General Trading PLC (SDTGT) affects its overall organizational productivity.

#### **1.4.2 Specific Objective**

The study specifically attempts to

- Identify the characteristics of organizational culture in SDTGT
- Investigate the effect of organizational culture on organizational productivity
- Determine the relationship between organizational culture and organizational productivity.

### **1.5 Significance of the Study**

The study results may prove useful to business managers in the private sector who face the challenges of improving performance and productivity for their organization. The promotion of business excellence and productivity in the organization depends on the organizational culture and successful implementation of necessary changes (Bolboli, A model for

sustainable business excellence. implementation and the roadmap, 2013). The significance change of organizational culture includes change in behavior, values and attitudes of the members of the organization. Improving performance and productivity in an organization includes increasing compatibility with the values and basic assumptions of profitability (Bolboli, Culture based design and implementation of business excellence, 2014).

The study mainly focused on studying the relation between organizational culture and organizational productivity and the effect that organization culture has on productivity of Super Double T General Trading plc. Therefore, this research investigated how organizational productivity can be reflected through organizational culture.

The main beneficiary of this study is Super Double T General Trading PLC, then the managers and employees under it. Managers can reveal answers for practical problems pertaining to organizational culture and productivity. So that the company can re-examine current gaps regarding organizational culture in order to enhance the overall productivity of the company. Employees also can be beneficiary by this study because safe cultural environment can be developed through this study, if used and applied properly in Super Double T General Trading PLC and keep up their motivation in order to perform their jobs successfully.

### **1.6 Scope of the Study**

This study is delimited to explain the cases only for manufacturing sector, so it does not include service giving companies. To make the study manageable the study seeks to explain the relationship between the two variables that is the independent variable organizational culture and dependent variable organizational productivity. The research examines the above variables in the last five years of the company. The study was only carried out on mainly the manufacturing section than the main office which is located in Oromyia region South west Shewa Zone Sebeta Wereda Alemgena industry area. The main office is located in Addis Ababa, Nifas silk lafto sub city (German square).

### **1.7 Limitation of the Study**

In carrying out the study, several limitations were encountered. Time was limiting from doing on in-depth study. The study requires responses on matters of culture and practices which were sensitive issue; questionnaires were sorted and excluded after being collected in order to minimize bias. Furthermore because of the study applied questionnaire to collect the



responses from the respondent may lie or bend the truth to look satisfied on their job. This may cause the study bias. But the researcher had conducted an interview with the management of the company and also performed standardized observation that made the study more refine and complete.

### **1.8 Organization of the Study**

The research paper consists of five chapters. The first chapter deals with background of the study, statement of the problem, research question, objective of the study (General and specific objectives), significance of the study, scope of the study, limitation of the study and organization of the study. The second chapter contains literature review on definition of organization culture and the impact of organizational culture on productivity of organization. The third chapter contains all about research design and methodology of the study conducted. The fourth chapter includes result and discussion. Finally the fifth chapter is about conclusions and recommendations.

### **1.9 Operational definition of terms**

The terms in the study included those that relate to organizational culture, business excellence, and productivity. The definition of terms helps the reader of the study understand the meaning of the term in the study context. The study included the following key technical terms.

**Productivity:** a ratio between the output volume and the volume of the inputs.

**Organization:** A social unit of people that is structured and managed to meet a need or to pursue collective goals. Organizations are open systems that affect and are affected by their environment.

**Culture:** is a way of life of a group of people- the behaviors, beliefs, values and symbols that they accept generally without thinking about them and that are passed along by communication and imitation from one generation to the next.

**Organizational culture:** Organizational culture is the shared basic assumptions, values, and beliefs of the members of the organization (martinez-canas, 1999) .

Organizational culture is the way that managers and employees solve problems in the organization. (al., 2013)

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 INTRODUCTION

Organizational culture has first time been identified by Administrative Science quarterly. (pettigrew, 1979) There is a human element in the culture of an organization that cannot be left out and is the determinant in effective business performance and management of change. Organizational culture is basically a system of shared beliefs that members of the organization have, which determines how members in an organization act when confronted with decision making responsibility. (jain, p. 2013). This shared beliefs and values will also affect the employee dealing process within the issue concern inside and outside the company.

“Every single person comes from different backgrounds and lifestyles but in an organizational culture, each one of them perceives the organizational culture in the same way, thus, this perception is one of the shared aspects of organizational culture. (jain, p. 2013). Because of this perception the employees’ task accomplishment goes in the way of productivity. There are seven dimensions of an organizational culture, namely, attention to detail, innovation and risk taking, outcome orientation, stability, people orientation, aggressiveness, and team orientation. (jain, p. 2013).

Finally according to McKinsey the 7-S model theory the 7-Ss are strategy, structure, system, shared values, skill, style and staff. The model emphasizes that this shared values are central to the development of all the other critical elements. The company’s structure, strategy, system, style, staff and skill all stem from why the organization was originally created and what it stand for. The original vision of the company was formed from the values of the creators. As the value change, so do all the other elements.

Organizational culture was once seen as how things are done around here (Drennan, 1992).but has since evolved into a facet of management with a robust range of literature affording a far deeper understanding. Schein’s definition (1985) remains one of the most often used and can be summed up as the learned product of group experience which affects the behavior of individuals. Organizational culture is differentiated from organizational climate in that it is not as overt. Organizational culture is also differentiated from organization structure in that structure has more to do with the relationships between individuals in an organization (Cascio, p. 2006).

Organizational culture has assumed considerable importance in the 21st century, because of its impact on employee performance and job satisfaction. It is the imperative of every organization to understand its own dynamic culture so that managers can capitalize on the insights generated by the cultural perspective to wield greater control over their organizations (Ernst, 2001). The culture of an organization has an important impact on its productivity. With the ever - changing technology and fast - paced business arena, companies today are grappling to find new and innovative ways of improving productivity with the minimal addition of cost (pettigrew, 1979). Many companies have now turned to exploring the sociological aspect of the business in order to improve profitability. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any business enterprise.

## **2.2 Theoretical Literature Review**

### **2.2.1 Definition of Organizational productivity**

The organization productivity is defined as the extent to which an organization fulfills the objectives (Denison D. R., 2004). In addition to the roles of leaders, the managerial leadership skills possessed by those involved in the culture change process also have an important relationship to personal and organizational productivity.

The theory of organizational excellence by (waterman, 2014). Maintain that the culture that an organization adapts is directly linked its success. Therefore, successful companies are characterized by cultural practices which put emphasis on action, closeness to customers, entrepreneurship, productive, value based effort, simplicity, lean staff and economic utilization of resources. This implies that organizations are likely to stay in business if their culture values provide individuals associated with the organization room to perform.

Productivity, in fact, continues to be a contentious issue among organizational researchers (Barney, p. 1997). For instance, according to (Javier, 2002). Performance is equivalent to the famous 3Es (economy, efficiency and effectiveness) of a certain program or activity. However according to (Daft, 2000). Organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. (Ricardo, 2001). Also define organizational performance as the ability of the organization to achieve its goals and objectives.

The criteria of productiveness most highly valued in a hierarchy culture are efficiency, timeliness, smooth functioning, and predictability. The dominant operational theory that drives organizational success is that control fosters efficiency (elimination of waste and redundancy) and therefore, productivity. The criteria of effectiveness most highly valued in a market culture are achieving goals, outpacing the competition, increasing market share, and acquiring premium levels of financial return. The dominant operational theory that drives organizational success is that competition increasing market share and acquiring premium levels of financial return. The dominant operational theory that drives organizational success is that competition creates an impetus for higher levels of productivity and therefore, higher levels of effectiveness. Handna and Adas (1996)

In a clan culture, the criteria of productiveness most highly valued include cohesion, high levels of employee morale and satisfaction, human resource development, and teamwork. The operational theory that dominates this culture type is that involvement and participation of employees fosters empowerment and commitment. Committed satisfied employees produce productivity. Finally the adhocracy most highly values new products creative solutions to problems cutting edge ideas and growth in new markets as the dominant productivity criteria. The underlying operational theory is that innovation and new ideas create new markets, new customers, and new opportunities. These outcomes comprise the basic indicators of effective performance.

### **2.2.2 Definition of Organizational culture**

Organizational culture includes the norms that the members of an organization experience and describe as their work settings (Schein E. , Organizational culture and leadership, 1999). Such norms shape how members behave and adapt to get results in the organization. Organizational culture is how the members of an organization interact with each other and other stakeholders. (simoneau&stroud, 2014). There is no single definition for organizational culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational commitment. The following definitions are views of authors from the applied sciences disciplines and are more relevant to the scope of this research document.

(Robbins S.P, 2000). Postulates that culture, as a concept, has had a long and cheered history. In the last decade, it has been used by some organizational researchers and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the espoused values and credo of an organization.

(Schein E. , Organizational culture and leadership, 1999) Defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

(Ravasi, 2006) Wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new

### **2.2.3 Theories of Organizational Culture**

#### **Schein's Theory of organizational culture**

According to Schein's 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. Organizational culture is the learned result of group experiences, and it is to a large extent unconscious (Schein E. , 1992).

(Schein E. , 1992) Describes organizational culture as consisting of three levels. The first is artifacts and creations such as technology, art, and behavior patterns. The second is values held collectively by the group. The third and final one is basic assumptions held by group members concerning relationship to the environment.

Schein explains deepest levels of culture, basic assumptions, affect our behavior without critical awareness. We are aware of our values, and can observe our artifacts and process. Often we don't understand their connections to our values and assumptions. To illustrate, observe workers clocking in and out as they begin and end their workday. (Brenton, 2011).

#### **Denison's Framework of Organizational Culture**

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 D. R., 1995). Theories about the unity of culture have been undermined by showing that various subcultures are evident in organizations.

### **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.

Schein (1984) has distinguished is that three locations where an organizational culture is likely to be found: Observable artifacts, Espoused values and Basic underlying assumptions.

### **2.2.4 Sources of an Organizational Culture**

Organizational culture may spring from different sources, mainly from the beliefs of the founders (Ruiz-Palomino, 2014) . Uddin, Luva, and Hossian (2013) noted that the source of organizational culture also includes the learning experience of group members, as well as the new beliefs and assumptions of new members and managers. Founders have an opportunity to introduce a strategy and direction of the organization at an early stage of the organization. Founders have a significant impact on how the organization operates. (Yasas L. Pathirana, 2019).

Founders of the organization are the primary source in establishing a new culture for the new organization (Flamholtz, 2012). The impact of culture occurs when the founders implement their business strategy and operational assumptions. Toma and Marinescu (2013) indicated that the founders' assumptions might develop because of their personal experience and cultural history.

Founders may impose their personal experience and culture on their employees and partners within the organization (O' Relly, 2014). For example, the founder of Apple, Steve Jobs imposed his personal experiences and assumptions on employees. Steve Job's experiences

and assumptions contributed to creating an effective and productive culture at the Apple Corporation (Kaliannan, 2014)

Toma and Marinescu (2013) confirmed that Steve Jobs successfully imposed assumptions and personal cultures on the Apple company culture. As a result, Jobs built a strong and successful organizational culture. Apple's corporate culture contributed to turning the founder's dreams into realities. (Schein E. , 1992) . considered Apple as a good example to show how the founder's personal culture and assumptions profoundly influence the organizational culture.

The other source of organizational culture is the learning experience. The learning experience derives from the social trends of the business environment (Nguyen, 2014). Uddin et al. (2013) noted that managers in the organization adapt some attributes from the community and the business climate. Employees of the organization live in the community, and they can impose their culture on the organization culture. Society may impose its culture on the organization through members of the organization because the members of the organization are part of the community. (Gibbs, 2007)

### **2.2.5 Types of organizational culture**

(Hellriegel, 2001) describe four types of cultures:

Bureaucratic culture; clan culture; entrepreneurial culture; and market culture.

#### **Bureaucratic culture**

An organization that values formality, rules, standard operating procedures, and hierarchical co-ordination has a bureaucratic culture. Long – term concerns of bureaucracy are predictability, efficiency, and stability. Its members highly value standardized goods and customer service. Behavioral norms support formality over informality. Managers view their roles as being good co-coordinators, organizers, and enforcers of certain rules and standards.

Tasks, responsibilities, and authority for all employees are clearly defined.

The organization's many rules and processes are spelled out in thick manuals and employees believe that their duty is to go by the book and follow legalistic processes. (Deshpande, 1999).

#### **Clan culture**

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influences are attributes of clan culture. Its members recognize an obligation beyond the simple exchange of labor for a salary. The members understand that

their contributions to the organization may exceed any contractual agreements. The individual's long-term commitment to the organization is exchanged for the organization's long-term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions. (Deshpande, 1999)

### **Entrepreneurial culture**

High levels of risk taking, dynamism, and creativity characterize an entrepreneurial culture. There is a commitment to experimentation, innovation, and being on the leading edge. This culture doesn't just quickly react to changes in the environment it creates change. Effectiveness means providing new and unique products and rapid growth. Individual initiative, flexibility, and freedom foster growth and are encouraged and well rewarded. (Martins, 2003)

### **Market culture**

The achievements of measurable and demanding goals, especially those that are financial and market-based, characterize a market culture. Hard driving competitiveness and a profit orientation prevail throughout the organization. In a market culture, the relationship between individual and organization is contractual. The individual is responsible for some levels of rewards in return.

A market culture does not exert much informal, social pressure on an Organization's members. They do not share a common set of expectations regarding management style or philosophy. The absence of a long-term commitment by both parties results in a weak socializing process.

These four culture types all represent different types of management philosophies or styles. The cultures of these organizations are governed by how these companies are run or the beliefs of the founders of the organization. Essentially, the cultures in these organizations are driven top - down, with emphasis on the type of business or industry that this organization serves.

Harrison and Stokes (1992:13) identify another four culture types. These four culture types are power culture, role culture, achievement culture and support culture.



## **2.2.6 The importance of organizational culture**

Culture helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture can help reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, co-ordination and control. There is nothing accidental about cultural strengths. There is relationship between an organizations culture and its performance.

(Saiyadin, 2003) explains that culture performs the four main functions.

First and foremost, Culture supplements rational management creation of work. Culture is a time- consuming process. He continues by saying that, organization culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure.

The second function of culture according to (Saiyadin, 2003) is that it facilitates induction and socialization. Induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization; its cultural norms, and undefined conduct. The newcomer imbibes the culture of the organization, which may involve changing his / her attitudes and beliefs to achieving an internalized commitment to the organization

Furthermore, according to (Saiyadin, 2003) culture promotes a code of conduct; a strong culture in an organization explicitly communicates modes of behavior so that people are conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way. Where culture has been fully assimilated by people, they persistently indulge in a typical behavior in a spontaneous way. Promotion of the culture of quality can helps achieve good business results. Lastly; (Saiyadin, 2003) said sub-cultures contribute to organizational diversity: sub-cultures, and sub-systems of values and assumptions, which may be based on departmentalization, activity centers, or geographical locations, provide meaning to the interests of localized, specific groups of people within the macro organization. Sub-cultures can affect the organization in many ways: (I) they may perpetuate and strengthen the existing culture; (ii) they may promote something very different from those existing; (iii) they may promote a totally opposite sub-culture (beliefs and values) or counter culture when in a difficult situation.

(Schein E. , 1992) suggests that organizational culture is even more important today than it was in the past. Increased competition, globalization, mergers, acquisitions, alliances and various workforce developments have created a greater need for: Co-ordination and integration across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing and delivering products and services; Product and strategy innovation; Process innovation and the ability to successfully introduce new technologies and programs; Effective management of dispersed work units and increase work for diversity ;Cross cultural management of global enterprises and multi-national partnerships; Construction of net or hybrid cultures that merge aspects of culture from what were distinct organizations prior to an acquisition or merger; Management of workforce diversity; and facilitation and support of teamwork: It becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others.

(Mullins, 1999, p. 808) draws further attention to the importance of culture by attesting to the fact that, without exception, the dominance and coherence of culture proved to be an essential quality of excellent companies. Moreover, the stronger the culture, the more it was directed to the marketplace, the lessened was there for policy manuals, organization charts, or detailed procedures and rules. In these companies, people in all parts of the organization know what they are supposed to do in most situations because handful of guiding values is very clear. Therefore the importance of an organization's culture cannot be overemphasized. The beliefs, stories and symbols of an organization help shape the culture of that organization and it is important for management to realize that culture is an integral part of their business and every effort must be made to preserve or improve it.

### **2.2.7 The indicators to measure Organizational productivity.**

Productivity 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 productivity 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. The participants who are in relationship with the organization such as shareholders, employees or customers play the main role for the organizational productivity. Therefore, it will not be wrong to assume the organizational productivity as related with the supplying the employee and customer satisfaction, increase of the productivity, and profit for the organization. In consideration of these descriptions organizational productivity is explained in terms of four indicators; organizational commitment, employee satisfaction, customer orientation and financial and growth performance. (Ceylan, 2009)

- **Organizational Commitment-** It is widely accepted that organizational commitment is the psychological strength of the linkage of a member to his organization in the literature. The employees who feel more sense of organizational commitment exert extra effort for the organizational tasks. Furthermore, organizational structures need rules and the individuals should obey them. Whenever these rules bore the members, the high strength of organizational commitment may be a facilitative factor (Allen, 1991)  
Therefore, the organizational commitment can be measured as the one indicator for productivity in our research model.
- **Employee Satisfaction-** Utilizing from the employees is important for the productivity of the firms. This contributes to have competitive advantage; and mostly, human resource management (HRM) deals with this subject in the organizations. There is the employee concept in the center of HRM. 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. To investigate what the employees are satisfied by and measuring the employee satisfaction in the workplace is critical to the success and increases the profitability of the organization. Hence, these

statements point out that employee satisfaction may be selected as another indicator of organizational productivity (Waldron VR, 2000)

- **Customer Orientation-** Customer orientation can be explained as; scanning of the environment to gather information about customers and competitors, dissemination of this information to all of the members of the organization for maximum utilization and converting this information as new (value-added) actions to offer to the marketplace. The other definition for market orientation which has been stated is that; it is the implementation of marketing activities designed to satisfy customer needs better than competitors. (Erdil S. and Erdil O., 2003)
- **Financial and Growth Performance-** The financial performance is the measure of a firm's financial health and the growth performance is related with the increase in the volume of sales, number of employees and new products compared to previous periods. The financial and growth performance is a concrete indicator, which informs about the strength of a firm. Return on equity, return on assets, net profit margin from main activities, revenue from new products, overall business performance, average annual growth in sales, amount of new product, relative growth in market share, average annual growth in the number of employee, growth in the number of new customers, overall competitive position and general profitability are the items. The measurement of organizational productivity is a very important step in the development of an organization (Adas, 1996). Therefore this study measured the above indicators of organizational productivity in SDTGT.

### **2.3 Empirical review**

Previous empirical studies in the area of organizational culture showed that the existence of cultural acceptance variation in various geographical locations (Engelen, 2014). For example, Shim and Steers (2012) found the existence of more hierarchical and clan cultures in Southern Korean companies than organizational culture in the United States and Japan. The other study findings also showed that the existence of more collaborative culture in Southern Korean companies than in the United States and Japan. By contrast, Shim and Steers found risk takers, innovative, assertive, and future-oriented business managers in the United States, rather than in Korea companies.

In empirical evidence, Chatman, Caldwell, O'Reilly, and Doerr (2014) confirmed that a strong consensus culture in the organization affects net income, and a strong adaptability culture affects revenue thus stating that the importance of organizational culture being a sustainable environment for wealth and strong source of consistency in the organization.

(Good, 2013) conducted an empirical investigation to identify the impact of organizational culture on organizational performance and productivity. The study findings showed that organizational culture was an essential ingredient of organizational performance and a source of sustainable competitive advantages). (Childress & Kohtamaki, 2016)

In another empirical research, (Randle) found 46% of corporate earnings affect by organizational culture effectiveness. However, Berg and Wilderom (2012) argued that the organizational culture might affect performance, where the change is a longer time interval showing the effects of culture on financial performance.

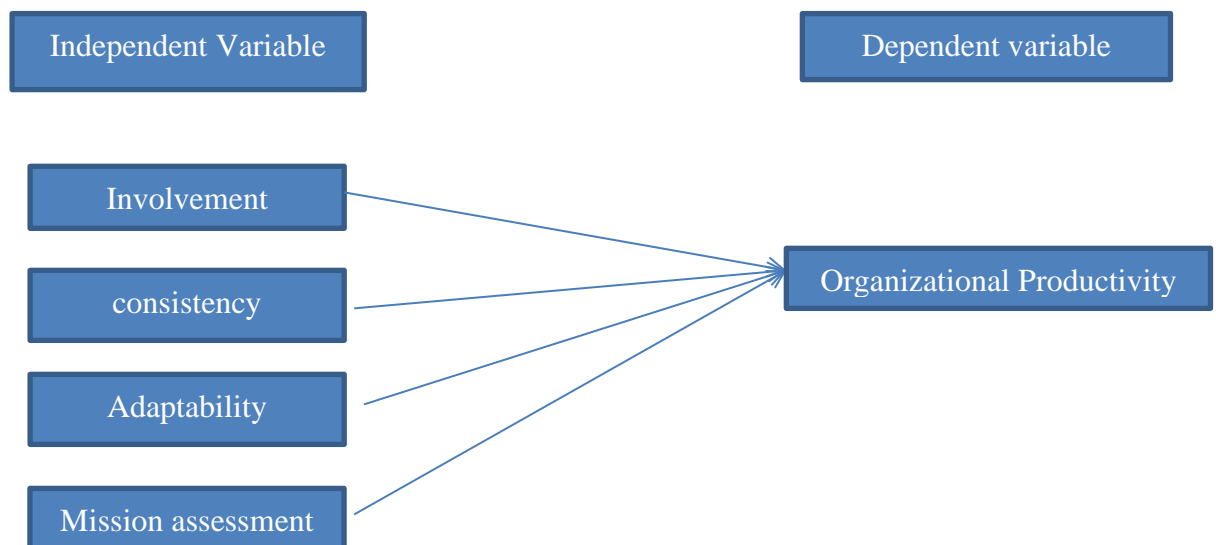
Ojo (2009) analyzed and assesses empirically the impact of corporate culture on employee job performance as well as organizational productivity using Nigerian bank in industry as the case study. He tried to ascertain if organizational culture affects employee job performance, and to formulate recommendations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

A study by (wallach, 1983) recognizes the dominant features of organizational culture, and it also explains and simplifies the findings of (Hofstede, 1980) concerning the culture. Culture and high financial performance are significantly and strongly linked to each other (Peter & Waterman, 1982). Another study conducted by (Kotter & Heskett, 1992) states that the activities of an individual in culture scenery reproduce the configuration of the learned mind course during the period of their lives which will result in to variations among performers. The socioeconomic value of an organization is effectively related to the coexistence of organizational culture and organizational performance.

## 2.4 CONCEPTUAL FRAMEWORK

Conceptual frameworks of the study have independent variables which are organizational culture and dependent variable organizational productivity. According to (Denison D. R., 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.



**Figure 2. 1 The Conceptual framework on organizational culture and organizational productivity**

## **2.4. Research Hypothesis**

H1: Involvement has Positive impact on company Productivity.

H2: Consistency has Positive impact on company Productivity

H3: Adaptability has Positive impact on company Productivity.

H4: Mission Assessment has Positive impact on company Productivity.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This section deals with description of study procedures and the methods employed in the study. Areas covered include the research design, population, sample and sampling techniques, data collection procedures, analysis, reliability and ethical consideration.

#### **3.1 Research Design**

Research design is the framework of research methods and techniques chosen by a researcher. The design allows researchers to hone in on research methods that are suitable for the subject matter and set up their studies up for success. The underlying objective of this research study is to examine factors affecting time management practices. To achieve this objective, the use of appropriate methodology that helps to approach the research scientifically is given a paramount emphasis. This study applies explanatory research designs. study. Because explanatory research helps to connect ideas, to understand cause and effect, meaning researchers want to explain and what is going on.

#### **3.2. Research Approaches**

Certain research problems call for combining both quantitative and qualitative methodologies. Researcher might adopt therefore, mixed methods approach where both qualitative data collection techniques and analytical procedures are used in same research design (Saunders, 2009). For the reason of explaining and predicting the phenomena on larger sample size this adopts quantitative approach and in order to acquire an in depth understanding of facts and reasons of the occurrence, it adopts qualitative approach. Therefore the researcher used mixed method approaches.

#### **3.3 Population, sample size and sampling techniques**

##### **Target population-**

Population refers the group about whom the researcher wants to know more and from whom a sample is drawn. This is often defined in terms of demography, geography, occasion time, etc. The target population of this research is permanent employees of the employees and management staff with in Manufacturing/ Production section of SDTGT.

Sample size- The number of the total population who are currently available on working in the Manufacturing section is 872.



Sampling technique- due to the sample size of the population the researcher used a Stratify Sampling System. It was employed by divided the total population to four different strata in order to assist in minimizing bias when dealing with the population. Super Double T General Trading plc. (SDTGT) divided the production section tasks into four different realms. Considering this the researcher chooses to classify the overall population into four main strata. These strata were Rodas paint, Super fiber, Pome marble and Administration. Specifically proportionate stratify sampling was conducted in order to increase the chances of being able to make comparisons between strata.

**Table 3. 1. The Determination of sample size of each stratum**

Name of Strata	Population	Proportional sample size	Sample size for each stratum
Rodas Paint	224	$224/872=0.257$	$0.257*125=32$
Administration	48	$48/872=0.055$	$0.055*125=7$
Fiber Production	406	$406/872=0.466$	$0.466*125=58$
Pome marble	194	$194/872=0.222$	$0.222*125=28$
Total	872		125

Source: Own survey Questionnaire

In addition to the above, purposive sampling was conducted in order to collect qualitative data from the management staff of the organization based on their appropriateness to the study and to gather deep information.

### **3.4 Types and Source of Data**

The data was collected in two ways. The first way was a survey questionnaire that is personally given to the employees to complete. This allowed the researcher to gather responses in a standard way, bringing out objectivity and to present data numerically.

The questionnaire uses a five-point like scale. The advantages of using the Like are that it is simple to construct questionnaire, easy to read and complete. The second part is short answers. These questions and the observation of the researches helped the researcher get further explanation in deep

### **3.5 Method of data collection**

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 were personally for employees to complete. Questionnaires were preferred in order to decrease the tendency of dissemblance of information from the respondents and to collect significant data. However the questionnaires provided good qualitative support. The questionnaire contain 48 questions among them 8 question are open ended questions. These questions & the observation of the researchers help the researcher get further explanation in deep.

### **3.6 Method of data analysis and presentation**

After the collection of data all the possible and relevant information through the methods that discussed above, it was start analyzed and interpreted the data. SPSS version 20 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 has been conduct in this study in order to predict the value of dependent variable (organizational productivity) based on the value of independent variable (organizational culture

### **3.7 Ethical consideration**

Ethical consideration is among the main consideration of research. Before the data collection process all the necessary information about the study like who is conducting the study and for what purpose is the study conduct and other necessary information that respondents like to know were provided to all respondent so that it can help them to decide whether to participate or not in this study. Consequences and they are not harmed as a result of their participation or non-participation in the study. They were also guaranteed for the anonymity and confidentiality of their response.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRIETATION**

#### **4.1 Introduction**

The study sought to establish the influence of organizational culture on organizational productivity in Super Double T General Trading plc. (SDTGT). The data was collected using self-administered questionnaires include open ended questions. This chapter presents the findings of the study. It is consisted of three subsections, descriptive, correlation and regression analysis. The first subsection that is descriptive analysis presents the data collected through questionnaires; using tables', graphs and charts. The researcher has also analyzed and interpreted the data collected. And in the second subsection that is 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 productivity.

The data collected through questionnaires are presented in this section using tables', graphs and charts. As stated in chapter three that was research methodology, 125 questionnaires were to be distributed. The researcher chose to distribute 150 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 Super Double T General Trading plc. (SDTGT). Out of the total 150 questionnaires, 125 were fully filled and returned which makes the response rate to be hundred percent. Data was collected and analyzed in order to explain the effect of the organizational culture on organizational productivity.

#### **4.2 Descriptive Analysis**

Descriptive statistics utilize numerical and graphical methods to look for patterns in a data set, to summarize the information revealed in a data set, and to present the information in a convenient form that individual can use to make decisions. Descriptive analysis of data through tables, graphs and charts and its interpretations are followed below.

#### 4.2.1 Personal Background of respondents (Demography)

This part of the questionnaire requested a limited amount of information related to personal and demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent table.

**Table 4. 1 Personal Background of respondents (Demography)**

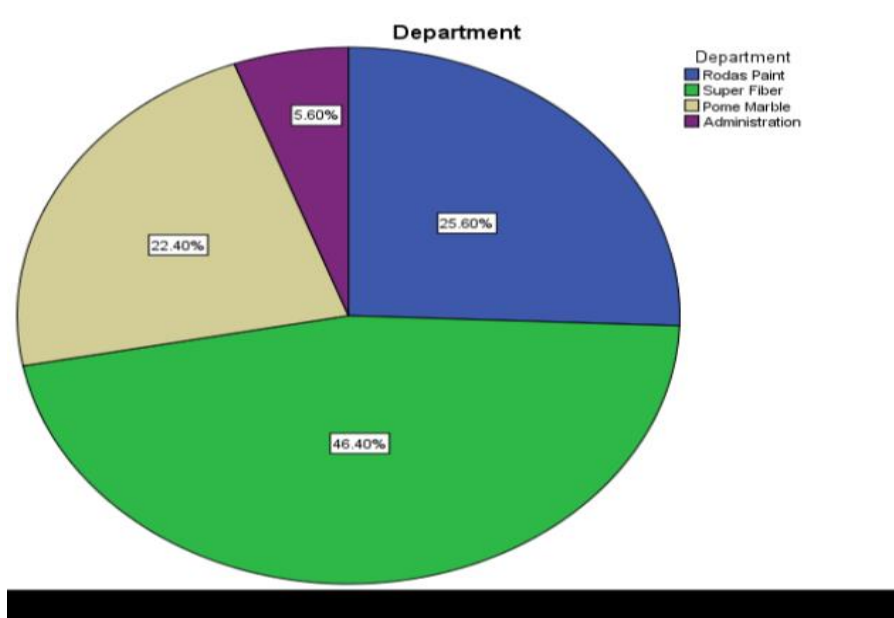
Demography		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	male	76	60.8	60.8	60.8
	Female	49	39.2	39.2	100
	Total	125	100	100	100
Academic Level	under 10th grade	12	9.6	9.6	9.6
	10th grade complete	69	55.2	55.2	64.8
	Certificate	13	10.4	10.4	75.2
	Diploma	13	10.4	10.4	85.6
	Degree	18	14.4	14.4	100
	Total	125	100	100	
Employee Status	Part Time	8	6.4	6.4	6.4
	Full Time	117	93.6	93.6	100
	Total	125	100	100	

Source: own survey questionnaire, 2021

As shown in the above table 4.1 the gender distribution of respondents indicates 60.8% were males were as the 39.2% were females which imply the male participation almost twice females participated in SDTGT. This indicates the production process behavior is difficult so it needs more force because of this the company choose in production section more male than female. Table 4.2 shows only 9.6% of the respondents were not completed 10th grade; 55.2% of the respondents were complete 10th grade; 10.4% of the respondents have certificate on different profession; also 10.4% of the respondents have diploma and finally 14.4% of the respondents have bachelor degree. Based on this the above data it's possible to say that most employees in SDTGT are 10th grade completed. Most of the educated ones those have certificated, diploma and degree holders in different profession. Without the fewer of degree holders chemists and HR officers most of the educated and certified employees were done

their jobs not related to their profession. In Table 4.3 indicates employee status which of them 6.4% of the respondents was part time employee. But the majorities 93.6% of the respondents were full time workers.

**Figure 4. 1 Departments in which respondents belong.**



**Source: own survey questionnaire, 2021**

As to the department 46.4% of the respondents work under Super Fiber glass production section/ department; 25.6% of the respondents work under Rodas paint production section/ department; 22.4% of the respondents work under Pome marble production department & finally 5.6% of the respondents work under administration department. This difference appeared because of the fiber glass production department has diversified products and the products produced by hands but Rodas paint and Pome marble use different type of machineries because of this the number of employees differ.

#### 4.2.2. The level of organizational productivity in SDTGT.

**Table 4. 2 The Level organizational productivity in SDTGT**

<b>The Level Of Organizational Productivity in SDTGT( Customer Orientation)</b>						
		<b>Valid</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Q1</b>	Production activities in order to satisfy customer needs	Good	2	1.6	1.6	1.6
		Very Good	68	54.4	54.4	56
		Excellent	55	44	44	100
		<b>Total</b>	<b>125</b>	<b>100</b>	<b>100</b>	
<b>Q2</b>	The degree to w/c customers information both collected & been applied	Good	47	37.6	37.6	37.6
		Very Good	56	44.8	44.8	82.4
		Excellent	22	17.6	17.6	100
		<b>Total</b>	<b>125</b>	<b>100</b>	<b>100</b>	
<b>Q3</b>	To use customer information to forecast future demands	Good	25	20	20	20
		Very Good	75	60	60	80
		Excellent	25	20	20	100
		<b>Total</b>	<b>125</b>	<b>100</b>	<b>100</b>	
<b>Q4</b>	Scanning of the environment & dissemination of information to all members of the organization	Very poor	66	52.8	52.8	52.8
		Poor	54	43.2	43.2	96
		Good	5	4	4	100
		<b>Total</b>	<b>125</b>	<b>100</b>	<b>100</b>	

**Source: own survey questionnaire, 2021**

Customer orientation is one of the terms which indicate organizational productivity. This term in SDTGT has been measured by the organizational members in the above table. And out of the total 125 respondents, 44%, 54.4% and 1.6% stated there is respectively excellent, very good and good production activities in order to satisfy customer needs. This indicates that SDTGT's productivity is excellent & good in production activities such development programs in order to satisfy customer needs. The degree to which customer information both collected and been applied is ranked as; 17.6% excellent, 44.8% very good and 37.6% of them good. This implies that there is good communication between customers & the organization. 20% of the respondents believers good and 60% believes there is very good use of information to forecast future demand and 20% excellent which entail more predictability of SDTGT. Lastly 52.8% felt there is very poor scanning of environment and dissemination of information then 43.2% felt poor and 4% says it's good which means the employees are not aware of opportunities and problems in the organization. Therefore it can be observed no effect on the productivity of satisfying customers. Because the needs of customer gathered by sales, so the production employees have not access. But they modify the product according to customers' needs delivered from sales department.

**Table 4. 3. Organizational Commitment**

		Valid	Frequency	Percent	Valid Percent	Cumulative percent
<b>Q5</b>	My Job is important to this organization	Strongly Disagree	2	1.6	1.6	1.6
		Disagree	3	2.4	2.4	4
		Neither Agree nor disagree	16	12.8	12.8	16.8
		Agree	41	32.8	32.8	49.6
		Strongly Agree	63	50.4	50.4	100
<b>Q6</b>	Communication channels are very open here among management	Strongly Disagree	26	20.8	20.8	20.8
		Disagree	37	29.6	29.6	50.4
		Neither Agree nor disagree	27	21.6	21.6	72
		Agree	20	16	16	88
		Strongly Agree	15	12	12	100
<b>Q7</b>	I can trust our management & believe what it says	Strongly Disagree	12	9.6	9.6	9.6
		Disagree	22	17.6	17.6	27.2
		Neither Agree nor disagree	45	36	36	63.2
		Agree	28	22.4	22.4	85.6
		Strongly Agree	18	14.4	14.4	100
<b>Q8</b>	Employee Problems and complaints are effectively handled	Strongly Disagree	17	13.6	13.6	13.6
		Disagree	19	15.2	15.2	28.8
		Neither Agree nor disagree	27	21.6	21.6	50.4
		Agree	42	33.6	33.6	84
		Strongly Agree	20	16	16	100
<b>Q9</b>	The department values its people	Strongly Disagree	11	8.8	8.8	8.8
		Disagree	30	24	24	32.8
		Neither Agree nor disagree	21	16.8	16.8	49.6
		Agree	36	28.8	28.8	78.4
		Strongly Agree	27	21.6	21.6	100
		<b>Total</b>	125	100	100	

Source: own survey, 2021

The above table shows five items of organizational commitment related with indicating productivity of SDTGT. The first question measures the psychology strength of each member

related to the authority. Out of 125 respondents 50.4% strongly agree their jobs important to the organization. 32.8% said agree, 12.8% said neither agree nor disagree, 2.4% said disagree and 1.6% said strongly disagree. The majority tells their jobs important to organization. The communication channels between management and workers openness was related by respondents as 29.6% disagree. 21.6% neither agree nor disagree, 20.8% strongly disagree, 16% agree and 12% strongly agree. This shows the openness of communication channel between management and worker looks on different perspective of employee.

The degree trust and believe the talks of management by their employees are shows 36% of respondents neither agree nor disagree, 22.4% of them agree, 17.6% disagree, 14.4% strongly agree and 9.6% strongly disagree. This shows almost equivalent number of respondents responds that shows they were agree and neutral (not agree or disagree) on those to judge the trust & believe of employees in their management. The employee problems and complaints were effectively handled as follows according to the respondents. 33.6% of respondents agree, 21.6% neither agree nor disagree, 16% strongly agree, 15.2% disagree and 13.6% strongly disagree. This indicates the majority of respondents agree that the complaints & problems of employees handled effectively. Finally under organizational commitment shows the department values its people 28.8% of respondents agree, 24% of them disagree, 21.6% strongly agree, 16.8% neither agree nor disagree and 8.8% strongly disagree. This indicates the majority of the respondents agree the department values its people. But the disagreed ones also near percent with the agreed ones.

**Table 4. 4 Employee Satisfaction**

Employee Satisfaction						
		Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Q10	I have received adequate training to do my job	Strongly Disagree	5	4	4	4
		Disagree	14	11.2	11.2	15.2
		Neither Agree nor disagree	13	10.4	10.4	25.6
		Agree	51	40.8	40.8	66.4
		Strongly agree	42	33.6	33.6	100
		Total	125	100	100	
Q11	My opportunity for advancement in this	Strongly Disagree	4	3.2	3.2	3.2
		Disagree	21	16.8	16.8	20



	organization is good	Neither Agree nor disagree	23	18.4	18.4	38.4
		Agree	29	23.2	23.2	61.6
		Strongly agree	48	38.4	38.4	100
		Total	125	100	100	
Q12	Most management changes make my job easier	Strongly Disagree	10	8	8	8
		Disagree	14	11.2	11.2	19.2
		Neither Agree nor disagree	36	28.8	28.8	48
		Agree	48	38.4	38.4	86.4
		Strongly agree	17	13.6	13.6	100
		Total	125	100	100	
Q13	The department deals fairly with everyone-it doesn't play favorites	Strongly Disagree	10	8	8	8
		Disagree	23	18.4	18.4	26.4
		Neither Agree nor disagree	39	31..	31.2	57.6
		Agree	32	25.6	25.6	83.2
		Strongly agree	21	16.8	16.8	100
		Total	125	68.8	100	
Q14	I have input in to decision that affect my job	Strongly Disagree	4	3.2	3.2	3.2
		Disagree	7	5.6	5.6	8.8
		Neither Agree nor disagree	18	14.4	14.4	23.2
		Agree	58	46.4	46.4	69.6
		Strongly agree	38	30.4	30.4	100
		Total	125	100	100	

**Source: own survey, 2021**

In this session, how SDTGT is creating a pleasurable or positive emotional state. The first item was having received adequate training to do the jobs, 74.4% of respondents positively agreed, 15.2% generally disagreed and also 10.4% of respondents are neutral. The negative feeling of respondents was dominated by the positive response. This shows the company trained the employees to done their jobs. The advancement opportunity within the organization 61.6% of respondents' response positively agreed, 20% of them generally disagreed and 18.4% of them were neutrals. So it shows majority of respondents agreed they have been opportunity for advancement in the organization. The other point was a management change makes the jobs easier to employees the respondents' response as follows. 52% of them positively agreed, 19.2% was disagreed and 28.8% of the respondents were neutral. The fairness of the department with every one 42.4% of respondents agreed or

they have positive response, 26.4% of them disagreed and 31.2% of them neutral. The result shows that the majority agreed on the fairness of the departments.

The respondents contribute in decisions that affect their jobs the response were 46.4% of respondents agree, 30.4% of them strongly agreed this indicates that the summation of the two which means 76.8% positively agreed responses. 8.8% of them negative responses and 14.4% of them were neutrals. The result shows that employees' participation on decision making processes was high which impact on their jobs. Generally in table 4.6 shows that, except the point (question) it shows that fairness of the department deals with everyone in the department without play favorites other points have been positive response which indicates that the employees' satisfaction was higher than dissatisfy ones.

**Table 4. 5 Financial and Growth Performance**

Financial & Growth Performance						
		Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Q15	The number of employees grows annually	Good	38	30.4	30.4	30.4
		Very Good	64	51.2	51.2	81.6
		Excellent	23	18.4	18.4	100
		Total	125	100	100	
Q16	Annual reports of finance indicate general profitability of the company	Good	25	20	20	20
		Very Good	51	40.8	40.8	60.8
		Excellent	49	39.2	39.2	100
		Total	125	100	100	
Q17	The companies compete in the market with peer companies	Good	1	0.8	0.8	0.8
		Very Good	56	44.8	44.8	45
		Excellent	68	54.4	54.4	100
		Total	125	100	100	

**Source: own survey questionnaire, 2021**

Increment in annual growth of employees is stated as very good 64%, good by 38%, and 23% of the respondents felt it is excellent but very poor nor poor. This implies that there is low

rate of loss of employees in SDTGT. As per the second item or the general profitability growth there was not responses very poor and poor. So it reflects there is a positive growth in profit. The final question tries to measure the overall competitive position of SDTGT. There was not the response very poor and poor. 8% of the respondent felt it is good, 44.8% of them felt very good and 54.4% feels excellent. In general 100% has been responded positively. Therefore it implies that the overall competitive position of SDTGT in local market is increasing.

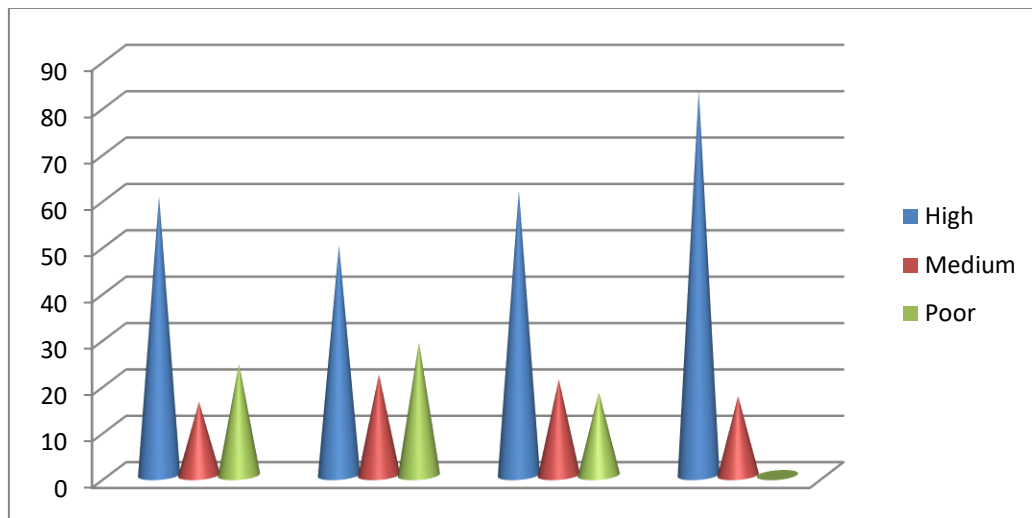
**Table 4. 6 Descriptive Statistics**

<b>Indicators</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Customer Orientation	125	3.43	0.318
Employee satisfaction	125	3.65	0.683
Financial & Growth Performance	125	4.20	0.404
Organizational commitment	125	3.33	0.750

**Source: own survey questionnaire, 2021**

The above descriptive statistics clearly depicts the corresponding arithmetic mean and standard deviation of every indicator. The standard deviation indicates how much spread or variability is present in the sample. The category of customer orientation has a mean of 3.43 and a standard deviation of 0.318, Organizational commitment categorical total has a mean 3.33 and a standard deviation of 0.750, Employees satisfaction categorical total has a mean of 3.65 and a standard deviation of 0.683, Financial and growth performance categorical total has a mean of 4.2 and a standard deviation of 0.404 which shows that productivity of SDTGT is above the average cut off point of three. This analysis of mean of categorical indicators showed that a mean value greater than the average standard. Accordingly it implies that the high level of SDTGT, in effective customer based service, achieving satisfaction of employees, high performance of finance and growth and also high commitment of organization. The following graph implies the productivity of SDTGT.

**Figure 4. 2Level of Productivity in SDTGT**



Source: own survey questionnaire, 2021

### 4.2.3 Characteristics of organizational culture in SDTGT.

**Table 4. 7 Involvement**

Involvement						
		Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Q18	I enjoy my Job	Strongly agree	4	3.2	3.2	3.2
		Disagree	6	4.8	4.8	8
		Neither Agree nor disagree	33	26.4	26.4	34.4
		Agree	47	37.6	37.6	72
		Strong agree	35	28	28	100
		Total	125	100	100	
Q19	Hiring & Promotion decisions are made fairly here.	Strongly agree	12	9.6	9.6	9.6
		Disagree	15	12	12	21.6
		Neither Agree nor disagree	28	22.4	22.4	44
		Agree	49	39.2	39.2	83.2
		Strong agree	21	16.8	16.8	100
		Total	125	100	100	
Q20	Top management supports respect for diversity	Strongly agree	14	11.2	11.2	11.2
		Disagree	26	20.8	20.8	32
		Neither Agree nor disagree	31	24.8	24.8	56.8

		Agree	37	29.6	29.6	86.4
		Strong agree	17	13.6	13.6	100
		Total	125	100	100	
Q21	Communication channels are very open among employees.	Strongly agree	28	22.4	22.4	22.4
		Disagree	28	22.4	22.4	44.8
		Neither Agree nor disagree	20	16	16	60.8
		Agree	29	23.2	23.2	84
		Strong agree	20	16	16	100
		Total	125	100	100	
Q22	My supervisor show respect for me	Strongly agree	7	5.6	5.6	5.6
		Disagree	26	20.8	20.8	26.4
		Neither Agree nor disagree	38	30.4	30.4	56.8
		Agree	35	28	28	84.8
		Strong agree	19	15.2	15.2	100
		Total	125	100	100	
Q23	My supervisor is open to constructive criticism	Strongly agree	8	6.4	6.4	6.4
		Disagree	30	24	24	30.4
		Neither Agree nor disagree	33	26.4	26.4	56.8
		Agree	29	23.2	23.2	80
		Strong agree	25	20	20	100
		Total	125	100	100	
Q24	People trusts one another in this company	Strongly agree	34	27.2	27.2	27.2
		Disagree	35	28	28	55.5
		Neither Agree nor disagree	20	16	16	71.2
		Agree	25	20	20	91.2
		Strong agree	11	8.8	8.8	100
		Total	125	100	100	
Q25	My immediate supervisor listens to what I have to say	Strongly agree	7	5.6	5.6	5.6
		Disagree	15	12	12	17.6
		Neither Agree nor disagree	27	21.6	21.6	39.2
		Agree	52	41.6	41.6	80.8
		Strong agree	24	19.2	19.2	100
		Total	125	100	100	

**Source: own survey questionnaire, 2021**

The above table shows out of the total 125 respondents 18% of them disagreed on the enjoyment of their jobs. 65.6% of the respondents agree and strongly agree they enjoy by their jobs. The remaining 26.4% choose to stay neutral. This result shows the majority of respondents enjoyed by their jobs. Similarly, while 21.6% of them disagreed on hiring and promotion decision are made fairly in the organization.56% agreed with it. The remaining 22.4% of the respondents stayed neutral. Regarding to top management supports respect for diversity 32% of the respondents disagreed that it has been emphasized. 41.6% respondents agreed and the rest of 24.8% were neutral. The openness of communication channel among employees was been agreed 39.2% of the respondents. 44.8% of them definitely disagreed. According to the above table 26.4% disagreed that their supervisors shows respect for them 43.2% agreed and 30.4% remain neutral. Plus 43.2% of the respondent agreed up on their supervisor was open to constructive criticism. 30.4% of them disagreed and the remains 26.4% neutral. In addition the people in the company they trust each other 55.2% of the respondents disagreed, 28.8% of them agreed and 16% of them neutral. Finally the intensity of listening by immediate supervisor 60.8% of respondents agreed, 17.6% of them disagreed 21.6% of the remains neutral.

The result above imply though the company invest on development of employees, but there is low chance given to employees to team work and cooperative work that means they have not smooth communication each other. This indicates employees perceived the work environment as only work place but not their place.

According the open ended questions and observation checklist, though the expected achievements during this period are to satisfy the market need or customer needs on fiber glass production and paint production sections. SDTGT is undertaking intensive reform activities to aggrandize the employee those have good potential to lead the work. The company trained those aggrandize employees. This is a culture plan, implementation of goals and objective of the sector. Development of work force is also another aspect that is highly given emphasis currently. This development included salary increment according to their achievement. It is an organized platform where the department members build capacity, evaluate basic challenges and problems they encounter and receive them through a culture by constant meetings. Even though the respondents evince their feeling on open ended question as follows, “the company is good for working, it pay good payment for its employees” but they complain the punishment technique was not inapplicable. To clarify the punishment technique within the company, according to the intensity of mistakes 20% to 100% salary.

The respondents suggested that the punishment could be considered the economy of the employee and the mistakes done by the guilty ones. They mention this consideration taken by the company; it could be effectively utilize capacity of employees and also created visionary leadership.

**Table 4. 8 Consistency**

Consistency						
		Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Q26	Communication between departments is very open	Strongly agree	15	12	12	12
		Disagree	30	24	24	36
		Neither Agree nor disagree	25	20	20	56
		Agree	45	36	36	92
		Strong agree	10	8	8	100
		Total	125	100	100	
Q27	Management actively solicits input from employees before major decisions are made	Strongly agree	17	13.6	13.6	13.6
		Disagree	28	22.4	22.4	36
		Neither Agree nor disagree	28	22.4	22.4	58.4
		Agree	32	25.6	25.6	84
		Strong agree	20	16	16	100
		Total	125	100	100	
Q28	Most people in this organization are encouraged to make suggestions for improvement	Strongly agree	9	7.2	7.2	7.2
		Disagree	6	4.8	4.8	12
		Neither Agree nor disagree	22	17.6	17.6	29.6
		Agree	68	54.4	54.4	84
		Strong agree	20	16	16	100
		Total	125	100	100	
Q29	changes suggested by employees is usually implemented	Strongly agree	12	9.6	9.6	9.6
		Disagree	32	25.6	25.6	35.2
		Neither Agree nor disagree	26	20.8	20.8	56
		Agree	35	28	28	84
		Strong agree	20	16	16	100
		Total	125	100	100	
Q30	My immediate supervisor	Strongly agree	6	4.8	4.8	4.8

	has effective interpersonal skills	Disagree	29	23.2	23.2	28
		Neither Agree nor disagree	28	22.4	22.4	50.4
		Agree	34	27.2	27.2	77.6
		Strong agree	28	22.4	22.4	100
		Total	125	100	100	
Q31	This organization is a good place to work	Strongly agree	6	4.8	4.8	4.8
		Disagree	9	7.2	7.2	12
		Neither Agree nor disagree	34	27.2	27.2	39.2
		Agree	54	43.2	43.2	82.4
		Strong agree	22	17.6	17.6	100
		Total	125	100	100	

**Source: own survey questionnaire, 2021**

The table 4.10 shows that how activities are being applied in order to keep the company's consistency. And out of the total 125 respondents; 44% of respondents agreed on the openness of communication between departments. In other side 36% have disagreed collectively, and 20% remains neutral. This indicates that majority of respondents observed open communication between departments, but the proportion of the agreed and disagreed respondents are almost close to each other. So it indicates the openness of communication between departments have been ambiguous under the respondents view. The response for the second question on table 4.10 shows there is the management actively solicits input from employees before major decision are made; 41.6% of the respondents agreed, 36% of them disagree and the remains 22.4% neutrals. In the third item only 12% have disagreed that the majority of employees encouraged to make suggestions for improvement. But 70.4% of the respondents agreed and the rest 17.6% neutrals. In the fourth item 44% of the respondents agreed upon the changes suggested by employees usually implemented; but 35.2% of them disagreed and the remains 20.8% neutrals. Also in the fifth item 49.6% of the respondents agreed up on their immediate supervisor have effective interpersonal skills. The others 28% of them disagreed and the remains 22.4% neutrals. The final item under the consistency dimension of organizational culture the goodness of the organization to done the jobs; within this item 60.8% of the respondents agreed, 12% of them disagreed and the rest 27.2% neutrals.

Totally in average 51.7% of the respondents agreed in the question rose upon consistency 26.5% of them disagreed and the remains 21.7% neutrals. This implies that above the half of



the employees in SDTGT do agreed with the consistency in SDTGT’s management. The majority of the respondents agreed that consistency has direct impact on productivity because of frustration, employees are experiencing about security of their employment and stability. Employees are losing their loyalty to the organization.

**Table 4. 9 Adaptability**

Adaptability						
		Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Q32	The number of changes that we go through here is "about right."	Strongly Disagree	8	6.4	6.4	6.4
		Disagree	15	12	12	18.4
		Neither agree nor disagree	37	29.6	29.6	48
		Agree	38	30.4	30.4	78.4
		Strongly agree	27	21.6	21.6	100
		Total	125	100	100	
Q33	This organization is very supportive of change	Strongly Disagree	8	6.4	6.4	6.4
		Disagree	4	3.2	3.2	9.6
		Neither agree nor disagree	16	12.8	12.8	22.4
		Agree	49	39.2	39.2	61.6
		Strongly agree	48	38.4	38.4	100
		Total	125	100	100	

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 in to internal behavioral changes. Therefore the first question analyzed the number of changes that the employee goes through SDTGT is “about right”. And 18.4% disagreed and with 29.6% choosing to be neutral the rest of 52% respondents agreed upon it. The organization is strongly supportive of change has been agreed with 77.6% of the respondents but denied by 9.6%. The 12.8 % remains neutrals. In general the above different activities of adaptability were responded positively 64.8% of the respondents.

Additionally the respondents’ response under the last open ended question on the questionnaire which was; “what is a story that illustrates what this company is like at its

best?” The responded gives for this question implies that the organization build good appearance in the community (external environment). The organization participating and supporting different community development programs; such as the communities live around the production section they have not been clean drinking water but the company dig burrow of clean drinking mineral water by its cost and gave to the community. Finally it shows that the company surmounts its social responsibility.

**Table 4. 10 Mission Assessment**

Mission assessment						
		Valid	Frequen cy	Perce nt	Valid Percent	Cumulati ve Percent
Q34	Our supervisors have done a good job of translating the organization's objectives in to meaningful assignment and goals for their employees	Strongly Disagree	6	4.8	4.8	4.8
		Disagree	8	6.4	6.4	11.2
		Neither agree nor disagree	18	14.4	14.4	25.6
		Agree	51	40.8	40.8	66.4
		Strongly agree	42	33.6	33.6	100
		Total	125	100	100	
Q35	Everyone knows the goals of the department	Strongly Disagree	4	3.2	3.2	3.2
		Disagree	8	6.4	6.4	9.6
		Neither agree nor disagree	44	35.2	35.2	44.8
		Agree	47	37.6	37.6	82.4
		Strongly agree	22	17.6	17.6	100
		Total	125	100	100	

The above table implies that the importance of mission or shred definition of the purpose and direction of SDTGT and its members. And out of 125 respondents, 74.4% agreed that the supervisors made good jobs of translating the organizations objectives in to meaningful assignments and goals for their subordinates and 11.2% disagreed. But the rest 18% were

neutrals. To measure the knowledge of everyone in the company about the goal of their department; 55.2% of the respondents agreed, 9.6% of them disagreed and the remains 35.2% were neutrals. Finally to conclude this implies that there is a strong culture in setting goals, creating shared values and clear strategic intensions and strong implementation of it.

According to the observation and the discussion time taken with the general manager of the company by the researcher; occurred, each strategic theme are assessed and evaluated annually and discussed with the work force, in order to improve mistakes and increase the productivity. Because of that greater number of employees shares clear set of vision, mission and objectives, specially the supervisors and the leaders. And employees are highly aware of what they do and how to perform it and to have cleared strategic intensions.

Lastly organizational culture in SDTGT has been expressed as one of core ingredients of the organizations structure. The main organizational structure is consisted of the four diamonds first comes process, then organizing; evaluation succeeds and below all developing and implementing organizational culture is stated. According to the general managers, 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.

**Table 4. 11 Descriptive Statistics**

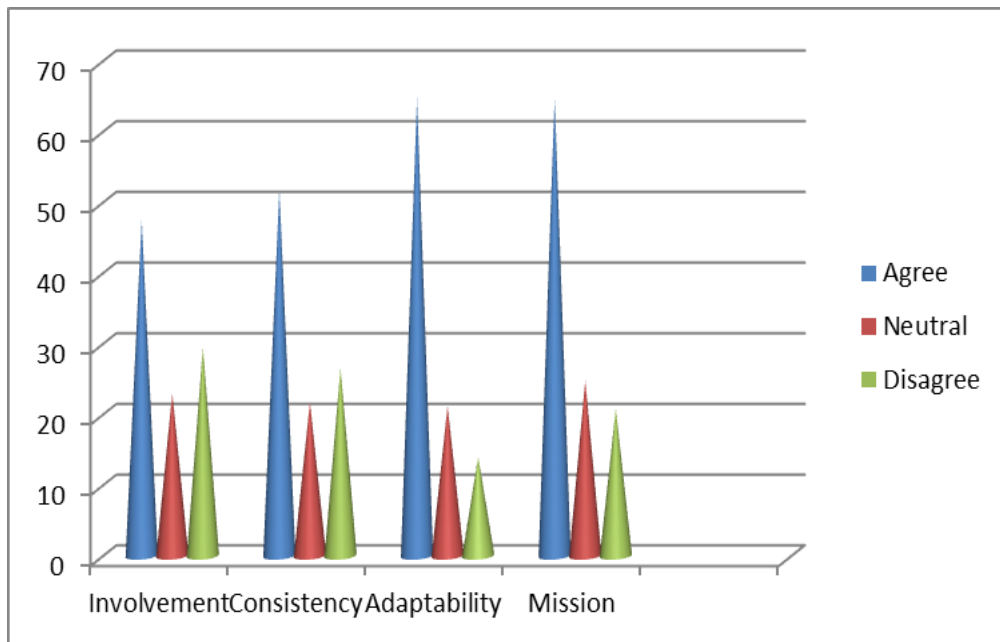
Construct	N	Mean	Std. Deviation
Involvement	125	3.24	0.724
Consistency	125	3.33	0.722
Adaptability	125	3.74	0.935
Mission	125	3.76	0.827

**Source: Own survey; 2021**

The above descriptive statistics clearly depicts the corresponding arithmetic mean and standard deviation of every construct totals (total of every individual categorical construct). Thus, involvement categorical total has a mean of 3.24 and a standard deviation of 0.724, consistency categorical total has a mean of 3.33 and a standard deviation of 0.722, adaptability categorical total has a mean 3.74 and a standard deviation of 0.935 and mission assessment categorical total has a mean of 3.76 and a standard deviation of 0.827. Finally organizational culture of SDTGT shows above the average cut off point of three. This

analysis of mean of categorical constructs showed that the constructs have a mean greater than the average standard. So it implies that good cultural practices conducted in participating employees, managing internal and external environment, predictability and stability. The graph below presented the characteristics of organizational culture of SDTGT

**Figure 4. 3 Thee Characteristics of organizational culture of SDTGT**



### 4.3 Correlation Analysis

#### 4.3.1 The relationship between organizational culture's and organizational productivity's of SDTGT.

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 number 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, 2004). In order to determine the effect of organizational culture on productivity towards SDTGT, relationship between independent variable i.e. organizational culture and dependent variable i.e. organizational productivity of SDTGT, correlation analysis has been conducted by classifying the relationship with each dimension.

**Table 4. 12 Correlation of Cultural Dimensions**

Dimensions	Pearson Correlation	Sig.(2 tailed)
Involvement	0.589	.000
Consistency	0.611	.000
Adaptability	0.404	.000
Mission	0.394	.000

The above table shows the level of correlation coefficient of each dimension of organizational culture and the relationship between involvement and organizational productivity was at 0.589 which is interpreted as a very strong positive relationship and consistency ranked the highest level of correlation which was at 0.611 and adaptability & mission also has been positive relationship with organizational productivity respectively at 0.404 & 0.394.

**Table 4. 13 Correlation between organizational culture and productivity.**

**Correlations**

		ORG.CULTURE	ORG.PRO
ORG...CULTUR	Pearson Correlation	1	.622
E	Sig. (2-tailed)		.000
ORG...PRO	Pearson Correlation	.622	1
	Sig. (2-tailed)	.000	

a. List wise N=125

The correlation analysis result shows that independent variable have a positive and significant relationship with the dependent variable. The study also proved that the relationship between organizational culture and organizational productivity does exist. The correlation results on the above table 4.15 shows the highest level of correlation coefficient of the relationship between organizational culture and organizational productivity was at 0.622 which is interpreted as a very strong positive relationship meaning when the level of organizational culture increases, the level of its effect that it has on organizational productivity also increases at the same time. This imply working on involvement, adaptability, consistency and

mission assessment of the organization will result the organization to perform productivity in organizational commitment and employee satisfaction, customer orientation and financial and growth performance.

#### 4.4 Regression Analysis

##### 4.4.1 The effect of each dimensions of organizational culture's on organizational productivity's of SDTGT.

Regression is the determination of a statistical relationship between two or more variables. In simple regression, we have only two variables, one variable as independent variable is the cause of the behavior of another one 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 production of the value of dependent variable, given the values of the independent variable (Kothari, 2004). Here of this case the independent variable is organizational culture and the dependent one is organizational productivity.

**Table 4. 14 Model Summary**

Model	R	R Square	sig.
Involvement	0.589a	0.347	0.000
Consistency	0.611b	0.374	0.000
Adaptability	0.404c	0.163	0.000
Mission	0.394d	0.155	0.000
Org. Culture	0.622e	0.387	0.000

a. Predictors: (constant), Involvement

b. Predictors: (constant), Consistency

c. Predictors: (constant), Adaptability

d. Predictors: (constant), Mission

e. Predictors: (constant), Org. Culture

According to table, 38.7% the variations in organizational productivity in SDTGT is explained by organizational culture. Through each organizational cultural dimensions also 34.7% by involvement, 37.4% by consistency, and 16.3% by adaptability and 15.5% by mission assessment. Therefore we can observe that high percentage of variation in organizational productivity, among those cultural dimensions was explained by consistency & involvement of SDTGT.

**Table 4. 15 Coefficients a**

Model	Unstandardized Coefficient		Standardize	t	Sig
	B	Std. Error	Beta		
(Constant)	2.703	0.12	0.589	22.441	0
Involvement	0.293	0.036		8.083	0
(Constant)	2.638	0.121	0.611	21.765	0
Consistency	0.305	0.036		8.57	0
(Constant)	3.07	0.123	0.404	24.992	0
Adaptability	0.156	0.032		4.892	0
(Constant)	3.007	0.139	0.394	21.612	0
Mission	0.172	0.036		4.754	0

**a. Dependent variable – organizational productivity**

This table implies, as if involvement increase with one unit then organizational productivity also increase in 0.589 units. If consistency does then it increases by 0.611 units, while the same happened to adaptability then organizational productivity increase by 0.404 units. And while mission assessment increases the organizational productivity increases by 0.394 units. Based on the above result the researcher observed that organizational productivity is more affected by consistency and involvement than the other traits of organizational culture.

## **4.5 Summary of the results**

Finally summarization of the result as follows: almost all respondents stated that there are good production activities in order to satisfy customer needs. Except the response of the following question which express the scanning of the environment and dissemination of information to all members of the organization. 4% of the respondents said that good but 96% of them said poor & very poor. Because the respondents were the production section employees they have not direct access with customers but direct access with customer the allotment of the sales department. The questions related with organizational commitment the majority of the respondents positively agree with their & their supervisors' commitment. But one point which expresses the communication channels is very open there among management & workers. 50.4% of the respondents disagree. The average of respondents on employee satisfaction 76.8% have been positive response. And plus 82.9% the average respondents agreed under the questions related with financial and growth performance. The analysis of mean categorical indicators indicated that a mean value greater than the average standard that means organizational productivity is high. Or the level of organizational productivity in SDTGT is high. This is the answer of one of research question.

According to the result of regression analysis the major cultural element of SDTGT was Involvement and Consistency. This also answer the research question which is indicate the specific cultural characteristic do SDTGT & plus cultural variables that have more effect on organizational productivity. Under the regression analysis the researcher observed that organizational productivity is more affected by consistency and involvement than the other traits of organizational culture.

## **4.6 Hypothesis Testing**

### **4.6.1 The Results of Hypotheses Testing**

**Table 4. 16 Summary of Tested Hypothesis**



<b>Number</b>	<b>Hypothesis</b>	<b>Result</b>
H1	Involvement has Positive impact on company Productivity	Accept
H2	Consistency has Positive impact on company Productivity	Accept
H3	Adaptability has Positive impact on company Productivity	Accept
H4	Mission Assessment has Positive impact on company Productivity	Accept

## **CHAPTER FIVE**

### **FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter provides a summary of the findings of the study and the implications of these findings. It also provides conclusion followed by recommendations for implications on the relationship between organizational culture and organizational productivity in the case of Super Double “T” General Trading.

The main object of this research has been examining the impact of organizational culture in productivity of the company. Accordingly, this chapter summarizes the general findings of the study, the conclusions made and based on which the necessary recommendations have been forwarded.

## **5.1. CONCLUSION**

The study is conducted to identify the effect of organizational culture on productivity at super Double “T” General Trading. To conduct this research, existing literatures and researches have been reviewed by the researcher and identified that those are factors that can affect company Productivity.

The researcher has taken Organizational Productivity as a dependent variable and the independent variable has organization Culture.

The characteristics of organizational culture in SDTGT were measured by descriptive analysis. The result implies that good cultural practices conducted in participating employees, managing internal and external environment, predictability and stability. And also it has soft culture i.e. always employees are hold accountable for their mistakes but are not rewarded for good performance.

The effect of organizational culture on organizational productivity indicated by the level of correlation coefficient of each dimension of organizational culture the relationship with organizational productivity has been positive relationship. The study provided that the relationship between organizational culture and organizational productivity does exist. This shows that the researcher hypothesis is acceptable. The correlation analysis result shows that organizational culture has a positive and significant relationship with the organizational productivity.

To determine the relationship between organizational culture and organizational productivity the regression analysis shows all of organizational culture dimension or characteristics have near each percentage of variation in organizational productivity, but especially among those cultural dimensions were explained by consistency and involvement of SDTGT.

The level of organizational productivity in SDTGT is high. The measurement under taken the descriptive analysis of mean value greater than the average standard that means organizational productivity in SDTGT is high. The results show that organizational

productivity is more affected by two of organizational culture dimensions greater than others, they are consistency and involvement.

Actually the all results indicate in SDTGT organizational culture is strong. But except one point under organizational commitment category with in the questioners was not accepted by the majorities of respondents which is the openness of communication channel between the management and employees is good. This is the weakness of the company on create smooth and open communication channel between managers and employees.

Majority of the respondents agreed that their jobs are important for the company. And also they believe their effort on their jobs have impact on the productivity of the company. This shows that the majority respondents understand the meaning and purpose of them in their work.

## **5.2. Recommendation**

Actions are must take in order to strengthen psychology of members to increase their commitment and to decrease turnover of employees. The leaders must take correction measures on punishment/ rewarding system. The researcher shows when the observation time the employees mentioned about the punishment system within the company discouraged them. They told if somebody made a mistake he/she punished full salary which the mistake intensity not recognized by the managers. Also they said the fewer punishment 20% of their salary. This is done without warning letter. So this is so illegal, the researcher recommended that the leaders and the owner of the company discussing on this issue with the employees and will take corrections. But the company is highly paid company than other companies within the area. Because of this the employees stay in the company with this punishment system.

To increase the company productivity more the researcher recommended the leaders more concentrate on one of the indicators of organizational productivity which is organizational commitment and under the dimensions of organizational culture. To solve the above problems they create open & smooth communication between employees with each other and management. And develop trust between employees. This help to create happiness for employees on the company. And this help the employee fully gives the potential to the company.

Organizational culture is influence organization in many ways. From the overall organizational productivity to subsets like financial performance, employee job satisfaction, leadership behavior, person organizational fit, organizational change, strategy implementation and customer satisfaction, among others. For further research study, the researcher recommends a study on the influence of organizational culture on any of the above points in large organization in order to broaden research in this company

# APPENDICES

## REFERENCE

Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2004) *Fundamentals of Human Resource Management*. McGraw-Hill, New York. (2004).

Adas, H. a. (1996). Predicting the level of organizational effectiveness.

al., S. e. (2013). Human Resource management. *Tata McGraw-Hill publishing company*.

Allen, N. a. (1991). A Three-Component Conceptualization of Organizational Commitment.

- Barney, J. (1991). Firm Resources & Sustained competitive Advantage. *Journal of managment*, 1(17), 99-120.
- Bolboli, S. &. (2013). A model for sustainable business excellence. implementation and the roadmap. *The TQM journal*,25, 33-346.
- Bolboli, S. &. (2014). Culture based design and implementation of business excellence.
- Bolboli, S. &. (2014). Culture based design and implementation of business excellence. 201-206.
- Brenton, G. W. (2011). <*organizational culture in action.pdf*> (Vol. 2). USA: SAGE Publications,Inc.
- California Management Review. 2014;56(3):5-12. (n.d.).
- Cascio, W. (n.d.). *Global Performance managment system in G.K Stahl*. Edwars Elgar.
- Ceylan, A. a. (2009). A Research Analysis on Employee Satisfaction in terms of Organizational Culture and Spiritual Leadership.
- Childress, .. 2., & Kohtamaki, T. &. (2016). The Impact of Organizational performance and a source of sustainable competitive advantage .
- Daft, R. (2000). *Organization Theory and Design*. (7th ed.). Thomson Learning. U.S.A.: South-Western College Publishing,.
- Denison, D. R. (1995). *Corporate culture and organizational effectiveness*. New York: Wiley.
- Denison, D. R. (2004). Corporate culture and effectiveness, *organizational science*,6(2),. 204-223.
- Deshpande, R. a. (1999). *Corporate Culture and Market Orientation*..
- Drennan, D. (1992). *Transforming company culture*. London: Mc Graw-Hill.
- Engelen. (2014). The effect of organizational culture on enterpreneurial orientation. *journal of small business managment*, 732-752.

- Ernst, D. (2001). Small Firms Competing in Globalized High-tech Industries: The Co-evolution of Domestic and International Knowledge Linkages in Taiwan's Computer Industry", .
- Flamholtz, E. &. (2012). corporate culture, business models, competitive advantage, strategic assets and the bottom line. *journal of human Resource, costing & Accounting*, 76-94.
- Geertz, C. (1973). *the interpretation of cultures: selected essays*.
- Gibbs, G. (2007). *Analysing Qualitative Data*. New York: SAGE Publications Ltd.
- Good, s. a. (2013). The work of middle managers: sensemaking and sensegiving for creating positive social change.
- Hellriegel, D. S. (2001). *Organizational Behaviour* (9th ed.). sydney Thomson Learners.
- Hofstede. (1980). *Culture and Organizations*.
- jain. (2003). understanding organizational culture & leadership enhance efficiency and productivity. 4.
- Janićijević, N. (2011). *Economic Annal* 2011, vol. 56. 69-100.
- Javier, J. (2002). A Reveiw of Organizational Culture. 52-74.
- Kaliannan, M. &. (2014). Apple was seeter when steve jobs held sway.
- Kenny, G. (2012). Diversification: Best practices of the leading companies. . *Journal of Business Strategy*, 12-20.
- Kotter & Heskett, 1. (1992). *Organizational culture & performance*.
- M. a. (2003). *Building organisational culture that stimulates creativity*.
- martinez-canlas, R. &.-p. (1999). Ethical culture, ethical intent and organizational citizenship behaviour: The moderating and mediating role of person organization fit. *Journal of business Ethic*, 120, 95-108.
- Mullins, L. (1999). *Managment organizational Behaviour*. Portsmouth: Pitman publishing.

- Nguyen, N. &. (2014). Achieving efficient technology transfer through a specific corporate culture facilitated by management practices. *The Journal of High Technology Management Research*, 25, 108-122.
- Noe, R. H. (2004). *Fundamentals of Human Resource Management*. . McGraw-Hill, New York.
- O' Relly, C. c. (2014). The promise & problems of organizational culture. *CEO personality, culture and Firm performance group& organizationla managment*, 39, 595.625.
- pettigrew, A. (1979). Studying organizational culture adminstrative science quarterly. 24, 570-581.
- Randle, F. a. (n.d.). corporate Culture, Business model and competitive advantage. 2012.
- Ravasi, D. &. (2006). Responding to organizational identify threats: exploring the role of organizational culture. *Academy of managment journal*, 49, 433-458.
- Ricardo, R. (2001). Corporate Performance Management: . *How to Build a Better Organization Through Measurement Driven Strategies Alignment*. Butterworth Heinemann.
- Robbins S.P. (2000). *Essential of Organizational Behaviour*.
- Ruiz-Palomino, M.-C. &. (2014). The impact of organizational culture on corporate performance.
- Saiyadin, M. A. (2003). Human Resource managment.
- Saunders, M. L. (2009). Research Methods for Business Students. Pearson,.
- Schein, E. (1985). *Organizational culture and leadership*. San Francisco: Jossey-Bass .
- Schein, E. (1992). Three culture of management: the key to organizational learning. *Sloan management review*.
- Schein, E. (1999). *Organizational culture and leadership*. san francisco: CA: jossey-Bass.
- simoneau&stroud. (2014). organizational culture and Employee job performance.



strokes, H. a. (1992:13). THE INFLUENCE OF ORGANISATIONAL CULTURE ON. 215-220.

strokes, H. a. (1992:13). The influence of organizational culture on organizational commitment. 215-219.

Tharp, M. (2009). *Four Organizational Culture Types*.

Viegas-Pires. (2013). *Journal of World Business*.

Waldron VR, K. D. (2000). Forgiving communication as a response to relational transgressions. . *Journal of Social and Personal Relationships*.

wallach. (1983). The impact of organizational Culture.

waterman, T. p. (2014). understanding organizational culture theory.

Weber Y, T. S. (2014). Strategic Agility: A State of the Art Introduction to the Special Section on Strategic Agility. . *California Management Review*, 56(3):5-12.

WEICK, K. E. (2001). Making sense of the organization. . *Malden, MA, Blackwell Publishers*.

Yasas L. Pathirana. (2019). Organizational Culture and Business Performance: An Empirical Study. " *SSRG International Journal of Economics and Management Studies* , 1-12.

Zikmund, W. (2000). *Business Research Methods*. (6. edition, Ed.)

## QUESTIONNARY

**Dear Respondents,**

I am an MBA student of St. Mary's university. I am currently undertaking a research paper on the effect of Organizational culture on the productivity of Super Double "T" General Trading. Please recall that you are selected as a possible participant because you are an employee of Super Double "T" General Trading. Your participation in the study is

completely voluntary. The research work is for academic purpose only. Any information obtained in connection with this study will remain strictly confidential. Your honest and true opinion will be valuable for this research. Thank you in advance for your assistance.

No need of writing your name and please circle the answer you think it's correct and provide a short answer for the open questions given below.

**Direction 1; General Information**

1. What is your employment status?
  - A. Part-time
  - B. Full- time
2. What is your gender?
  - A. Male
  - B. Female
3. How long have you worked at this organization?
  - A. Less than one year
  - B. 1-5 years
  - C. 6-10 years
  - D. 11-20 years
  - E. More than 20 years.
4. Academic level .....
  - A. Under 10th grade
  - B. 10th grade complete
  - C. Certificate
  - D. Diploma
  - E. Degree
  - F. Masters
5. Department ..... Profession  
.....
  - A. Rodas paint
  - B. Super fiber
  - C. Pome marble
  - D. Administration

**Direction 2: Please respond to each of the following questions on a 5-point scale Circle one number for each item in which 5 indicates strongly agree; 4 Agree; 3 Neither Agree nor disagree; 2 disagree; and 1 Strongly disagree.**

- |  |           |
|--|-----------|
| 6. My job is important to this organization.   | 1 2 3 4 5 |
| 7. I enjoy my job.   | 1 2 3 4 5 |
| 8. I have received adequate training to do my job.   | 1 2 3 4 5 |
| 9. My opportunity for advancement in this<br>Organization is good.   | 1 2 3 4 5 |
| 10. Hiring and promotion decisions are made fairly here.   | 1 2 3 4 5 |
| 11. Top management supports respect for diversity  | 1 2 3 4 5 |
| 12. Communication between departments is very open.  | 1 2 3 4 5 |
| 13. Communication channels are very open here among employees.   | 1 2 3 4 5 |
| 14. Communication channels are very open here among management<br>and workers.   | 1 2 3 4 5 |
| 15. Management actively solicits input from employees<br>before major decisions are made.  | 1 2 3 4 5 |
| 16. I can trust our management and believe what it says.   | 1 2 3 4 5 |
| 17. The number of changes that we go through here is "about right."  | 1 2 3 4 5 |
| 18. This organization is very supportive of change.  | 1 2 3 4 5 |
| 19. Most management changes make my job easier.  | 1 2 3 4 5 |
| 20. Most people in this organization are encouraged to make<br>Suggestions for improvement.  | 1 2 3 4 5 |
| 21. Changes suggested by employees are usually implemented.  | 1 2 3 4 5 |
| 22. Our supervisors have done a good job of translating the organization's objectives into<br>meaningful assignments and goals for<br>their employees. | 1 2 3 4 5 |
| 23. Everyone knows the goals of the department.  | 1 2 3 4 5 |
| 24. My supervisor show respect for me.   | 1 2 3 4 5 |
| 25. My immediate supervisor has effective interpersonal skills.  | 1 2 3 4 5 |
| 26. The department deals fairly with everyone--it doesn't play<br>favorites.   | 1 2 3 4 5 |
| 27. I have input into decisions that affect my job.  | 1 2 3 4 5 |
| 28. This organization is a good place to work.   | 1 2 3 4 5 |

- 29. My supervisor is open to constructive criticism. 1 2 3 4 5
- 30. Employee problems and complaints are effectively handled. 1 2 3 4 5
- 31. People trust one another in this company. 1 2 3 4 5
- 32. My immediate supervisor listens to what I have to say. 1 2 3 4 5
- 33. The department values its people. 1 2 3 4 5

Direction 3; Please respond to each of the following questions on a 5-point scale Circle one number for each item in which 5 indicates Excellent; 4 Very good; 3 Good; 2 Poor; and 1 Very poor.

- 34. Production activities in order to satisfy customer needs. 1 2 3 4 5
- 35. The degree to which customers information both collected and been applied. 1 2 3 4 5
- 36. To use customer information to forecast future demands. 1 2 3 4 5
- 37. Scanning of the environment and dissemination of information to all members of the organization. 1 2 3 4 5
- 38. The number of employees grows annually. 1 2 3 4 5
- 39. Annual reports of finance indicate general profitability of the company. 1 2 3 4 5
- 40. The companies compete in the market with peer companies. 1 2 3 4 5

**Direction 3;** Express your answer shortly

- 41. What is it like to work here?  
.....  
.....
- 42. What types of individuals get ahead here? Why?  
.....  
.....
- 43. Does the organization give any employee awards or recognition? For what?  
.....  
.....
- 44. What types of events does the company sponsor for employees?  
.....  
.....

45. What is different about working here than working at another similar organization?

.....  
.....

46. What does a new employee need to learn to fit in here?

.....

47. What type of individual would not be happy working here?

.....

48. What is a story that illustrates what this company is like at its best? Worst?

.....

Thanks for your time and cooperation