



**ST. MARRY UNIVERSTY
SCHOOL OF GRADUATE STUDIES
MASTERS OF BUSINESS ADMINISTRATION**

**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES JOB
PERFORMANCE IN THE CASE OF BANK OF ABYISSINIA**

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**A RESEARCH SUBMITTED TO THE DEPARTMENT OF MANAGEMENT IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTERS OF
BUSINESS ADMINISTRATION.**

JUNE, 2024

ADDIS ABEBA, ETHIOPIA

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS

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ACKNOWLEDGMENTS

I am deeply grateful to God for providing me with the perseverance and strength to complete my thesis. Throughout this journey, I have felt the guidance and support of a higher power, which has sustained me during challenging moments.

I would like to express my heartfelt appreciation to my advisor, Tassew Shedega (PhD), for his unwavering assistance and guidance. From the very beginning, when we formulated the proposal, to the final stages of completing the thesis, his expertise and support have been invaluable. His dedication and commitment to my success have truly made a difference in the outcome of this research.

I would also like to extend my sincere thanks to the library personnel at St. Marry University. Their assistance in accessing the necessary resources and materials for my research has been instrumental in the development and completion of this thesis. Their commitment to providing a conducive learning environment has greatly contributed to the quality of my work.

Furthermore, I would like to express my heartfelt gratitude to the employees of Bank of Abyssinia. Their cooperation and willingness to provide the relevant information for my research have significantly contributed to the success of this thesis. Their insights and contributions have enriched the findings and added value to the overall study.

Lastly, I want to convey my deepest appreciation to my family, relatives, and friends. Their unwavering support, encouragement, understanding, and belief in me have been the pillars of strength throughout the completion of this thesis. Their constant presence and words of encouragement have kept me motivated and focused. I am truly grateful for everything they have done to help me reach this milestone in my academic journey.

LIST OF ABBREVIATIONS AND ACRONYMS

AC	Adhocracy Culture
BOA	Bank of Abyssinia
CC	Clan Culture
EP	Employee performance
HC	Hierarchy Culture
MC	Market Culture
SPSS	Statistical package for social Science

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ABSTRACT

The aim of this study was to examine the effect of organizational culture on employee performance at Bank of Abyssinia (BOA). To achieve the aim of the study, an explanatory research design with quantitative research was used. A target population of the study was BOA employee in Addis Ababa district. In order to conduct the study, a sample size of 240 was drawn from the total population using Yeman's sample size determination formula. Questionnaires were used as the primary data collection tool. To ensure the reliability of the measurement instruments, the Cronbach's alpha test was conducted and confirmed as the data met the criteria for normality. In addition, content validity was utilized to assess the validity of the measurement instruments. Prior to conducting correlation and regression analysis, several classic assumptions of multiple linear regression were tested, including normality, linearity, multicollinearity, and homoscedasticity. The results of these assumption tests indicated that the criteria were met, allowing for further regression analysis to be conducted. Pearson correlation and multiple linear regression analysis were conducted to estimate the causal relationships between organizational culture and employee performance. The findings revealed that each independent: Clan, adhocracy, market cultures, and hierarchy culture had a positive impact on employee performance. Thus, the findings of this study suggests that organizational culture plays a crucial role in determining employee performance levels. As a result, the bank should focus on improving employee performance by actively implementing effective organizational culture types and creating a conducive environment for employees. The study recommends that the organization pay attention to the compatibility of a formalized and structured workplace and periodically revise its rules and policies.

Keyword: Organizational culture, hierarchy culture, market culture, clan culture, adhocracy, culture and Employee performance

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Employee job performance refers to the level of productivity, efficiency, and effectiveness with which employees carry out their tasks and responsibilities in the workplace. It encompasses various aspects such as meeting targets, achieving goals, and displaying the required skills and competencies (Maryani et al., 2021). Understanding and assessing employee job performance is crucial for organizations as it directly impacts organizational success and profitability. By evaluating and enhancing employee job performance, organizations can optimize their operations, improve customer satisfaction, and gain a competitive edge in the market (Dziuba et al., 2020).

One of the key determinants of employee job performance is organizational culture. Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and attitudes of individuals within an organization (Diana et al., 2021). It sets the tone for how employees interact, communicate, and make decisions. A positive and supportive organizational culture fosters employee motivation, engagement, and satisfaction, ultimately leading to improved job performance. On the other hand, a negative or toxic culture can hinder employee performance, create conflicts, and lower productivity levels (Paramita et al., 2020).

Organizational culture plays a vital role in shaping the work environment and influencing employee behavior. It encompasses factors such as leadership style, communication patterns, teamwork, and organizational structure. A strong and positive organizational culture promotes collaboration, innovation, and a sense of belonging among employees (Paramita et al., 2020). It also facilitates the alignment of individual and organizational goals, enhancing employee job performance. By understanding the various dimensions of organizational culture, researchers can identify the specific elements that contribute to or hinder employee job performance (Zacharias et al., 2021).

Conducting research on the effect of organizational culture on employee job performance offers several benefits. Firstly, it provides organizations with valuable insights into how their culture impacts employee performance, enabling them to make informed decisions and implement targeted interventions (Zacharias et al., 2021). Secondly, this research can help organizations

identify areas for improvement and develop strategies to enhance their culture and subsequently boost job performance (Widarko & Anwarodin, 2022). Additionally, studying the relationship between organizational culture and employee job performance contributes to the existing body of knowledge in the field of organizational behavior and provides a foundation for further research and exploration (Zacharias et al., 2021).

This study aims to investigate the effect of organizational culture on employee job performance in the case of Bank of Abyssinia. By examining the specific context of this organization, the research will provide a deep understanding of how organizational culture influences employee performance within the banking industry. The findings of this study contribute to the existing literature on organizational culture and employee job performance, providing practical implications for Bank of Abyssinia and other organizations in similar contexts. Ultimately, this research seeks to optimize employee job performance and contribute to the long-term success of the organization.

1.2 Background of organization

Bank of Abyssinia is the oldest modern bank in Ethiopia, established in 1905. It started its operations in Addis Ababa and Harare and initially issued banknotes funded by the National Bank of Egypt. In 1996, the present-day Bank of Abyssinia was established with an authorized capital of Birr 50 million. Over the years, the bank has grown its capital, attracted a diverse customer base, and gained public confidence in its services. The bank is owned by private individuals who have achieved success in various fields and values the role of women in society. It offers special savings rates to encourage women's empowerment through the Adey account. Bank of Abyssinia operates based on values such as bravery, character, determination, and hard work. It also emphasizes corporate social responsibility and collaborates with international organizations to give back to the community and expand its customer base (Bank of Abyssinia, 2024).

Bank of Abyssinia provides a wide range of services, including interest-free banking, prepaid cards, debit cards, and online banking. The bank has introduced self-service machines for convenient banking and ensures customer safety by complying with security standards. With its

long-standing history, commitment to customer satisfaction, and focus on societal impact, Bank of Abyssinia remains a prominent and trusted financial institution in Ethiopia

1.3 Statement of the Problem

The effect of organizational culture on employees' job performance is an important topic of study in the field of organizational behavior. Organizational culture refers to the shared values, beliefs, norms, and practices within an organization that influence employee behavior and attitudes (Widarko & Anwarodin, 2022). Understanding how organizational culture impacts employee job performance is crucial for organizations to create a positive work environment and maximize employee productivity (Akpa et al., 2021). In this case, the focus is on the Bank of Abyssinia, where the effect of organizational culture on employees' job performance will be explored.

The specific issue being addressed in this research is the relationship between organizational culture and employees' job performance within the Bank of Abyssinia. The challenge is to identify how the various aspects of organizational culture, Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy on Culture employee job performance. By understanding this relationship, the bank can implement strategies to enhance its organizational culture and ultimately improve employee performance.

Solving the problem of understanding the effect of organizational culture on employees' job performance is of significant importance. A positive organizational culture fosters employee motivation, engagement, and satisfaction, leading to improved job performance (Sari, 2022). On the other hand, a negative or toxic culture can hinder employee performance, create conflicts, and lower productivity levels (Rasool et al., 2021). By addressing this issue, the bank can create a work environment that promotes employee well-being and maximizes their potential, resulting in increased customer satisfaction and organizational success.

While there is existing empirical research in the world that explores the relationship between organizational culture and employee job performance (Paramita et al., 2020, 2020; Widarko & Anwarodin, 2022), there are still gaps, particularly in the context of developing countries. Little research has been conducted in such countries, limiting the understanding of how cultural factors impact employee performance in these settings. Therefore, this research aims to fill these gaps by focusing specifically on the Bank of Abyssinia and its unique organizational culture.

Furthermore, within developing countries, there is a lack of empirical research, especially in the banking industry, regarding the effect of organizational culture on employee job performance. This creates a significant gap in knowledge and understanding of how cultural factors within the banking sector influence employees' performance. By conducting this research within the Bank of Abyssinia, the study aims to contribute to the existing literature and provide insights specific to the banking industry in a developing country context.

This research fills the gap in the literature by addressing the specific relationship between organizational culture and employees' job performance within the Bank of Abyssinia. The findings of this study will provide valuable insights to the bank and other organizations in similar contexts, enabling them to make informed decisions and implement strategies to optimize employee job performance. Additionally, by conducting this research in a developing country, it contributes to the broader understanding of how cultural factors affect employee performance in such settings. Ultimately, this research seeks to enhance the knowledge and understanding of the effect of organizational culture on employees' job performance, with implications for both the Bank of Abyssinia and the broader academic community.

1.4 Research Questions

This study attempts to address the following research questions

- To what extent does Clan Culture effect on employees' job performance?
- What effect does adhocracy culture have on employee job performance?
- How does hierarchy culture affects employee job performance?
- To what extent does Hierarchy Culture effect on employee job performance?

1.5 Objectives of the Study

1.5.1 General Objective

The primary objective of this study is to examine the effect of organizational culture on employee job Performance of Bank of Abyssinia.

1.5.2 Specific Objectives

- To examine the effect of Clan Culture on employees' performance of BOA
- To study the effect of Adhocracy Culture on employees' performance BOA.

- To examine the effect of Market Culture on employees' performance BOA.
- To study the effect of Hierarchy Culture on employees' performance BOA.

1.6 Significance of the Study

Conducting research on the effect of organizational culture on employees' job performance in the case of Bank of Abyssinia holds both general and specific significances. On a general level, this research provides valuable insights into the relationship between organizational culture and employees' job performance, contributing to the existing body of knowledge in the field of organizational behavior and management. It helps expand our understanding of how different cultural aspects within an organization can influence employees' motivation, engagement, and productivity. This knowledge can be beneficial not only to academics and researchers but also to practitioners and organizational leaders seeking to create a positive work environment that enhances job performance.

On a specific level, this research holds significance for Bank of Abyssinia itself. By examining the effect of organizational culture on employees' job performance within their specific context, the findings of this research can guide the bank in understanding the strengths and weaknesses of their current culture and identify areas for improvement. It can provide valuable insights into how different cultural elements, affect employees' performance. Armed with this knowledge, Bank of Abyssinia can make informed decisions and implement targeted strategies to shape their organizational culture in a way that maximizes employee performance. Ultimately, this research can contribute to the bank's overall success by strengthening its competitive advantage through a culture that fosters high-performing employees.

1.7 Scope of the Study

The scope of this study is delimited in both geographical and conceptual aspects. Geographically, the focus is limited to the Bank of Abyssinia; in central district specifically its branch offices in Addis Ababa. Due to time constraints and limited resources, it is not feasible for the researcher to extend the study broadly. Conceptually, the study concentrates on one dependent variable, which is employees' performance, and four independent variables: Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture. While there are multiple dimensions to measure organizational culture, the study

narrows down its focus to these selected cultural elements. These variables were chosen based on their relevance and suitability to the study. In terms of methodology, the researcher employs an explanatory and descriptive research design. To answer the study questions, quantitative research approaches was employed. It is important to note that this study specifically addresses the impact of organizational culture as a single factor on employee performance. By delimiting the scope in this manner, the study aims to provide valuable insights into this specific relationship within the context of the Bank of Abyssinia.

1.8 Organization of the Study

This study is organized into five chapters, beginning with an introduction that provides background information, states the problem, research questions, objectives, hypotheses, scope, limitations, significance, and organization of the study. The second chapter focuses on a review of related literature on organizational culture and job satisfaction, while the third chapter discusses the research design and methodology, including population and sampling size, data collection instrument, and data analysis techniques. The fourth chapter presents the data analysis and interpretation, and the fifth chapter concludes with a summary of findings, conclusions, and recommendations based on the study's outcomes.

CHAPTER TWO: REVIEW OF RELATED LITERATURES

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

2.1 Theoretical Literature

A Review of Theories on Organizational Culture and Employee Performance

Organizational culture, the shared values, beliefs, and norms that characterize a workplace, plays a significant role in shaping employee performance. Understanding the various theoretical perspectives on this relationship can offer valuable insights for organizations seeking to cultivate a culture that drives success.

The Positive Impact of Culture: Many theories emphasize the positive influence of strong organizational cultures on employee performance. Key ideas include: Motivation and Engagement: Cultures characterized by collaboration, autonomy, and recognition can foster intrinsic motivation and engagement, leading to higher productivity and creativity (Luthans et al., 2007). Shared Values and Goals: Aligned values and goals provide employees with a sense of purpose and direction, driving them to contribute to the organization's success (Schneider, 1999). Communication and Trust: Open communication and trust within a supportive culture lead to better collaboration, knowledge sharing, and problem-solving, ultimately enhancing performance (Edmondson, 1999).

Specific Cultural Dimensions and Performance: Several theories focus on specific dimensions of organizational culture and their impact on performance: Innovation Culture: Cultures that encourage risk-taking, experimentation, and creativity are more likely to foster innovation and adaptation, leading to competitive advantage (Drucker, 1993). Safety Culture: Strong safety cultures prioritize employee well-being and establish clear safety procedures, reducing accidents

and enhancing employee productivity (Griffin & Neal, 2000). Service Culture: Cultures focused on customer satisfaction and service excellence can lead to higher customer retention and revenue growth (Bowen & Schneider, 1985).

Challenges and Contingencies: Not all organizational cultures are beneficial. Some theories highlight potential downsides: Misalignment with Individual Values: A culture that clashes with employees' personal values can lead to stress, dissatisfaction, and low performance (O'Reilly et al., 1995). Culture Change Resistance: Implementing cultural changes can be challenging, requiring careful planning, effective communication, and employee buy-in (Kotter, 1995). Contextual Influences: The effectiveness of a specific culture may depend on factors like the organization's industry, size, and geographical location (Hofstede, 1980). Understanding the diverse theoretical perspectives on organizational culture and employee performance is crucial for organizations seeking to build a supportive and effective work environment. By aligning cultural values with organizational goals, fostering motivation and engagement, and adapting to individual and contextual factors, organizations can leverage the power of culture to maximize employee performance and achieve success.

Organizational culture is one of the major issues in academic research and education, in organization theory as well as in management practice. There are good reasons for this: the cultural dimension is central in all aspects of organizational life. Even in those organizations where cultural issues receive little explicit attention, how people in a company think, feel, value, and act are guided by ideas, meanings, and beliefs of a cultural (socially shared) nature. Whether managers think that culture is too soft or too complicated to bother about or whether there is no unique corporate culture does not reduce the significance of culture. Senior organizational members are always, in one way or another, 'managing culture' – underscoring what is important and what is less so and framing how the corporate world should be understood (Alvesson, 2002). Organizations practicing intensive 'numbers management' may develop and reproduce a culture celebrating performance indicators and rituals around the handling of these. In most contemporary organizations, corporate culture receives a lot of attention and is seen as crucial. However, even in those cases where top managers have a strong awareness of the significance of culture, there is often a lack of a deeper understanding of how people and organizations function in terms of culture. Culture is as significant and complex as it is difficult to understand and 'use'

in a thoughtful way. Awareness of and interest in culture varies between managers and companies. It is often difficult to attain a high level of cultural awareness to guide actions. The interest in quick fixes in much management writing and thinking is unhelpful (Alvesson, 2002).

Culture therefore gives organizations a sense of identity and determines, through the organization's legends, rituals, beliefs, meanings, values, norms, and language, the way in which 'things are done around here'. An organization's culture encapsulates what it has been good at and what has worked in the past. These practices can often be accepted without question by long-serving members of an organization. One of the first things a new employee learns is some of the organization's legends (Alvesson, 2002).

Legends can stay with an organization and become part of the established way of doing things. Over time the organization will develop 'norms' i.e. established (normal) expected behavior patterns within the organization. A norm is defined as an established behavior pattern that is part of a culture (Donnell & Boyle, 2008). At the heart of organization development and improved performance is the need for effective management. It is the role of management to act as an integrating activity and to co-ordinate, guide and direct the efforts of members towards the achievement of goals and objectives. The process of management, however, does not take place in a vacuum but within the context of the organizational setting. Applications of organization behavior and the effective management of human resources are dependent therefore not only upon the nature of the industry or business, but also upon the characteristic features of the individual organization and its culture. The pervasive nature of culture in terms of 'how things are done around here' and common values, beliefs and attitudes will therefore have a significant effect on organizational processes such as decision making, design of structure, group behavior, work organization, motivation and job satisfaction, and management control (Mullins, 2005). The cultural knowledge of individuals is not identical. Individual difference, perhaps arising from different home, educational and micro social contexts, leads to intra-cultural variation. Hence within any culture, or even sub cultural group, differences exist. Most cultures are tolerant of such differences; in fact, it may provide a mechanism for cultural change or dynamism. For example, national subcultures, based on criteria such as socioeconomic class, ethnic/religious background or occupation, stimulate both debate and conflict, which can provide an opportunity for learning and change. Although culture is created and sustained in social contexts, such as in

an organization, it is dynamic and constantly evolving. At the organizational level culture is learned by recruits through the process of socialization, including training and managerial interventions, whereas educational systems, the media, history, political processes and the like help shape national culture (Brooks,2006).As mentioned by Sinha (2008), organizational culture is the totality of an organization's unique characteristics that are focused on how employees view and value work and relate with each other compared to other non-work concerns. Both organizational culture and work culture are jointly influenced by the surrounding societal and global cultures. Organization climate is different from organizational culture as the former is only the perceptual configurations of the organization. An organization may have an integrated, differentiated, or fragmenting culture depending on the degrees of congruence among the subcultures and the characteristics within the subcultures. Different scholars sample different core values, norms, and practices to recognize different types of organizational cultures. Organizational culture starts building up at the initiative of the founder and his team of top leaders who form the organization and hire employees who too get involved in giving the organizational culture a shape.

2.1.1 Important of Organizational Culture

At the heart of organization development and improved performance is the need for effective management. It is the role of management to act as an integrating activity and to co-ordinate, guide and direct the efforts of members towards the achievement of goals and objectives. The process of management, however, does not take place in a vacuum but within the context of the organizational setting. Applications of organizational behavior and the effective management of human resources are dependent therefore not only upon the nature of the industry or business, but also upon the characteristic features of the individual organization and its culture. The pervasive nature of culture in terms of 'how things are done around here' and common values, beliefs and attitudes will therefore have a significant effect on organizational processes such as decision-making, design of structure, group behavior, work organization, motivation and job satisfaction, and management control (Mullins, 2005)

2.1.2 Influences on the Development of Organizational Culture

The culture and structure of an organization develop over time and in response to a complex set of factors. We can, however, identify a number of key influences that are likely to play an important role in the development of any corporate culture.

History: The reason, and manner in which, the organization was originally formed, its age, and the philosophy and values of its owners and first senior managers will affect culture. Primary function and Technology: The nature of the organizations 'business' and its primary function have an important influence on its culture. This includes the range and quality of products and services provided the importance of reputation and the type of customers.

Goals and objectives: Although a business organization may pursue profitability, this is not by itself very clear or a sufficient criterion for its effective management.

Size: Usually larger organizations have more formalized structures and cultures. Increased size is likely to result in separate departments and possibly split-site operations.

Location: Geographical location and the physical characteristics can have a major influence on culture – for example, whether an organization is located in a quiet rural location or a busy city center. This can influence the types of customers and the staff employed. It can also affect the nature of services provided, the sense of 'boundary' and distinctive identity, and opportunities for development (Mullins, 2005)

2.1.3 Strong and Weak Organizational Cultures

Organizational culture can be either weak or strong, in a strong culture; the organization's core values are held strongly and shared widely. Strong organizational cultures have a great influence on the behavior of organizational members (Martins & Martins, 2003). A weak culture, on the other hand, means the opposite of a strong culture, in other words, organizational members do not subscribe to the shared beliefs, values and norms (O'Reilly, Chatman. & Caldwell, 1991).

2.1.4 Changing Organizational Culture

Change is a pervasive, persistent, and permanent condition for all organizations. Not only are managers faced with continual change, but also the rate of change has been accelerating. Some have described the growth in the rate of change faced by organizations as exponential. Effective managers must view managing change as an integral responsibility rather than as a peripheral one. People in organizations now must change and adapt to advance their careers, to improve their productivity, and to carry out a variety of roles in organizations. Likewise, organizations must be flexible, creative, and responsive to remain distinct, retain market share, and grow new businesses, strategies, and opportunities (John M. et al., 2014)

2.1.5 Function of Organizational Culture

Culture defines the rules of the game. First, it has a boundary-defining role: It creates distinctions between organizations. Second, it conveys a sense of identity for organization members. Third; culture facilitates commitment to something larger than individual self-interest. Fourth, it enhances the stability of the social system. Culture is the social glue that helps hold the organization together by providing standards for what employees should say and do. Finally, it is a sense- making and control mechanism that guides and shapes employees' attitudes and behavior. A strong culture supported by formal rules and regulations ensures employees will act in a relatively uniform and predictable way. Today's trend toward decentralized organizations makes culture more important than ever, but ironically it also makes establishing a strong culture more difficult. When formal authority and control systems are reduced through decentralization, culture's shared meaning can point everyone in the same direction. However, employees organized in teams may show greater allegiance to their team and its values than to the organization as a whole (Robbins & Judge, 2015).

2.1.6 The Consequences and Implications of Organizational Culture

Depending on its strength, a firm's organizational culture can have a pervasive impact on organizational effectiveness. six major consequences and implications of organizational culture on competitive advantage and organizational effectiveness (DuBrin, 2019). The right organizational culture contributes to gaining competitive advantage in several ways, including increased market share, profit, and smooth functioning of the organization .Productivity, quality,

and engagement: The consequence of competitive advantage and organizational effectiveness often happens because a culture that emphasizes productivity, including high quality, encourages workers to be productive and engaged Employees Performance .Creativity and innovation: A major contributor to innovation is a corporate culture that encourages creative behavior. Compatibility of mergers and acquisitions: A reliable predictor of success in merging two or more firms is the compatibility of their respective cultures Person–organization fit: An important success factor for the individual is finding an organization that fits his or her personality Pointing to direction of leadership activity: Much of a top-level manager’s time is spent working with the forces that shape the attitudes and values of employees at all levels. Emotional and physical safety of workers: An organizational culture in which rudeness, incivility, and sexual harassment are discouraged and punished increases the probability of workers feeling safe emotionally and physically.

2.1.7 Models of Organizational Culture

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

2.1.7.1 Edgar Schein’s Model of Organizational Culture

According to Schein (2011), there are three levels in an organization culture and his model focuses on artifacts, values, and assumptions. Art facts: The first level is the characteristics of the organization which can be easily viewed, heard and felt by individuals collectively known as artifacts. The dress code of the employees, office furniture, facilities, behavior of the employees, mission and vision of the organization all come under artifacts and go a long way in deciding the culture of the workplace. And this aspect of the organizational culture is the simplest perspective on culture which is provided by the tangible artifacts that reveal specific cultural predispositions. Values: The next level according to this model which constitutes the organization culture is the values of the employees and rules of behavior. The values of the individuals working in the organization play an important role in deciding the organization culture. The thought process and attitude of employees have deep impact on the culture of any particular organization. The mind-

set of the individual associated with any particular organization influences the culture of the workplace. Assumed Values: The third level is the assumed values of the employees which can't be measured but do make a difference to the culture of the organization. There are certain beliefs and facts which stay hidden but do affect the culture of the organization. The inner aspects of human nature come under the third level of organization culture. The organizations follow certain practices which are not discussed often but understood on their own and much more difficult to deduce through observation alone. These are tacit assumptions that infect the way in which communication occurs and individuals behave. They are often unconscious, yet hugely important. According to Schein (1992), understanding the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and deeper, the assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior.

2.1.7.2 Robert A Cooke's Model of Organizational Culture

According to Cooke (1987), the culture of an organization is the way employees behave at the workplace to ensure stable future and growth. And he proposed the following three types of culture in the organization: Constructive Culture: there are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. A constructive culture encourages discussions, exchange of ideas amongst employees, motivates the employees and eventually extracts the best out of them. The key features of a constructive culture are: Achievement: A constructive culture helps the employees to achieve the targets within the stipulated time frame. Self-Actualizing: In this kind of culture, an employee stays motivated and realizes full potential. Encouragement: A constructive culture encourages employees to deliver their level best and strive hard for furthering the image of the organization. Affinitive: The employees avoid conflicts and unnecessary disputes and promote a positive

ambience at the workplace. **Passive Culture:** in a passive culture, the employees behave in a way contrary to the way they feel is correct and should be the ideal way and the main motive of the employee is to please the superiors and make his/her position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job. The characteristics of a passive culture are: **Approval:** In such a culture employee can't take decisions on their own. They need to take their supervisor's approval before implementing any idea. **Conventional:** Employees are bound by rules and regulations of the organization and act according to the prescribed standards only. **Dependent:** In such a culture, the performance of the employees is dependent on the superior's decisions and they blindly follow their boss's orders. **Avoidance:** Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

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

2.1.7.3 Hofstede's Model of Organizational Culture

According to Hofstede (1980), various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks. Accordingly, there are majorly six factors which influence the culture of the workplace. **Power Distance Orientation:** power distance refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However, in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for

themselves. Every employee gets an equal treatment from the management and has to take ownership of his /her own work.

Masculinity and Femininity: this refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision making process of the organization .Male employees would be more aggressive as compared to the females who would be more caring and soft-hearted. The responsibilities also vary as per the sex of the employees. **Individualism and Collectivism:** It could be described as the degree to which an organization integrates a group mentality and promotes a strong sense of community (as opposed to independence) within the organization. There are some organizations which strongly rely on team work. Here individuals with a common interest come together and work as a team. These organizations believe that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required.

Uncertainty Avoidance Index: uncertainty avoidance describes an organization's comfort level with risk-taking. As risk and return are largely correlative in the business environment, it is particularly important for organizations to instill a consistent level of comfort with taking risks. Uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations. **Long Term Orientation:** this is the degree to which an organization or culture plans pragmatically for the future or attempts to create short-term gains. There are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity. **Tolerance and Restraint:** this pertains

to the amount (and ease) of spending and fulfillment of needs. For example, a restrained culture may have strict rules and regulations for tapping company resources.

2.1.7.4 Denison's Framework of Organizational Culture

The values and beliefs of an organization give rise to a set of management practices, which are concrete activities usually rooted in the values of the organization (Denison D. , 1990). These activities stem from and supplement the dominant values and beliefs of the organization. Accordingly, Denison's model states that the four broadly defined cultural traits of involvement, consistency, adaptability, and mission, collectively facilitate an organization's capabilities for integrating and coordinating internal resources as well as its adaptation the external environment, thereby leading to exceptional organizational performance. Organizations with strengths in two of the attributes often share certain orientations and outcomes. An organization with a strong internal focus is focused on the flow of the internal integration of systems, structures, and processes. It values its people and honors itself on the quality of its products or services. A strong internal focus has been associated to higher levels of quality, fewer defects and less rework, good resource utilization, and high employee satisfaction. The Denison Model of organizational culture highlights four key traits that an organization should master in order to be effective. At the center of the Model are the organization's "Beliefs and Assumptions." These are the deeply held aspects of an organization's identity that are often hard to access.

2.1.8 Relationship b/n Organization Culture Traits and Employee Job Performance

2.1.8.1 Organizational Culture of Empowerment and Employee Job Performance

According to Orpen (2015), employee empowerment can be an integral element of organizational culture change in that it embodies the concepts of intrinsic motivation, internal justification for decision-making, shared responsibilities, and integration for problem solving. As employees mature in an organization, they gain more knowledge, internalize justification for the actions they take, and become more intrinsically motivated. Alongside this internalization process, employees tend to take a more active role in intervening in the actions of newer employees and offering feedback regarding culture-consistent behaviors. When employees are empowered, they feel motivated to work because then nothing holds them back as they know what is expected of them and are competent in their duties. More open forms of participative

management give workers decision-making authority regarding their domains of responsibility (Macey et al., 2009). When companies shift to the more open forms of participative management, they begin the process of empowering their employees. Kurstedt & Mallk (1996) 18 assert that an organization's level of empowerment is related to its culture. A strong culture supports the empowerment process in many ways. First, companies with strong cultures provide continuity and clarity with respect to their missions. Second, companies with strong cultures minimize mixed signals because they have reduced ambivalence in their communications, and management tends to speak with one voice. Third, companies with strong cultures have a central core of consistency that drives the basic decision-making processes throughout the organization. This central core promotes consistency regarding basic values and beliefs, yet allows for individual interpretations and responses for items outside the central core. Fourth, strong culture firms help employees build social currency based on track record, reputation, knowledge, and network of relationships. This social currency builds communication and trust and provides the power to get things done independent of formal titles and authority. Manyonyi (2012) emphasizes that an organization that effectively communicates information to its employees and makes it accessible to its employees makes them feel part of the organization. This makes employees want to do their best not just for their paycheck, but for the organization. The kinds of information that can be transmitted to employees include: the long-term plans of the organization and new developments such as opportunities or problems faced by the company. Another way of establishing a culture of involvement in an organization is by incentivizing employees so as to increase their performance. This can be by informing them of the financial position of the organization and, when possible, sharing with them the profits. Most employers believe that offering additional money will draw more production from their employees (Anderson, 2012). Many times this is not true. What employees most often want is to know that they matter to the company or organization. Adding to their salaries, says Anderson (2012), does show them they are important, but normally this is the least effective means of increasing employee performance. It is also the most expensive. Some little gestures of recognition employed by an organization increase employee job performance. Multinational organizations for example, put up a map on the wall of the staff canteen. When people join the company, they put a pin on the country they are from. This makes the new employee feel welcome to the team, and is good for communication. Organizations that have a culture of celebrating birthdays, organizing get-

together, whether it's paintballing sessions or a small glass of wine in the staff room at the end of an afternoon, helping a charity is another way to give workers a common purpose and a feel-good factor (Macleod & Brady, 2008). As stated by DeWitt (2010), organizations that have a culture of recognizing for a job well done boost morale and offer a greater sense of achievement. The moment employees understand that they are appreciated and that their efforts matter beyond earning a paycheck, performance will normally increase. Regular times of recognition in small or simple ways can help employees know their value and increase their performance. Another strong trait of organizational culture that enhances high performance among employees in an organization is team work. Xenikou and Simosi, (2006) say that organizational norms that encourage cooperation, teamwork, and participation are related to performance because they facilitate group coordination and synergy of divergent organizational resources. He adds that moreover, self-actualization and employee development are the basis of creating a large pool of organizational resources that reflect the human capital within organizations and lead to organizational efficiency.

2.1.8.2 Clan Culture and Employee performance

Based on previous studies, clan culture has been found to have a positive impact on employee performance. Ozcan & Ozturk (2020) highlighted the importance of teamwork and strong employee engagement as drivers of employee and organizational performance. When employees work together as a community and support each other, it fosters a sense of belonging and encourages cooperation. Additionally, clan culture values openness, feedback, and ideas, creating an environment where employees feel empowered to contribute their ideas and voice their opinions. This can lead to higher levels of employee satisfaction and productivity.

Another study by Al-bawaia et al. (2022) emphasized the correlation between clan culture and employee satisfaction and performance. When employees' needs are put first and they feel valued within the workplace, it contributes to a positive work environment and higher levels of employee morale. Employees who trust their managers and colleagues are more driven to go above and beyond their general workload, leading to improved performance. Clan culture also promotes adaptability and innovation, as employees are encouraged to provide direct feedback and take action based on their

suggestions. This fosters a culture of continuous improvement and can contribute to better employee performance.

2.1.8.3 Adhocracy Culture and Employee performance

Previous studies have demonstrated a significant effect of Adhocracy Culture on employee performance. Adhocracy Culture is characterized by a flexible and entrepreneurial work environment where employees are encouraged to take risks, experiment with new ideas, and embrace change. Research conducted by Qianqian & Zhihua (2020) found that organizations with a strong Adhocracy Culture tend to have higher levels of employee motivation and job satisfaction, leading to improved performance outcomes. This is because employees feel empowered to make decisions and take ownership of their work, which enhances their sense of engagement and commitment to achieving organizational goals. A study conducted by Hung et al. (2022) revealed that organizations with a strong Adhocracy Culture foster an environment that encourages employees to think outside the box, challenge the status quo, and generate innovative solutions. This culture of experimentation and risk-taking allows employees to explore new ideas, leading to a higher level of creativity and the generation of novel approaches to problem-solving. As a result, employees in such organizations exhibit higher levels of performance, as they are able to adapt to changing circumstances and deliver innovative outcomes.

2.1.8.4 Hierarchy Culture and Employee performance

Previous studies have explored the effect of Hierarchy Culture on employee performance and have identified several key findings. Hierarchy Culture is characterized by a structured and formalized work environment where roles, responsibilities, and reporting lines are clearly defined. Research conducted by Qianqian & Zhihua (2020) found that organizations with a strong Hierarchy Culture tend to have higher levels of efficiency and productivity. This is because employees have a clear understanding of their roles and responsibilities, which reduces ambiguity and improves coordination within the organization. The hierarchical structure also enables effective

decision-making and ensures that tasks are delegated appropriately, resulting in improved employee performance.

In addition to efficiency and productivity, the Hierarchy Culture has been found to influence employee compliance and adherence to organizational policies and procedures. A study conducted by Hung et al. (2022) revealed that organizations with a strong Hierarchy Culture have employees who are more likely to follow rules, regulations, and protocols. This is because the hierarchical structure establishes clear lines of authority and accountability, creating a sense of order and discipline within the organization. Employees in such organizations are more likely to comply with organizational guidelines, leading to a higher level of performance consistency and adherence to quality standards.

2.1.8.5 Market Culture and Employee performance

Previous studies have shown a strong correlation between market culture and employee performance. Market culture refers to an organizational environment that emphasizes competitiveness, achievement, and results. Employees in organizations with a market culture are often motivated by performance-based rewards and recognition. Research conducted by Hung et al. (2022) found that companies with a strong market culture tend to have higher levels of employee performance. This can be attributed to the fact that market-oriented organizations place a high value on individual contributions, which in turn encourages employees to strive for excellence and deliver their best work.

Furthermore, a study conducted by Al-bawaia et al. (2022) demonstrated that market culture has a positive impact on employee engagement, which is closely linked to performance. In organizations with a market culture, employees are more likely to feel motivated and committed to their work. This is because market-oriented companies often provide clear performance expectations, set challenging goals, and offer opportunities for career growth. These factors contribute to higher levels of employee satisfaction and a sense of purpose, ultimately leading to improved performance outcomes

2.1.9 Employee Job Performance

The word ‘performance’ can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance etc. In the organizational context, performance is usually defined as the extent to which an organizational member contributes achieving the goals of the organization. Employee’s performance means the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively (Daft, 2000). Employee performance is originally what an employee does or does not and how those activities were executed. It plays an important role for organizational performance Employee performance at the work place is a major concern for the organizations irrespective of all the factors and conditions. As such, employees are considered very important assets to their organizations (Qureshi & Ramay, 2006).

2. 2 Empirical Reviews

In order to strengthen the study, various research reports are reviewed. The empirical evidences are summarized and presented below. The significance of organizational culture and its effect on employee performance has drawn special attention to the study of the Bank and its cultures. Empirical studies of organizational culture have been carried out across various countries and industries, particularly, in the banking industries context; several empirical studies have supported the positive link between culture and performance. Even though the relationship of organizational culture and employees’ performance are naturally proven, it was mixed up in many studies (Kopelman, 1990). 24 According to Bulach (2012), the effects of organizational culture on employee behavior and performance can be summarized as: 1) knowing the culture of an organization allows employees to understand both the organization’s history and current methods of operation. 2) Organizational culture can foster commitment to the organization’s philosophy and values. 3) Organizational culture, through its norms, serves as a control mechanism to channel behaviors toward desired behaviors. 4) Certain types of organizational cultures may be related directly to greater effectiveness and productivity than others. As mentioned by Gunaraja (2014), presented his empirical study which was mainly made on the effectiveness of organizational corporate culture on employee performance as well as employee’s productivity using Indian banking industry. And his findings confirmed that a large number of respondents almost more than 50% of the respondents strongly agreed that

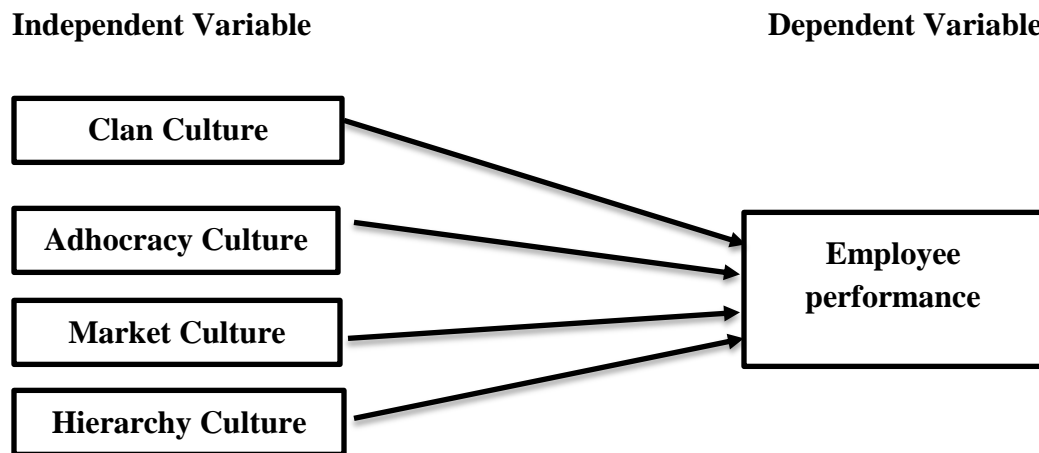
organizational corporate culture has an influence on employee work performance and the study further showed that there is a positive relationship between corporate culture and employee's job performance. As stated by Dahni & Alhabri (2012), found that certain dimensions of culture have been identified so far and research showed that value and norms of an organization were based upon employee relationship. And at last the strong culture of an organization based upon managers and leaders help in improving level of performance. Managers relate organization performance and culture to each other as they help in providing competitive advantage to firms. Significant demonstration of both positive and negative characteristic of culture has significant consequences on employees as well as firm's performance. There were also empirical evidences found in organizational culture and Organizational Performance, conducted in Ghana University by (Mariama, 2013) and applied organizational culture and Performance variables were measured using five-point Likert scale and using the Denison's Organizational Survey Instruments. The researcher reached to a conclusion that there was a positive relationship between Organizational Culture and Performance in the case of banking Industry in Ghana. Among the Organizational dimensions, Mission was the Culture trait with the strongest potential of impacting positively on Performance. 25 Involvement Consistency Adaptability Mission Employee Job Performance Similarly, a researcher (Omoregbe, 2017) made an analysis on the extent of influence of organizational culture on selected Nigerian Banks and the findings were confirmed that there is a high level of relationship between organizational culture practices and employees performance in the Nigerian banking sector. Organizational culture dimensions all had positive effects on employee's performance.

2.3 Conceptual Framework

Though there are different models and frameworks for organizational culture, the researcher preferred to take the Denison's organizational culture model. The reasons for adoption of this model as a conceptual framework are as follows: The basis of the model is that it tests the behavior of group, it is applicable to all of the hierarchy levels from viewpoint of the measuring indices and measurement of organizational culture dimensions, it is a detailed model.

This model has a direct effect on organizational culture and provides a novel framework over the other organizational culture models and lastly the Denison's model has been

extensively employed by various organizations in other countries in order to diagnosis organizational culture.



source: modified from (Ergün & Tasgit, 2013; Kawiana et al., 2018)

Figure 2. 1. Conceptual frame work of Denison Organizational culture elements

2.4 Research Hypotheses

Research Hypothesis is based on the literature review and the hypothesized connections presented in the conceptual framework and will be verified as follow:

Hypothesis 1: Clan Culture has a significant positive effect on employees' performance.

Hypothesis 2: Adhocracy Culture has a significant positive effect on employees' performance.

Hypothesis 3: Market Culture has a significant positive effect on employees' performance.

Hypothesis 4: Hierarchy Culture has a significant positive effect on employees' performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

In this study, a research design was employed as a framework to guide the collection and analysis of data, following the insights of Cooper & Schindler (2004). Specifically, An Explanatory research design was utilized, as it is well-suited for investigating the causal relationship between employees' perception of organizational culture traits and their performance. This design allows for inferences to be drawn between the dependent and independent variables. The data collected was analyzed quantitatively using the Statistical Package for Social Science (SPSS). The analysis involved determining both true values and approximate values to gain a comprehensive understanding of the data.

3.2 Research Approach

This study adopts a quantitative research approach to examine the relationship between organizational culture and employee performance at Abyssinia Bank in Addis Ababa, Ethiopia. The quantitative approach is chosen because of its ability to measure variables numerically and apply statistical techniques to test hypotheses and derive conclusions. The research begins with the formulation of hypotheses based on existing theories and literature related to organizational culture and employee performance. A structured questionnaire is designed to gather data from employees of Abyssinia Bank, focusing on dimensions of organizational culture such as Clan, Adhocracy, Market, and Hierarchy culture as well as employee performance. Data collection is conducted through a survey method, ensuring a representative sample from different departments and levels within the bank. The collected data is analyzed quantitatively using the Statistical Package for Social Science (SPSS), enabling the application of various statistical tests, such as correlation and regression analysis, to examine the relationships between the independent variables (organizational culture dimensions) and the dependent variable (employee performance).

3.3 Population, Sample Size and Sampling Techniques

3.3.1 Population of the Study

The population of the study consists of the employees Bank of Abyssinia at central district at selected branch office in Addis Ababa, Ethiopia. As it is impossible and unfeasible to do census, the researcher settle for a sample and the target population were 600 employees of BOA. According to (Emory, 1995), the basic idea of sampling is that by selecting part of the elements in a population, conclusion may obtain about the entire population. An element in the subject on which the measurement is being taken, it is the unit of the study. The total population of the study equals 600 permeant employees of Bank of Abyssinia at Addis Ababa districts.

3.3.2 Sample Size

For the purpose of this study and according to its scope representative samples are select. To collect primary data, the questionnaire survey method is used. According to (Roscoe, 1975), sample sizes larger than 30 and less than 500 are appropriate for most researches. Having this in mind and the above mentioned limitations, statistical sampling formula by Yamane (1967), was applied to perform a proportionate sampling. To determine the sample size, below statistical formula by (Yamane, 1967), is adopt at confidence level of 95%.

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

Where

n= sample size

N=population size

e= level of precision

Thus,

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

$$n = \frac{600}{1 + (600 * 0.05^2)}$$

$$n = 240$$

As seen above, by using Yamane's formula of calculating sample size with an error 5% and with a confidence coefficient of 95% (Yamane, 1967)

3.3.3 Sampling Method and Techniques

This study used Probability Sampling method because samples selected randomly from a list of contains all member of population or chance of was included in sampling and more time consuming. This research used Stratified sampling techniques; population was divided into homogenous group such as Sex, Age, Education background and Experience. Additionally stratified sampling techniques were less sampling variation than simple random sampling, more precise and Economical.

3.4. Sources of Data and Method of Data collection

3.4.1 Sources of Data

Researchers used primary sources of data because they provide firsthand and original information about a specific event, topic, or phenomenon. Primary sources are considered the most reliable and trustworthy sources as they offer direct evidence or testimony from individuals who directly experienced or witnessed the subject matter (Whittemore & Knafl, 2005). By utilizing primary sources, researchers can establish a strong foundation for their research, enhancing the validity and credibility of their findings (Hox & Boeije, 2005). Thus, in this study the source of data was primary sources.

3.4.2 Method of Data Collection

The method of data collection instruments by using questionnaires. To accomplish the study, the researcher was administering questionnaire as source of primary data. The essence applying this method are as suggested by Kothari (2004) who explain that through questionnaires respondents have adequate time to give well thought answers and also respondents who are not easily approachable, can also be reached conveniently.

3.5 Validity and Reliability

The planning of a research project or interpreting the findings of a work, determining the impact of the results is dependent upon two concepts: validity and reliability. Reliability and validity are ways of verifying and disseminating the rigor of research processes and the trustworthiness of research findings (Roberts et al., 2006).

3.5.1. Reliability

Reliability refers to the stability, consistency, or dependability of the data. Whenever a researcher measures a variable, he or she shall be sure that the measurement result is dependable and consistent results (Cooper & Schindler 2006)

In this study, reliability was measured by Cronbach's alpha coefficient which measures inter-item reliability or the degree of internal consistency between variables measuring one factor. i.e. the extent to which various items measuring the same variable attain consistent results. This coefficient result lies between 0 and 1. A value of 0.7 or more generally indicates satisfactory internal consistency (Hair et al., 2006). As depicted in the following table all Cronbach's alpha values are more than .07. Thus, the data is reliable to proceed further analysis.

Table 3. 1. Test of reliability

No	Variable	Measurement items	Cronbach's alpha
1	Clan Culture	6	.960
2	Adhocracy Culture	4	.916
3	Market Culture	2	.851
4	Hierarchy Culture	6	.835
5	Employee Performance	5	.948

Source: Survey Result, 2024

3.5.2. Validity

Validity in data collection refers to the extent to which the collected data accurately represents the intended area of investigation. It signifies the degree to which a measurement captures what it is intended to measure. A measure is considered valid if it effectively measures the specific construct or phenomenon it is designed to assess. (Roberts et al., 2006). In this research, content

validity was utilized to confirm whether the collected data covers the actual area of investigation. The researcher measured the content validity of the questionnaires by involving academic staff and the advisor to make wording adjustments, avoid jargon words, and ensure clarity and understanding for the respondents.

3.6 Method of Data Analysis and procedures of Data collection

Data analysis involves examining, cleaning, transforming, and modeling data to uncover meaningful information, draw conclusions, and support decision-making (Mölder et al., 2021). This process utilizes various techniques and tools to organize and examine datasets for identifying patterns, trends, and relationships within the data (Creswell, 2014). After collecting data from primary sources, a thorough check is conducted to identify errors made by respondents, followed by in-house editing. The edited data is then coded and manually entered into Statistical Package for Social Science (SPSS) version 23. Quantitative methods of data analysis, including descriptive statistical techniques like mean and standard deviation, as well as inferential statistical techniques like correlation and multiple linear regressions, are employed. Regression analysis is used to determine the extent to which the independent variables (i.e., different predictors mentioned in the study) explain the dependent variable, which is employee performance. Correlation analysis is employed to test the proposed hypothesis, examining whether there exists a significant positive relationship between the explanatory variables.

3.7 Ethical Considerations

In this study, ethical boundaries were meticulously guarded like precious artifacts. Participant privacy was reign supreme, their anonymity secured through a rigorous sampling process, a cloaking questionnaire, and unwavering transparency. Data, treated with utmost reverence, will never be tarnished by exploitation. Every step, guided by the ethical guidelines, was banish discrimination and prioritize respect, trust, and the protection of every voice. This research, forging a path towards a future of ethical exploration, ensures that knowledge expands hand-in-hand with humanity.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRATATION

4.1 Response rate

This study tried to examine the effect of organizational culture on employee job Performance of Bank of Abyssinia. The questionnaire was created on a five-point scale ranging from one to five, with one strongly disagree to five representing strongly agree. The descriptive, correlation, and regression analyses were conducted. A total of 240 questionnaires were distributed, with 213 being collected and valued from personnel working in BOA. The response rate of the study is 88.75%. SPSS (version 23) statistical software was used to present and evaluate the acquired data. The detail of the analysis is given below.

4.2. Demographic Characteristics of Respondents

The demographic information of respondent gathered for the studies were gender, Level of Education, and Work Experience;

Table 4. 1. Demographic profile of Respondents

Variables	Categories	Frequency	Percent	Cumulative Percent
Gender	Male	131	61.5	61.5
	Female	82	38.5	100.0
Level of Education	BA Degree	174	81.7	81.7
	MA and or above	39	18.3	100.0
Work Experience	< 1 year	16	7.5	7.5
	1-5 years	55	25.8	33.3
	5-10 years	91	42.7	76.1
	Above 10 years	51	23.9	100.0

Source: Survey Result, 2024

Gender: The above table reveals the distribution of respondents based on gender. Out of the total respondents, 61.5% identified as male, while 38.5% identified as female. This indicates a slightly higher representation of males in the sample. Understanding gender dynamics can

provide valuable insights for designing targeted strategies or interventions that address any gender-specific needs or challenges in the context under investigation.

Level of Education: The distribution of respondents based on their level of education is also provided in the above table. The majority of respondents, accounting for 81.7%, held a Bachelor's degree. This reflects a relatively high level of educational attainment among the participants. Additionally, 19.3% of respondents indicated having a Master's degree or higher. These findings highlight the diverse educational backgrounds of the respondents and suggest a well-educated sample.

Work Experience: The above table also provides insights into the work experience of the respondents. Respondents were categorized based on the duration of their work experience. The results show that 7.5% of participants had less than one year of work experience, while 25.8% had between 1 and 5 years of experience. A significant portion, 42.7%, reported having 6 to 10 years of work experience. The remaining, 23.9% of respondents indicated having more than 10 years of work experience. These findings suggest a relatively diverse distribution of work experience among the respondents.

4.3. Assumption of Tests

Before proceeding with regression analysis, the following assumptions were tested. The assumptions of multiple linear regression are conducted to ensure the validity and reliability of the analysis. Firstly, the relationship between the independent and dependent variables should be linear, which can be assessed through scatter plots. Secondly, the errors between observed and predicted values should be normally distributed, which can be checked using histograms or Q-Q plots. Thirdly, there should be no multicollinearity among the independent variables. Lastly, the residuals should exhibit homoscedasticity, meaning that the variability of the residuals should be constant across all levels of the independent variables. By verifying these assumptions, researchers can ensure the accuracy and meaningfulness of their multiple linear regression analysis (Osborne & Waters, 2019).

4.3.1. Normality test

Table 4. 2. Test of normality

	Skewness		Kurtosis			Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error		Statistic	Std. Error	Statistic	Std. Error
CC1	213	.273	.167	.868	HC1	-.196	213	-.196	.167
CC2	213	.520	.167	.126	HC2	.077	213	.077	.167
CC3	213	.486	.167	-.619	HC3	.541	213	.541	.167
CC4	213	.225	.167	-.439	HC4	.173	213	.173	.167
CC5	213	.475	.167	.846	HC5	-.017	213	-.017	.167
CC6	213	.486	.167	-.619	HC6	.401	213	.401	.167
AC1	213	-.333	.167	.028	EP1	.341	213	.341	.167
AC2	213	-.313	.167	-.166	EP2	.287	213	.287	.167
AC3	213	-.530	.167	.605	EP3	.176	213	.176	.167
AC4	213	-.763	.167	.029	EP4	.255	213	.255	.167
MC1	213	-.444	.167	-.098	EP5	.326	213	.326	.167
MC2	213	-.489	.167	-.061					

Source: Survey Result, 2024

The table provides information on the skewness and kurtosis statistics for the variables. Skewness measures the symmetry of a distribution, with positive values indicating a right-skewed distribution and negative values indicating a left-skewed distribution. Kurtosis measures the "tailedness" of a distribution, with positive values indicating heavier tails compared to a normal distribution and negative values indicating lighter tails. The standard errors provide an estimate of the uncertainty associated with the skewness and kurtosis statistics. Based on the survey result in table above the data were normally distributed. All the results, i.e. Skewness and Kurtosis were between -1.0 to +1.0. So the result of Kurtosis and Skewness exists between -1.0 to +1.0 which is acceptable and the error term for each variable is constant (Brown, 2011).

4.3.2. Test of linearity

In linear regression, it is essential for the predictor variables to have a straight-line relationship with the outcome variable, a property known as linearity. This means that the relationship between the dependent and independent variables should follow a straight line. Standard multiple regression techniques are reliable for estimating the cause-and-effect relationship between variables only when this linearity assumption holds. If the relationship between the variables is nonlinear, the accuracy of the regression model may be compromised, leading to unreliable and potentially misleading results. Therefore, assessing the linearity assumption before interpreting the regression analysis findings is crucial.

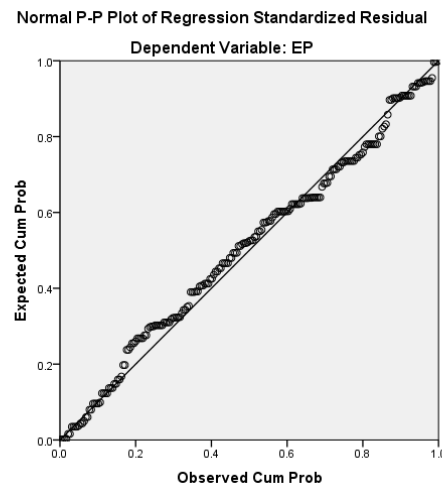


Figure 4. 1. Linearity test

Source: Survey Result, 2024

Based on the information provided in the above figure variables. The scatterplots and correlation coefficients indicated positive linear relationships between the variables, suggesting that the predictor variables had a straight-line relationship with the outcome variable.

4.3.3. Test of Multicollinearity

Multicollinearity refers to a situation where the independent variables in a regression model are highly correlated with each other, which can lead to inaccurate results and incorrect inferences.

Table 4. 3. Test of Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Clan Culture	.808	1.238
	Adhocracy Culture	.788	1.270
	Market Culture	.604	1.657
	Hierarchy Culture	.612	1.633

Source: Survey Result, 2024

The multicollinearity test for the regression model shown in the table was acceptable. To test for multicollinearity, tolerance and variance inflation factor (VIF) are commonly used measures. Tolerance should be greater than 0.2, and VIF should be less than 10 to meet the standard. The table mentions that the tolerance values were more than 0.2, and the VIF values were less than 10, indicating that the multicollinearity test was acceptable. This suggests that multicollinearity did not significantly affect the regression model, allowing for an accurate estimation of the relationship between the independent and dependent variables.

4.3.4. Test of Homoscedasticity

Homoscedasticity refers to a situation where the error term, or the random disturbance in the relationship between the independent variables and the dependent variable, is the same across all values of the independent variables.

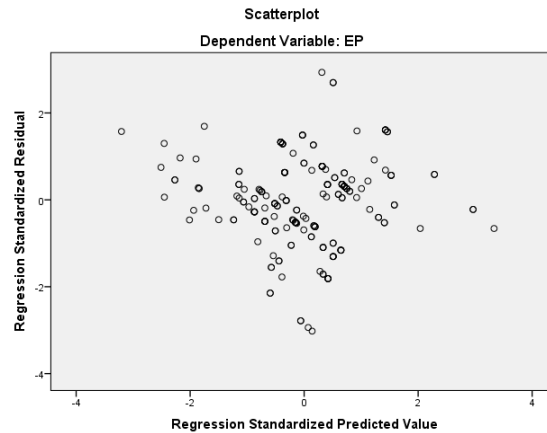


Figure 4. 2. Test of Homoscedasticity

Source: Survey Result, 2024

This means that the variance of the residual, or error term, in a regression model is constant. In contrast, heteroscedasticity occurs when the error term's size differs across the independent variables' values. Lack of homoscedasticity can lead to muddled results and incorrect inferences in regression analysis. To assess homoscedasticity, standardized scatter plots can be used to visually examine the constancy of the error term across the range of the independent variables. Multiple regression analysis was applied to determine whether a statistically significant relation surfaced between organizational culture and employee performance.

4.4. Correlation analysis

In this section the correlation of clan, adhocracy, market, and hierarchy with Employee performance are presented. The possible range of correlation coefficient values is form -1 to +1. A correlation value without a positive sign indicates the relationship is positive, whereas, negative sign indicates negative relationship. According to Cohn's (1988) classification of the strength of relationship is based on the following table.

Table 4. 4. Classification of the Strength of Relationship

Correlation strength	Positive values	Negative values
Small	r=0.10 to 0.29	r = -10 to -.29
Medium	r=.30 to .49	r= .30 to -.49
Large	r=.50 to 1.0	r= -.50 to -1.0

Source: Cohn (1988)

Table 4. 5. Correlation matrix

Correlations

		CC	AC	MC	HC	EP
CC	Pearson Correlation Sig. (2-tailed)	1				
AC	Pearson Correlation Sig. (2-tailed)	.271** .000	1			
MC	Pearson Correlation Sig. (2-tailed)	.117 .088	.395** .000	1		
HC	Pearson Correlation Sig. (2-tailed)	.355** .000	.224** .001	.545** .000	1	
EP	Pearson Correlation Sig. (2-tailed) N	.462** .000 213	.551** .000 213	.547** .000 213	.581** .000 213	1 213

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

Clan Culture and employee performance

Based on the information provided in the above table, there is a medium positive correlation ($r = .462$) between Clan Culture and employee performance, with a significant p-value of .000. This suggests that organizations with a strong Clan Culture, characterized by a focus on collaboration, teamwork, and employee development, tend to have higher levels of employee performance. To further enhance this correlation, organizations should emphasize fostering a supportive and

nurturing work environment, promoting open communication and knowledge sharing, investing in employee training and development, and recognizing and valuing employee contributions. By prioritizing Clan Culture, organizations can create a positive and engaging work environment that motivates employees and ultimately leads to improved performance outcomes.

Adhocracy Culture and employee performance

Based on the information provided, there is a strong positive correlation ($r = .551$) between Adhocracy Culture and employee performance, with a significant p-value of .000. This indicates that organizations with a strong Adhocracy Culture, characterized by flexibility, innovation, and entrepreneurial spirit, tend to have higher levels of employee performance. To further strengthen this correlation, organizations should encourage a culture of experimentation and risk-taking, provide opportunities for employees to explore new ideas and initiatives, foster a climate of creativity and innovation, and empower employees to take ownership of their work. By embracing Adhocracy Culture, organizations can create an environment that encourages and rewards innovation, leading to enhanced employee performance and overall organizational success.

Market Culture and employee performance

Based on the information provided, there is a strong positive correlation ($r = .547$) between Market Culture and employee performance, with a significant p-value of .000. This indicates that organizations with a strong Market Culture, characterized by competitiveness, goal orientation, and a focus on results, tend to have higher levels of employee performance. To further strengthen this correlation, organizations should emphasize setting clear performance targets and metrics, providing incentives and rewards based on performance outcomes, fostering a culture of accountability and achievement, and encouraging employees to continuously improve their skills and knowledge. By nurturing a Market Culture, organizations can create a dynamic and results-driven environment that motivates employees to excel and drives overall organizational performance.

Hierarchy Culture and employee performance

The findings from the study conducted on the correlation between Hierarchy Culture and employee performance reveal a strong positive relationship, as indicated by the correlation coefficient of $r = .581$ at $p = .000$. These results align with Cohn's (1988) assertion that an r value greater than .5 suggests a strong correlation. This suggests that organizations with a Hierarchy Culture tend to have employees who perform well. The significance level of $p = .000$ further strengthens the credibility of these findings. Overall, this study provides empirical evidence supporting the notion that a Hierarchy Culture positively influences employee performance.

4.5. Regression Analysis Results

Multiple regression analysis was applied to determine whether a statistically significant relation surfaced between organizational culture and employee performance.

4.5.1. Model Summary

Table 4. 6. Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 ^a	.591	.583	.64941

a. Predictors: (Constant), HC, AC, CC, MC

b. Dependent Variable: EP

Source: Survey Result, 2024

Based on the information provided in the model summary table, the "R" column represents the value of R, which stands for the multiple correlation coefficient. In this case, the R-value is reported as 0.768. This value indicates a positive and strong cause-and-effect relationship between the organizational culture variables included in the model and employee performance in selected BOA. The multiple correlation coefficient measures the strength and direction of the linear relationship between the predictor variables (organization culture) and the outcome variable (employee performance). A value of 0.768 suggests a strong positive relationship, indicating that changes in the organization's culture variables are associated with significant

variations in Employee performance. This finding implies that improvements in the organization culture can potentially lead to improved employee performance of BOA.

The $R^2 = .591$. This means that the linear regression model with the independent variables explains 59.1% of the variance of the dependent variable while the remaining 40.1% is accounted by other factors outside the regression model. The model significantly showed the ability to predict the effects of organizational culture on employee performance.

4.5.2. ANOVA

Table 4. 7. ANOVA test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	126.529	4	31.632	75.006	.000 ^b
	Residual	87.720	208	.422		
	Total	214.248	212			

a. Dependent Variable: EP

b. Predictors: (Constant), HC, AC, CC, MC

Source: Survey Result, 2024

The table provided above represents the results of the F-test, also known as Analysis of Variance (ANOVA). The F-test is a statistical test used to determine the significance of multiple linear regressions. In this case, the null hypothesis of the F-test states that there is no linear relationship between the variables, which is equivalent to an R^2 value of 0. However, the F-test for the model in question shows a highly significant result. This suggests that there is indeed a linear relationship between the variables included in this particular model. Therefore, based on the significant F-test result, it is true that there is a statistically meaningful association between the variables under consideration.

4.5.3. Regression coefficients

Table 4. 8. Regression coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.639	.264		-6.212	.000
CC	.321	.066	.240	4.861	.000
AC	.396	.060	.330	6.606	.000
MC	.285	.072	.226	3.956	.000
HC	.441	.084	.299	5.276	.000

a. Dependent Variable: EP

Source: Survey Result, 2024

The regression coefficients table provided above presents the estimated coefficients for the multiple linear regression model, including the intercept, as well as their corresponding significance levels. These coefficients are crucial in determining the relationship between the variables in the model. By using these coefficients, we can construct the regression equation, which allows us to predict the dependent variable based on the values of the independent variables.

$$EP = -1.639 + .302 (CC) + .396 (AC) + .258 (MC) + .440(3HC) + .264 \text{ (avg. error in prediction)}$$

Where:

EP = Employee performance

CC = Clan Culture

AC= Adhocracy Culture

MC = Market Culture

HC= Hierarchy Culture

The above regression formula shows that, for every increase in Clan Culture, the employee performance will also increase by 0.302. Similarly, for every increase in any of the other

variables: Adhocracy Culture, Market Culture, and Hierarchy Culture; the Employee performance will increase by .396, .258, and .440, respectively.

As a result of all four determining variables are entered in the analysis, the standardized Beta weights compare the relative importance of each independent variable in standardized terms. It is therefore imperative that, Adhocracy Culture has a higher impact than the other independent variables. The sequence of other variables can be seen as Clan Culture, Hierarchy Culture, and Market Culture.

4.6. Hypothesis Testing and Discussion of Findings

The findings from the study indicate that Clan Culture has a significant effect on Employee Performance, as evidenced by a coefficient of 0.302 at a p-value of less than 0.001. This result aligns with previous research that has explored the relationship between organizational culture and employee performance. Several studies have shown that a strong Clan Culture, characterized by a sense of belonging, collaboration, and a family-like atmosphere, can positively impact employee performance. This type of culture promotes employee engagement, teamwork, and a supportive work environment, which in turn enhances individual and team performance. The coefficient of 0.302 suggests a moderate effect size, indicating that an organization with a strong Clan Culture is likely to experience improved employee performance. These findings underscore the importance of fostering a positive and cohesive organizational culture to drive employee performance and ultimately contribute to the overall success of the organization. **Thus, H1 is supported.**

The findings from the study reveal that Adhocracy Culture has a significant effect on Employee Performance, indicated by a coefficient of 0.396 at a p-value of less than 0.001. This finding aligns with previous research that has examined the relationship between organizational culture and employee performance. Previous studies have highlighted the positive impact of an Adhocracy Culture on employee performance. Adhocracy Culture is characterized by flexibility, innovation, and a dynamic work environment that encourages creativity and risk-taking. This type of culture fosters an entrepreneurial spirit, empowers employees to take initiative, and promotes adaptability to changing market conditions. The coefficient of 0.396 suggests a strong effect size, indicating that organizations with a strong Adhocracy Culture are likely to experience

enhanced employee performance. These findings underscore the significance of cultivating an Adhocracy Culture within an organization to drive innovation, creativity, and ultimately improve overall employee performance. **Therefore, H2 also supported.**

The findings from the study indicate that Market Culture has a significant effect on Employee Performance, with a coefficient of 0.258 at a p-value of less than 0.001. This finding is supported by previous research that has explored the relationship between organizational culture and employee performance. Market Culture is characterized by a competitive and results-oriented environment, where individuals are driven by performance goals and outcomes. Previous studies have shown that organizations with a strong Market Culture tend to have higher levels of employee performance. This culture promotes a focus on achieving targets, meeting customer demands, and driving innovation to gain a competitive edge in the market. The coefficient of 0.258 suggests a moderate effect size, indicating that organizations with a strong Market Culture are likely to experience improved employee performance. These findings highlight the importance of fostering a market-driven culture within organizations to enhance employee performance and achieve organizational success. **Thus, H3 is supported.**

The findings from the study indicate that Hierarchy Culture has a significant effect on Employee Performance, with a coefficient of 0.440 at a p-value of less than 0.001. This coefficient is the highest among the other cultural types examined. These findings are supported by previous research that has explored the relationship between organizational culture and employee performance. Hierarchy Culture is characterized by a structured and formalized environment, where roles, responsibilities, and authority are clearly defined. Previous studies have shown that organizations with a strong Hierarchy Culture tend to have higher levels of employee performance. This culture provides employees with a clear understanding of their roles and objectives, which can enhance their productivity and efficiency. The coefficient of 0.440 suggests a strong effect size, indicating that organizations with a strong Hierarchy Culture are likely to experience significant improvements in employee performance. These findings highlight the importance of establishing a clear organizational structure and defined roles within an organization to drive employee performance and achieve organizational goals. **Likewise, H4 is supported.**

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

This is the last section of this study report which includes basic subsections like the research summary, conclusion, recommendation and further research directions:

5.1 Summary of major findings

The general objective of this study was to examine the effect of organizational culture on employee Performance of the Bank of Abyssinia. Therefore, the basic findings of the study were summarized and presented in this section of the study.

The demographic profile of total respondents shows 131 (61.5%) were male and 82 (35.5%) were female. 81.7% of respondents were bachelor holders while the remaining 18.3% were hold masters and above. The experience of respondents shows that 7.5% of the respondents have served for less than a year, 25.8% have worked for 1-5 years, 42.7% have worked for 6- 10 years, 23.9% have worked for 10 years and above.

The R-value, 0.7568 indicates a positive and strong cause-and-effect relationship between the dependent and independent variables mentioned in this study. The $R^2 = .59.1$. implies the linear regression model with the independent variables explains 59.1% of the variance of the dependent variable while the remaining 40.9% is accounted by other factors outside the regression model.

Analysis of variance F value 75.006 with $p=.000$ was statistically significant at $p <.001$ level of significance showed that organizational culture types of adhocracy, clan, market, and hierarchy cultures have a statistically significant role on Employee performance of BOA staff which indicates there was significant relationships of organization culture and Employee performance.

The regression coefficients result confirms that all independent variables (adhocracy, clan, market, and hierarchy cultures) have a statistically significant positive effect on Employee performance

5.2. Conclusions

The aim of this study was to investigate the impact of different organizational cultures on employees' performance at BOA. The four types of cultures examined were Clan, Adhocracy, Market, and Hierarchy. The hypotheses proposed that each culture has a significant positive effect on employees' performance. After conducting the research and analyzing the data, it was

found that all four hypotheses were accepted, indicating that each culture indeed plays a vital role in shaping employees' performance at BOA.

Clan Culture The first hypothesis explored the impact of Clan Culture on employees' performance at BOA. Clan Culture emphasizes a sense of belonging, collaboration, and teamwork within the organization. The research findings revealed that Clan Culture had a significant positive effect on employees' performance. This suggests that when employees feel a strong connection to their organization, they tend to be more motivated, engaged, and productive. The supportive and nurturing environment created by Clan Culture encourages employees to develop their skills, take ownership of their work, and contribute to the overall success of the organization.

Adhocracy Culture The second hypothesis focused on the effect of Adhocracy Culture on employees' performance at BOA. Adhocracy Culture promotes innovation, flexibility, and risk-taking within the organization. The results of the study indicated a significant positive effect of Adhocracy Culture on employees' performance. This suggests that when employees are encouraged to think creatively, experiment with new ideas, and take calculated risks, they are more likely to contribute innovative solutions and drive the organization forward. The dynamic and adaptive nature of Adhocracy Culture enables employees to thrive in an ever-changing business landscape.

Market Culture The third hypothesis examined the impact of Market Culture on employees' performance at BOA. Market Culture emphasizes competitiveness, goal achievement, and customer orientation. The research findings demonstrated a significant positive effect of Market Culture on employees' performance. This implies that when employees are driven by a market-oriented mindset, they are more likely to set ambitious goals, seek continuous improvement, and prioritize customer satisfaction. The competitive nature of Market Culture motivates employees to excel in their roles and deliver exceptional results.

Hierarchy Culture The final hypothesis investigated the effect of Hierarchy Culture on employees' performance at BOA. Hierarchy Culture emphasizes structure, rules, and formal authority within the organization. The study found a significant positive effect of Hierarchy Culture on employees' performance. This suggests that when employees are provided with clear

roles, responsibilities, and reporting lines, they are better able to understand expectations and perform their tasks efficiently. The structured environment created by Hierarchy Culture fosters stability, discipline, and accountability, which ultimately contributes to employees' performance.

5.3. Recommendations

According to the results and conclusion made, the following recommendations are given that strength and improve the organizational culture to improve the employees' performance.

- Based on the study findings, it is recommended to prioritize and invest in fostering a Clan Culture within the organization. Clan Culture has been shown to have a positive effect on employee performance. To increase Clan Culture, the organization should focus on promoting open communication, teamwork, and collaboration among employees. Encouraging employee empowerment and involvement in decision-making processes can also strengthen the Clan Culture. Additionally, organizing team-building activities and social events can foster stronger relationships and a sense of community. By actively working towards developing a strong Clan Culture, the organization can create a supportive and collaborative work environment that enhances employee performance.
- Similarly, based on the study findings, it is recommended to consider the impact of Adhocracy Culture on employee performance. Adhocracy Culture has been shown to have a significant effect on employee performance. To leverage the benefits of Adhocracy Culture, the organization should focus on promoting innovation, creativity, and flexibility. Encouraging employees to take risks, experiment with new ideas, and embrace change can foster a culture of adaptability and agility. Additionally, providing employees with the necessary resources, tools, and training to support their innovative endeavors can further enhance Adhocracy Culture and drive employee performance. By cultivating an environment that values and nurtures Adhocracy Culture, the organization can unlock the potential for high levels of employee performance and drive innovation within the workplace.
- Based on the study findings, Market Culture has an impact on employee performance, it is recommended to focus on improving and enhancing this culture within the organization. To do so, it is important to foster a competitive environment that encourages employees to strive for excellence and innovation. This can be achieved by

setting clear performance goals, recognizing and rewarding high achievers, and providing opportunities for professional development and growth. By actively working to improve Market Culture, organizations can create an environment that motivates and empowers employees to perform at their best, leading to increased productivity and overall business success.

- Considering this study finding, to improve employee performance BOA should focus on Hierarchy Culture. To improve Hierarchy Culture and enhance employee performance, it is recommended to empower employees by providing autonomy and decision-making authority, establish clear communication channels, invest in training and development programs, implement a recognition and rewards system, establish a regular performance feedback system, promote collaboration across hierarchical levels, invest in leadership development, and prioritize employee well-being.

Future research Recommendations:

For future research on the effect of organizational culture on employees' job performance in the case of Bank of Abyssinia, there are several recommendations to consider. First, exploring mediating or moderating variables that may influence the relationship between organizational culture and job performance could provide a more comprehensive understanding of the underlying mechanisms at play. Additionally, incorporating qualitative analysis methods alongside quantitative approaches could help triangulate the results and provide a deeper understanding of the experiences and perceptions of employees within Bank of Abyssinia. Qualitative data can offer rich insights into the ways in which organizational culture shapes job performance and the underlying factors that drive or hinder performance outcomes. Implementing these recommendations can contribute to a more nuanced understanding of the relationship between organizational culture and job performance in the context of Bank of Abyssinia.

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APPENDIX

ST MARY'S UNIVERSITY

School of Graduate Studies Master of Business Administration Department

Questionnaire to be filled by Employees.

Dear respondents, I am attending my post graduate degree in the field of business Administration at St. Mary's University. The purpose of this questionnaire is to collect data for the study entitled "The Effect of Organizational Culture on Employees Job Performance in A Case of Bank of Abyssinia. Your genuine, frank and timely response is vital for the success of this study. The researcher wants to underline that the data collected are kept confidential and used only for academic purpose.

Part I: Demographic Information

1. Gender: Male ☐ Female ☐

3. Educational level: Certificate and below ☐ Diploma/12/TVET ☐

BA/BSc Degree ☐ MA/MSc Degree ☐

4. For how long have you been in Bank of Abyssinia?

Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ More than 10 years ☐

SECTION II: Main variable Questions

The following statements are designed to measure the organizational culture characteristics of your organizations. Please indicate the level of your agreement with each of the following statements by selecting and putting a tick mark (✓) in the box of your choice.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agree

No.	Factors and Items	1	2	3	4	5
	Clan Culture					
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves					
2	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
3	The management style in the organization is characterized by teamwork, consensus, and participation.					
4	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
5	The organization emphasizes human development. High trust, openness, and participation persist					
6	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					

No.	Factors and Items	1	2	3	4	5
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	Adhocracy Culture					
1	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
2	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
3	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production					

No.	Factors and Items	1	2	3	4	5
	Market Culture					
	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.					
	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					

No.	Factors and Items	1	2	3	4	5
	Hierarchy Culture					
1	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
2	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
5	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
6	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production					

No.	Factors and Items	1	2	3	4	5
	Employee performance					
1	I well understand and obey to policies and procedures of the industry park					
2	I effectively use resources including time and materials					
3	I serve as many customers as possible and develop logical and creative solution to problems					
4	I actively peruse or initiate projects for the benefit of the industry park					
5	I effectively work with staffs and I am friendly to new ideas and concepts					