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School of Graduate Studies
Masters of Business Administration (MBA) Program

**EFFECT OF ORGANIZATIONAL CULTURE
ON ORGANIZATIONAL EFFECTIVENESS: THE CASE FROM
DASHEN BREWERIES SHARE COMPANY**

BY
Yordanos H/selassie G/Mariam
(SGS/0146/2014A)

June 2023
Addis Ababa, Ethiopia

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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June 2023

Addis Ababa, Ethiopia

**ST. MARY’S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
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DECLARATION

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

Name

Signature and Date

ENDORSEMENT

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

Getahun Kebede (PhD)

Signature

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Acronyms

ANOVA:	Analysis of Variance
BA:	Bachelor of Arts
BSC:	Bachelor of Science
DBSC:	Dashen Breweries Share Company
HR:	Human Resource
HRM:	Human Resource Management
MA:	Master of Arts
MBA:	Masters of Business Administration
MSC:	Master of Science
S.C.:	Share Company
SPSS:	Statistical Package for Social Science

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ABSTRACT

This study aims to access the effect of organizational culture on organizational effectiveness. The researcher used descriptive and explanatory research design with quantitative and qualitative approach in order to achieve the objective of the study. Denson's organizational model was chosen for the purpose of the study and the four components of the model Involvement, Adaptability, Mission and Consistency were evaluated. The target population for this study was 1129 permanent employees of Dashen Breweries S.C. located in Gondar, Debrebrhan and Addis Ababa. Out of 1129 permanent employees, 295 respondents were selected using simple random sampling technique. Structured questionnaire with five point Likert scale were used to collect the data. The data has been gathered from 277 permanent employees of Dashen Breweries S.C. through questionnaire and interview with directors and managers. The collected data were analyzed using SPSS version 26. In order to check the reliability and internal consistency of the questionnaire, Cronbach alpha was tested. Both descriptive and explanatory statistics were used to analyze the data and interpret results. According to the results of regression analysis, it can be concluded that 89.7% of variation in organizational effectiveness is accountable for organizational culture. Specifically, involvement and mission dimensions have a positive significant effect on organizational effectiveness.

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

CHAPTER ONE

INTRODUCTION

This chapter includes the background of the study, statement of the problem, objectives of the study, significance of the study, scope and limitations of the study, operational definition of terms, and organization of the study.

1.1. Background of the Study

Organizational culture is sum total of company's beliefs, values and attitudes and how these attributes influence the behavior of its employees. Organizational culture affects how people experience an organization and it includes what it is like for a customer to buy from a company or a supplier to work with it effectively.

In every organization, organizational culture is a very important topic. For performance, organizational culture and communication between employees are important. Organizational cultures show the conditions of employment, employee behavior, etc. A significant determinant of organizational performance is organizational culture and each organization has an exclusive social structure. In establishing the organization's brand image and making it different from its rivals, the work culture goes a long way (Bamidele, 2022).

Organizational culture relates to the behavior of employees within the same work environment (Parker, R., & Bradley, L., 2000) clarify that the different models of culture coexist in the same organization because a balance between them is regarded as needed. Additionally, organizational culture is unique to each organization and is a complex integration of values, behaviors and norms that are developed by managers and employees within an organization (O. Manetje and N. Martins, 2009).

Organizational culture can also be viewed as a system and its evolves from the social practices of the organizational employees, and hence, it is a socially created reality which exists in the heads and minds of the employees as well as in the formal rules, policies, and procedures of organizational structures. Culture is an ongoing process of reality construction, providing a pattern

of understanding which helps the employees to interpret events and to give meaning to their work and workplace (Satyendra, 2020).

Internal culture will develop gradually (Spring, 2015). The results of organizational culture, both positive and negative, are being develop in the process. If the culture is developed, the results they bring will be known. Therefore, it should be given attention as organizational culture because is gradually being built.

Creating a positive work culture is critical to organizational success. This study investigate the relationship between organizational culture and company effectiveness in Dashen Breweries S.C. both plants and examines the existing and current organizational culture in terms of the organizational effectiveness. It focused on certain aspects of organizational culture, such as leadership, purpose and values, employee empowerment, holistic and inclusive well-being, professional development and growth opportunities, and communication. The study also examined the dominant types of organizational culture in Dashen Brewery Share Company and their relationship with the factory's performance.

1.2. Statement of the Problem

Companies with a strong work culture appeal not only to job candidates looking for a permanent position and but also to the opportunity for growth. Organizational culture promotes a positive, structured work environment that helps companies achieve success. Businesses with an organizational culture tend to be more successful than less structured companies because they have systems in place that promote employee performance, productivity and engagement. Having a strong company culture motivates everyone to do his or her best work.

This study needs to be conducted because the organizational culture of Dashen Breweries Share Company has not been closely research so far. I am a staff of the company and the study emanates from my personal observation and interest. As an employee of the industry, I have an insider's view of the firm and my study results have important implications to improve performances and/or manage changes to ensure the productivity and survival of the factory. The study will also serve as a point of reference for similar but better works in the future.

Therefore, the researcher assesses Dashen Breweries S.C organizational culture and its relationship with company's effectiveness specifically with regarding to company effectiveness. The focus was how to fill the gaps explained above and observed from previous studies, which did not conducted with related to this research more closely with their cultural setting of Dashen Breweries S.C.

1.3. Objectives of the Study

The study has the following general and specific objectives:

1.3.1. General Objective

The general objective of this study is to assess the effect of organizational culture on organizational effectiveness in Dashen Breweries S.C.

1.3.2. Specific Objectives

The study specifically attempts to:

- To find out the effect of Involvement on organizational effectiveness
- To identify the effect of Consistency on organizational effectiveness
- To find out the effect of Mission on organizational effectiveness
- To identify the effect of Adaptability on organizational effectiveness

1.4. Research Questions

- How practiced the organizational culture dimensions in Dashen Breweries Share Company?
- What is the relationship exists between the four dimensions of organizational culture with organizational effectiveness?
- How organizational culture dimensions affect organizational effectiveness in Dashen Breweries Share Company?
- What is the level of organizational effectiveness in Dashen Brewereis S.C.?

1.5. Significance of the Study

This research informed the leaders of the organization, especially the human resources department, about the organizational culture in their company, so that they can take appropriate action if and where necessary. It initiates the top management to look in the company's organizational culture at close range from the perspectives of certain issues like employees engagement, state of turnover, productivity, healthy team environment, shared values, organizational sub-culture, etc. The study results contribute positively to productivity.

Dashen Breweries S.C employees will have benefit from this study because the research supports to build positive cultural environment in the factory if applied properly and keep up their motivation in order to achieve their goals successfully. This research also serves as a reference for researchers who are interested to conduct a research on the topic.

1.6. Scope of the study

The scope of the study is the effect of the organizational culture on organizational effectiveness and covered three locations of Dashen Breweries S.C, Gondar, Debrebrhan and Addis Ababa. In this context, organizational culture includes only four-general dimensions (i.e. involvement, consistency, adaptability and mission) and organizational effectiveness. Descriptive and explanatory research design were adopted. The study takes only permanent employees of Dashen Breweries S.C. as a target population to draw sample from it by using simple random technique. Both primary and secondary data used to conduct the study. Primary data was collected using structured questionnaire using five liker scales and interviews from directors and mangers. Spearman correlation and ordinal logistic regression used to analysis the collected data. The study is conducted within period work from February 20 up to June 16, 2023.

1.7. Limitations of the Study

The findings of this study have to be seen in light of some limitation. From these, having insufficient time the researcher can not to add some variables and test with another models. In addition to having a limited time to conduct the study, difficulty in timely collecting questionnaire because of far location of respondents were also limitation of this study.

1.8. Operational Definition of Terms

- **Organization:** is a group of people who work together, like a neighborhood association, a charity, a union, or a corporation.
- **Culture:** the proper way to behave within the organization and, Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behavior that provides guidance to people (Awad A. & Saad A., 2013).
- **Organizational Culture:** Organizational culture is a system of values, beliefs, and behavior patterns, which subconsciously drives members of the organization to make each choice and decision (Sastre-castillo, 2013).
- **Involvement:** a sense of ownership and commitment that must be cultivated and as well as a shared responsibility to achieve goals. Empowerment, team orientation, articulation and capacity development are key factors for making employees engaged (Denision, 2003).
- **Consistency:** relates to management of internal communication, agreement issue, the orchestration of actions according to the mission and shared values and principles. It means integration of organizational system, process and structure that create an internal system of governance supported by everyone (Denision, 2003).
- **Adaptability:** relates to listening to external needs, trends and perception that can point to current demand that internal action should address. It requires a customer focuses as well as creativity to adapt and create the necessary change (Denision, 2003).
- **Mission:** is a shared vision of the future that should be pursued by everyone inside the organization. It articulates the vision and strategic direction besides pointing out some essential goals everyone at all levels of the organization should work towards (Denision, 2003).
- **Organizational effectiveness:** Organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner (Daft.R.L, 2003). Organizational performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services (Cascio, 2014). Defined organizational performance as the organization's capacity to

accomplish its goals effectively and efficiently using available human and physical resources (Kaplan, R.S. and Norton, D.P., 2001).

1.9. Organization of the Study

The research paper organized in to five chapters. The first chapter deals with the introduction part which covers the background of the study, statement of the problem, objectives of the study, research questions and hypothesis, significance of the study, scope and limitations of the study and operational definition of terms as well as the organization of the study. The second chapter covered review of related literature both theoretical and empirical on the link between organizational culture and company's performance and conceptual framework of the study is part of this chapter. Under chapter three, focused on the research methodology used in this thesis which includes the research approach as well as describes the data collecting and analysis method used are presented, reliability and validity of the study including ethical consideration are part of this chapter. Whereas the fourth chapter presents the research finding obtained through the research methodology by showing how each of the research question would answer and how these finding together contribute to the main purpose of the study. Finally, conclusions and recommendations will be present under fifth chapter derived from the research findings. At the end of this paper, reference and appendices that contain the questionnaires of the survey forms used to collect primary data for the study and some result of SPSS are included.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1. Introduction

In this chapter, the researcher covered the theoretical and empirical view related to theories and concept of organizational culture and organizational effectiveness in detail. The chapter included the research findings on effect of organizational culture on organizational effectiveness in different literatures and the researcher analysis. In addition, the chapter at the end presented a conceptual framework of the study.

2.2. Theoretical review

2.2.1. Organizational Culture

Various researchers define organizational culture according to their perspective area of study. But a common definition agreed by many researchers was organization culture is a set of values, beliefs, and behaviour pattern that form the core identity of organization and help shaping the employee behavior (Deal T. a., 1982). Organizational culture is the organizations orientation towards its employees and customers and includes a written and verbal circulated rule that guides employees behaviours added the aspect of stable beliefs, values and principles developed and shared within the organization (Thokozari, 2017). Organization culture is a culture formed in accordance with organizational goals by sharing the things acquired by learning and comprises all the values, activities, philosophy of an organization. Organizational culture is the social glue that bonds people together and makes them feel part of the organization experience (Wambui, 2018). Organizational culture is the norm and values shared by members of an organization that controls the way they interact with one another and stakeholders outside the organization (Stephen, 2016).

2.2.2. Importance of Organizational Culture

Organizational culture is important in three essential ways. First, the organization's culture defines the workplace environment. If the employees have good attitudes toward each other, share common values, and have a sense of mutual purpose – a good organizational culture – then the environment will be conducive for teamwork and the workers will be effective together (Galli M., 2022). The culture of an organization is very important for the progress of an organization because

it influences employee commitment and their retention (Salihu Jiddah, A., Rayyan, B.M and Umar, I.M., 2016). The necessity of paying attention to the organizational culture is to the extent experts believes that if effective and sustainable changes expected should appeared in an organization, the culture of the organization should be important (Karamipour, 2015). In addition understanding organizational culture helps employees and leaders understanding differently within and between organizations (Orla O'Donnell & Richard Boyle, 2008).

Organizational culture is more important today than it was in the past in order to improve efficiency, quality, and speed for delivering product and services (Schien, 2011). Moreover, organizational culture is important in any organization because it is power full and helps organization achieve higher performance. Organizational culture determines a how employee interacts and how these interaction affect performance and satisfaction. Therefore, every organization should develop a culture that should be well understood by its employees (Stephen, 2016). Organizational culture has much importance for companies. These are; it bounds employees together; it keeps all the employees pulling to the best organizational effectiveness.

2.2.3. History of organizational culture

In 1951, Jacques described an organizational culture in a business context that contained cultural issues in the manufacturing industry (Childress, 2013). In 1982, Peters and Waterman described the characteristics of higher performer companies' organizational culture. Peters and Waterman also profiled 46 excellent companies in the United States based on their organizational culture. Recently many scholars published various books in the area of organizational culture that makes organizational culture a popular subject in the field of business and leadership (Schein, 1985) explained the importance of organizational culture in organizational performance by dividing organizational culture into three parts: assumptions, artifacts, and values. Assumptions reflect unofficial but important rules in the organization. Artifacts represent the visible elements of organizational culture including work process, the workplace setting, and organizational structures. The values represent the beliefs of the organization members and their business strategy (Childress, 2013). The three elements contribute to maintaining an effective culture in the organization (Heskett, 1992) studied more than 200 companies in the United States, and their findings showed the existence of strong relationship between organizational culture and business performance. (Schein E. H., 2010) Acknowledged Kotter and Heskett's study as a landmark study

in the area of organizational culture. In addition to the three seminal publications, other similar books and articles contribute to the development of organizational culture theory (Childress, 2013). Flamholtz and Randle provided extensive information in the area of organizational culture and performance with practical examples from various organizations in the United States, Europe, China, and other countries. In the early 1980s, organizational culture theory included organizational behavior particularly with social science disciplines like sociology, anthropology, and social psychology (Denison D, 1990). A lack of theoretical support to advance the manager's knowledge existed in the area of organizational culture effectiveness (Nwibere, 2013). An empirical investigation to identify the impact of organizational culture on organizational performance and productivity (Sharma, G., & Good, D., 2013). The study findings showed that organizational culture was an essential ingredient of organizational performance and a source of sustainable competitive advantage (Childress, 2013) (Kohtamaki, M., Thorgren, S., & Wincent, J., 2016).

2.2.4. Types of organizational culture

There are several types of organizational culture. The most influential and commonly used are the following;

Clan culture: it attaches great importance to teamwork, participation, consensus, morale, and loyalty. In this culture, success was defined in terms of sensitivity to customers in clan culture oriented organization. In this type of culture members see themselves as a part of one big family who are active and involved (Cameron, 2011).

Adhocracy culture: it is an open system and characterized by flexibility and external focuses. In this culture employees are encouraged to take risk, and leaders are seen as innovators or entrepreneurs. In this culture the organization is known by entrepreneurial flexible, innovative, and creative (Cameron, 2011).

Hierarchy culture: in this culture the organization is characterized by rigid organizational norm and values and focuses on maintaining the established organizational culture. Hierarchy oriented culture are structured and controlled, with a focuses on efficiency, stability and doing things right (Cameron, 2011).

Competitive culture: it refers to a rational culture, which emphasize efficiency and achievement. Employees in this culture are success oriented and they give importance to personal interest rather than organizational goal and emphasize on the concept of planning, performance and efficiency (Cameron, 2011).

Generally, each culture type has its own features that organization can choose and use the function effectively. Many organizations are rarely characterized by single organizational type. They tend to develop a dominant organizational culture as they adapt and respond to environmental challenge & changes. An organization which meets all the above four organizational culture type are considered to be balanced able to achieve performance (Cameron, 2011).

2.2.5. Models of organizational culture

2.2.5.1. Deal and Kennedy Model

According to (Dolan, S. and Lingham,T., 2012) tried to summarize the model as follows. The model measured organization in respect of feedback or instant response accordingly four classification of organizational culture. These are Tough-Guy Macho Culture, Work Hard / Play Hard Culture, Bet your Company Culture & Process Culture. Tough-Guy Macho Culture: where by feedback are quick and the rewards are high. This often applies to fast moving financial activities such as brokerage and it is very stressful culture in which to operate.

The Work Hard / Play Hard Culture are characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service. Bet your Company Culture in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation. Process Culture which occurs in organizations where there is little or no feedback. People become suspicious with how things are done not with what is to be achieved. This is often associated with bureaucracies.

2.2.5.2. Charles Handy Model

The second model that (Dolan, S. and Lingham,T., 2012) discussed in detail is Charles Handy Model. Organizational structure is the base for this model to classify organizational culture in to four: Power Culture, Role Culture, Task Culture and Person Culture. A Power Culture in which power concentrates among a few and control radiate from the centre like a web. A Role Culture

characterized by people has clearly delegated authorities within a highly defined structure. A Task Culture in which teams are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. A Person Culture exists where all individuals believe themselves superior to the organization.

2.2.5.3. Edgar Schein Model

This organizational culture model is described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. These includes facilities, offices, furnishings, visible awards and recognition, the way that its members dress, and how each person visibly interacts with each other and with organizational outsiders. The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely expressed within the organization. Finally, the third and deepest level depicts the organization's tacit assumptions. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members.

2.2.5.4. Denison Model

This model identifies four cultural traits Involvement, Consistency, Adaptability and Mission (Denson, 1990). These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model. The four traits of organizational culture in Denison's framework are as follows: Involvement: Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization. Consistency: Organizations also tend to be effective because they have strong cultures that are highly consistent, well-coordinated, and well integrated. Consistency is a powerful source of stability and internal integration that results from a common mind-set and a high degree of conformity. Adaptability: Ironically, organizations that are well integrated are often the most difficult ones to change. Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change Mission: Successful organizations have a clear sense of purpose and direction that

defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future.

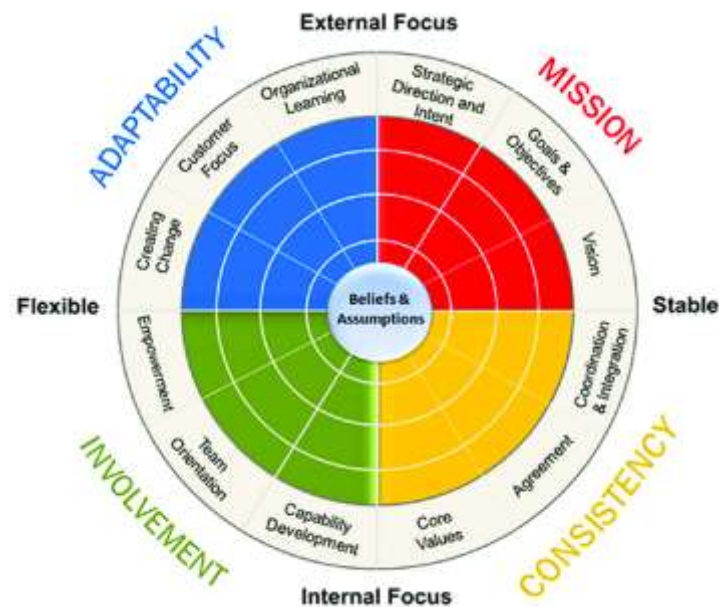


Figure 2.2-1 The Denison Organizational Culture Model (indicate the source)

The primary objective of this study was to assess the influence of the organizational culture on organizational effectiveness in terms of the Denison's four cultural dimensions: Involvement, Consistency, Adaptability and Mission. The reason why this model was preferred is that the Denison organizational culture model describes a theory of organizational behavior that links the strength of corporate culture to bottom-line performance.

2.2.6. Organizational effectiveness

Organizational effectiveness is a combination of both the financial and non-financial aspects of an organization. These aspects gauge how well a company is executing their business strategy and can be looked at to identify areas for improvement. According to Armstrong Michael "performance is often defined simply as the terms of the achievement of quantified objectives (Armstrong Michael, 2006). However, performance is not only what people achieve but also how they achieve it. According to Brumbach performance means both behaviors and results (Brumbach, 2006). Behavior emanates from the performer and transforms performance from

abstraction to action. Not just the instruments for results, behaviors are also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from results." (Stephen P. Robbins and Mary Coulter, 2012), explain, "Performance is the end result of an activity".

2.2.7. Measurement of organizational effectiveness

Measuring organizational effectiveness is important because it is the first step in transforming your business into a well-oiled machine. Nevertheless, across industries there is a shallow understanding of performance and the measures of success. By only looking at surface-level numbers, companies can develop blind spots, at times working against their own objectives and failing to have the necessary foresight to make the right move.

To avoid commonly made mistakes, you need take into consideration the unique vision and goals of your company. In doing so, you will be able to understand what success means to you and provide your business with a competitive edge over rivals.

2.3. Empirical review

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

Organizational culture refers to shared assumptions, values, and norms (Schien, 2011). Organizational culture is a source of sustained competitive advantage (Barney, 1991). And empirical research shows that is a key factor to organizational effectiveness (Deal T. a., 1982), in particular, Denison (Denison D, 1990) identified and validated four dimensions of organizational culture that are conductive to organizational effectiveness: adaptability, consistency, involvement, and mission.

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

This study uses this framework. Organizational culture does not directly lend its influence on organizational effectiveness; rather, it exerts its influence through shaping the behavior of the organizational members. In an ambiguous and uncertain world, the most important parts of decision making is to digest the information from the environment to structure the unknown (Waterman R. , 1990). Studies have also shown that the relationship between many cultural attributes and organizational effectiveness has not been consistent over time (Denison D, 1990).

2.3.1. The Effect of Organizational Culture on Organizational Effectiveness

Organizational culture and effectiveness relation have been well evidenced by many researchers. A strong organizational culture supports adaptation and develops organization's effectiveness by motivating employees towards a shared goal and objective; and finally supporting their effectiveness to that specific direction should be at the top of operational and functional strategies (Daft.R.L, 2003). For linking organizational culture, (Ouchi, 1980) identified the characteristics to determine the organizational effectiveness. (Quinn C. a., 2011) examined that relationship organizational culture and effectiveness by utilizing the competing value framework.

In the model of organizational effectiveness for consultation management (Ridley, 1993), it included the rules and regulations, sensitivity, contributing to the environment, transformation and planning variables. The process control, information management and goal setting importance are emphasized on the organizational effectiveness (Quinn R. E., 1988). In these contexts, the relationship between organizational culture and organizational effectiveness becomes important. Broad agreement on certain behaviors' aids in faster detection and correction of violations of norms, practices and procedures (Sorensen, 2002). Employees face less uncertainty about the proper course of action and can react more appropriately and quickly in unexpected situations (Burt, 1994).

Wide agreement on norms, practices and procedures among organizational members enhances goal alignment and establishes clarity about goals and practices (Sorensen, 2002). Goal alignment facilitates coordination among employees' efforts, goals and practices, leaving less scope for diversion of different views about the organization's best interests (Cremer, 1993). When there is a wide consensus on values, norms, practices and goals, employees tend to act more consistently with these beliefs.

New members are socialized faster and can quickly be brought into coordination with older employees due to a wider consensus of beliefs, greater normative pressure and no conflicting nature of the firm's goals and practices (Burt, 1994). Alignment of core values and beliefs obtains a high degree of integration and coordination (Denson, 1990). Such an alignment between espoused beliefs and actual practices enhances organizational performance. A shared sense of purpose, direction and strategy can foster organizational identification and strengthen organizational members' actions towards organizational vision enhancing OxsWE. Therefore, a stronger OCL will propel for higher OE. 2.3.2 Four cultural traits of effective organizations (Yilmaz, 2008) states that: Following (Schein, 1985) at the core of Denison's model are the underlying beliefs and assumptions that represent the deepest levels of organizational culture.

These fundamental assumptions provide the foundation from which (1) more surface-level cultural components such as values and observable artifacts – symbols, heroes, rituals, etc. are derived, and (2) behavior and action spring (Denison D. R., 2000). In Denison's model comparisons of organizations based on relatively more "surface-level" values and their manifest practices are made. Such values are deemed both more accessible than the assumptions and more reliable than the artifacts (Denison D. R., 2000). Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance (Denson, 1990). The Denison model is based on four cultural traits of effective organizations that are described below with references to the organizational studies literature. A more complete review linking of these traits is provided by (Denison, 2003).

High level of involvement and participation create sense of ownership and responsibility. Out of this ownership grows a great commitment to an organization and a growing capacity to operate under condition of greater autonomy. Increasing the input of organizational member is also seen as increasing the quality of the decision and their implementation. (Ouchi, 1980) suggest that the application of these principles results in an organizational form called the "clan Consistency and organizational effectiveness.

The relationship between organizational culture and effectiveness presents a somewhat different explanation. This perspective, in this popular version, emphasize the positive impact that a "strong culture "can have on effectiveness; arguing that a shared system of beliefs, values, and symbols, which are widely understood by an organization's members has a positive impact on their ability to reach consensus and carry out coordinated actions. The fundamental concept is that implicit control systems, based upon internalized values, are a more effective means of achieving coordination than external control systems which rely on explicit rules and regulations (Weick, 1987).

A number of authors (Martins and Martins, 2003) have stressed this theme, and have emphasized the importance of shared beliefs and values to organizational effectiveness. They argue that shared meaning has a positive impact because an organization's members all work from a common framework of values and beliefs which forms the basis by which they communicate. The power of this means of control is particularly apparent when organizational members encounter an unfamiliar situation: By stressing a few general value based principles upon which actions can be grounded, individuals are better able to react in a predictable way to an unpredictable environment. Effective organizations seem to combine both principles in a continual cycle. Involvement is used to generate potential ideas and solutions, which are then refined into a more precise set of principles. As (White, 1988) describes, continuous improvement processes in manufacturing systems requires that ideas generated through involvement are used to create the next higher level of standardization in a production process.

The adaptation that an organization must hold a system of norms and beliefs which support the capacity of an organization to receive, interpret, and translate signals from its environment into

internal behavioral changes that increase its chances for survival, growth and development. Theorists such as (Starbuck, 1971), for example, using the language of general systems theory, have discussed the concept of morphogenesis, or the capacity of a system to acquire an increasingly complex adaptive structure. Such concepts can readily be used to describe the means by which an organization continuously alters its internal structure and processes in a manner that increases chances for survival.

In practical terms, the absence of adaptability is well known and easy to identify; it is rigid bureaucratization, which derives from, and inevitably supports a system of values and beliefs oriented toward stability. (Kanter, 1983) in *The Change Masters*, discusses the issue of the capacity to restructure and its relationship to adaptation, and emphasizes that managers with the capacity for integration are most likely to be successful at introducing change. Balkanized organizational structures are often impossible to change because of the low probability of finding a common direction in which all elements can pull at the same time. Similarly, (Tichy, 1982) (1983) emphasizes that the capacity to manage change and strategic adaptation is a central element to any organization's effectiveness. Thus, three aspects of adaptability are likely to have an impact on an organization's effectiveness: First is the ability to perceive and respond to the external environment.

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

Controlled risk taking is encouraged as the organizations learn from both successes and failures. Mission and organizational effectiveness. Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of

how the organization will look in the future (Minzberg, 1987). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture. The last major component of this theory on organizational culture is the importance of a mission, or a shared definition of the purpose and direction of an organization and its members.

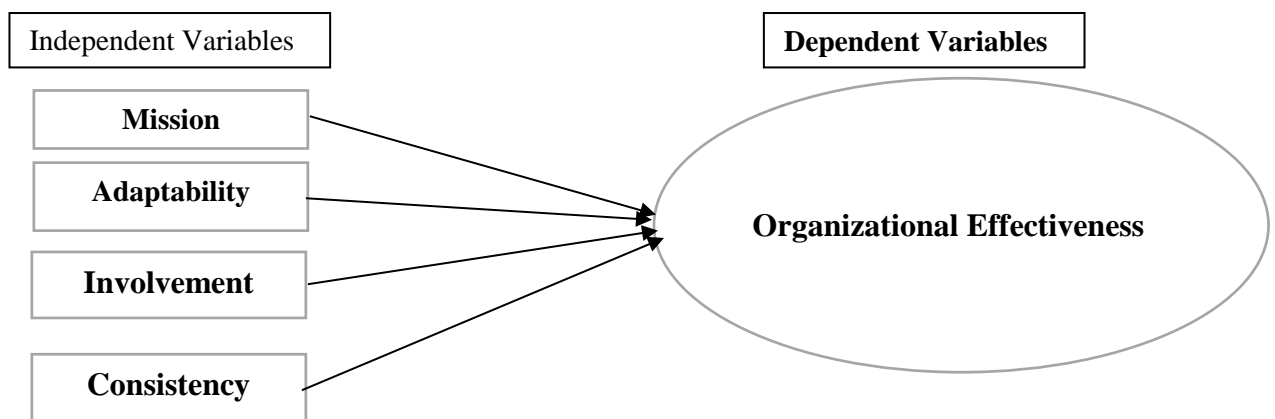
Although few authors have written directly on the topic (Torbet, 1987) for an exception most have agreed that a sense of mission provides two major influences on an organization's functioning: First, a mission provides purpose and meaning, and a host of non-economic reasons why the work of an organization is important. Second, a sense of mission provides clear direction and goals which serve to define the appropriate course of action for the organization and its members. Both of these factors grow out of and support the key values of the organization. A mission provides purpose and meaning by defining a social role for an institution and defining the importance of individual roles with respect to the institutional role. Through this process, behavior is given intrinsic, or even spiritual meaning that transcends functionally defined bureaucratic roles. This process of internalization and identification contributes both to short- and long-term commitment and leads to effective performance.

The second major influence that a strong sense of mission has on an organization is to provide clarity and direction. On an individual level, there is convincing evidence that success is more likely when it is goal-directed (Locke, 1968). On an organizational level, despite the fact that organizational "goals" may often be post hoc reconstructions, a related process seems to take place. The impact at the organizational level may more likely stem from the definition of a common goal, and the resulting coordination, rather than the definition of an objective, external criteria, but the effect on performance may well be similar. A sense of mission also requires that organizations apply future perfect thinking (Weick, 1987). (Example: by June 30 of next year our exports will have doubled). Using this mode of thought has an impact on behavior (Weick, 1987) and allows for an organization to shape current behavior by envisioning a desired future state (Bourgeois, 1989). The planning technology of featuring was developed to help create a vision or ideal end state to help guide organizations (Michael, 1977). Such a mission presents a set of goals that reach far beyond the short-term planning of most corporations. Particularly in successful corporations whose age is measured in decades rather than years, a shared sense of the broad long-term goals of the firm is implicit and helps to structure behavior

2.4. Conceptual framework

There are different models for organizational culture studies. In this study, the researcher preferred the model Denison has developed. The Denison Model links organizational culture to organizational effectiveness metrics such as Sales Growth, Return on Equity (ROE), Return on Investment (ROI), Customer Satisfaction, Innovation, Employee Satisfaction, Quality and more. The reason for adoption of this model as a conceptual framework was it clearly indicates the organizational culture of the study organization and its effect on organizational effectiveness. The conceptual framework below illustrates the relationship between the independent variables: Mission, Adaptability, Involvement, Consistency, and their effect on the dependent variable: Organizational effectiveness. According to Aydin and Ceylan, mentioned in their study that organizational effectiveness measured in terms of four indicators, customer orientation, employee satisfaction, organizational commitment, financial and growth performance, but in this research consider only the two indicators, which can be explained as Employee Satisfaction: Employees being more loyal and productive (Aydin and Ceylan, 2009). In addition, Organizational Commitment: the psychological strength of the linkage of members to their organization.

Figure 2.4-1 Conceptual framework



Source: adopted from Denison's model (indicate the source)

2.5. Research Hypothesis

The following hypotheses are based on the literature review from related articles and conceptual framework:

- H1: Involvement has positive significant effect on organizational effectiveness.
- H2: Consistency has positive significant effect on organizational effectiveness.
- H3: Adaptability has positive significant effect on organizational effectiveness.
- H4: Mission has positive significant effect on organizational effectiveness.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

In research methodology, the appropriate designing is a prerequisite for conducting a good research result. This chapter deals with description and explain of the study area, research design and approach, population universe, sampling method, data collection instruments, data analysis, reliability and validity, and ethical considerations.

3.2. Description of the study area

Dashen Breweries S.C. as one of the largest Brewery Company in Ethiopia. The first plant of the factory found in Gondar city, the second one in Debrebrhan city and the head quarter in Addis Ababa city. This study includes the employees in these three work places of the factory.

3.3. Research Design and Approach

3.3.1. Research Design

Research design is the general plan of how the research questions would be answer. According to Saunders, a descriptive research design is a research design, which aims to describe population, situations and phenomena, and an explanatory study is a research design that establishes causal relationship between variables (Saunders, 2007). Descriptive and explanatory research designs used to explain the effect of organizational culture on organizational effectiveness in Dashen Breweries S.C.

3.3.2. Research Approach

Research approach are the procedures for research than span the steps from board assumptions to detailed methods of data collection, analysis, and interpretations. Quantitative and qualitative research approaches are used to this research. Quantitative method is appropriate to examine the relationship between two and more variables in the study, and is mainly relevant for theory testing and the qualitative method is appropriate to explore the phenomenon in the study situation through

using interviews, observations, and document reviews (Tsang, 2014). Therefore, the study was used mixed method approaches as explained above.

3.4. Population or Universe

Population refers the entire group of individual or object to which a researcher is conduct. A target population usually has varying characteristics, e.g. different locations, departments, duration of employment etc... The researcher draws the research conclusion form about the group. The total population for the research was 1129 employees of Dashen Brewery S.C., from this 219 are female and 910 male. From this population size, the researcher took a sample size of 295 from managers and employees. Their characters describes in detail in respondents demographic data. These employees are working in headquarter (Addis Ababa), Gondar and Debrebrhan Plants. (HR Department, 2023).

3.5. Sampling Methods

The researcher used probability sampling that relies on the simple random selection of a predetermined number or proportion of units. Simple random sampling technique used to manage the questionnaires. The researcher used this sampling method because the employees included in headquarter, and two factories, they are working in different departments.

Structured interview was prepared for this study. Selection of samples was done through simple random sampling technique, these samples from different departments of the factories and head quarter. This interview focused on the organizational culture in both plants and head quarter. Besides that, the researcher crosschecked reliability of the data to avoid biases with documents. Accordingly, the sampling size was calculated using the formula adopted from (Serakan, 1992). Thus, the formula is used to calculate the sample size is:

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

Where N = total population, n = sample size, e = level of precision or acceptable sampling error

$$\text{So, } n = \frac{1129}{(1+1129(.05^2))} \quad n = \frac{1129}{1+2.8225} \quad n= 295$$

Using the total target Population of 1129 and error margin of 0.05, the sample size was calculated. Hence, out of the total target population 1129, a total sample size of 295 numbers of respondents is taken.

Table 3.5-1 Sample size determination

Location	Total Number of target population	Proportion for each location	Sample size
Gondar Plant	543	48.14%	142
Debrebrhan Plant	314	27.8%	82
Addis Ababa HQ	272	24.06%	71
Total	1129		295

Source: Dashen Breweries S.C. HR department (2023)

3.6. Data Collection Instruments

The data collection methods are different for different researchers. Questionnaires preferred in order to increase the balance of information from the respondents and to collect significant data. The researcher prepared structured questionnaires. An interview taken from director's and managers which helping to point out some of the effect of organizational culture that help the researcher get further information in deep. Qualitative research approach will also be used to describe the results of the findings made on the subject.

3.7. Data Analysis and presentation

The researcher used both qualitative and quantitative data analysis methods to analyze the data collected for this study. Quantitative data from the questionnaire analyzed using various statistical methods such as tables, graphs, mean regression and correlation. The questionnaire used a Likert scale measure. The researcher used computer software called the Statistical Package for Social Sciences (SPSS) to analyze the quantitative data. Both data from quantitative and qualitative approaches triangulated for enhance explanation of the findings. The data analyzed comparatively the systematic process of selecting, sorting, comparing and interpreting data to provide explanations of the phenomenon fact of interest.

3.8. Reliability and Validity

The Validity and Reliability of the scales used in research are essential factors that enable the research to yield beneficial results. For this reason, it is useful to understand how researchers measure the Reliability and Validity of the scales correctly (Lütfi SÜRÜCÜ & Ahmet MASLAKÇI, 2020).

3.8.1. Reliability Test

In this research, reliability is ensured by evaluating the consistency of measurement. Reliability in this study is achieved by measuring consistent results from the respondent. According to Sekaran and Bougie, reliability of measurement is established by examining the stability and consistency of the data (Sekaran, U., & Bougie, R., 2010). The reliability of the data ensured by the data collected from the relevant respondent with special attention given to the key related to the organizational culture and the organizational effectiveness. The correct wording of the study and the logical arrangement of the questions ask.

The reliability of the questionnaire evaluated through Cronbach's alpha, which measures the internal consistency. The Cronbach's alpha measures internal consistency by establishing if certain item measures the same construct. Alpha Cronbach's was established for every objective in order to determine if each scale (objective) would produce consistent results should the research be done later on.

Cronbach's alpha reliability coefficient normally ranges between 0 and 1 (George, D., & Mallery, P., 2003), provide the following rule of thumb for the Cronbach's alpha >.9 excellent, >.8 good, >.7 acceptable, >.6 questionable, >.5 poor and <.5 unacceptable. Accordingly, the result of reliability of measurement of dimension of organizational dimension and employee performance is depicted in the table 3.8.1-1.

Table 3.8.1-1 Measure of internal consistency – Cronbach’s alpha

Variables	No. of Items	Cronbach Alpha	Internal Consistency
Involvement	15	0.908	Excellent
Consistency	10	0.891	Good
Adaptability	09	0.888	Good
Mission	08	0.892	Good
Organizational effectiveness	20	0.950	Excellent

Source: own survey 2023

3.8.2. Validity Test

The validity of the study focused on ensuring the accuracy of the data. The researcher strictly adheres to the steps to ensure the validity of the study. Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). To ensure the validity of the study, a number of steps are being take. First, the use of sampling and simple random sampling gives the study rich data and generalization to the general population. My advisor evaluated and commented on the instrument before it was distributed to the respondents. Respondents were of the opinion that the prepared questionnaire was very clear. This includes the important questions and shows that the study will achieve its goal. Data collection methods using the questionnaire yield good results. The validity of the study focuses on verifying the accuracy of the data. The researcher strictly follows the standards to ensure the reliability and validity of the study.

3.9. Ethical Considerations

The researcher conducted the research in a professional and ethical manner with high accuracy. Participation in the study was voluntary. The identity of the interviewees remains anonymous. Therefore, the researcher made great efforts to inform clearly the audience about the purpose of the study. Participants were informed that the results of the study would not be used for purposes other than those stated here. In addition, the researcher did not personalize any of the respondents in the process of data presentation, analysis and interpretation. Furthermore, confidentiality of

information maintained during the process. Finally, all reference materials used in this research acknowledged with proper citations.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

Data analysis and interpretation is one of the most important tasks in research process. After the data collected, the researcher established different categories and applied these categories to the raw data through coding and tabulation. Chapter four is presented in three parts. The first part, which is a descriptive analysis; presents, analyzes and interprets the data collected through questionnaires and interviews using tables, and figures. The second part contains the correlation analysis which measures the degree to which the two dependent and independent variables are related using Spearman's correlation. The third part is a regression analysis and it determines what statistical impact does organizational culture has on organizational effectiveness.

4.2. Response rate

The research questionnaire was distributed to a total number of 295 respondents from which 277 filled in and returned. The remaining 18 respondents were not able to return the questionnaire on time. Therefore, the response rate is 93.9%.

Table 4.2-1 Response rate

Target Population	Sample size	Total questionnaire distributed	Questionnaire properly filled and returned	Questionnaire not returned	Response rate
1129	295	295	277	18	93.9%

Source: own survey data (2023)

4.3. Demographic Profile of Respondents

For the purposes of this research, the first part of the survey questionnaire presents the demographic profile of the respondents, which serves as a construction frame for the interpretation of the results. The respondent's profile is organized in terms of Gender, Age, Marital status, level

of education, years of service and employment category. The result of this demographic presentation is stated below using descriptive statistics analysis using graphs and charts. The respondents' demographic profile is captured and analyzed below.

Table 4.3-1 General Information of Respondents

No	Item		Response	
			No	%
1	Gender of Respondents	a) Female	57	20.6
		b) Male	220	79.4
2	Age of Respondents	a) 18-29	34	12.3
		b) 30-39	181	65.3
		c) 40-49	52	18.8
		d) 50 and above	10	3.6
3	Marital Status	a) Single	82	29.6
		b) Married	189	68.2
		c) Divorce	5	1.8
		d) Widow	1	0,4
4	Education	a) 8-12	11	4.0
		b) 11-12	12	4.3
		c) Certificate	6	2.2
		d) Diploma	59	21.3
		e) BA/BSC	124	44.8
		f) MA/MSC	65	23.5
5	Year of Service	a) 2-5	61	22.0
		b) 6-10	120	43.3
		c) 11-15	65	23.5
		d) Above 15	31	11.2
6	Employment Category	a) Management	52	18.8
		b) Non-management	225	81.2

Source: own questioner survey, 2023

4.3.1. Gender

Organizational culture and effectiveness are perceived differently between men and women. Gender is considered an important characteristic when assessing differences in employee performance. Among the respondents in this study, 79.4 percent were male and 20.6 percent female. In addition, it implies that male participants are more than female.

4.3.2. Age

Based on the data collected and analyzed from the respondents, the respondents in the age group of 30-39 years had the highest number of participant employees at 65.3 percent. Moreover, 18.8% of the respondents fall under the age group of 40-49 years and 12.3% are in the age group of 18-29 years. The remaining 3.6% are under the age of 50 and above. This may indicate that nearly 96.6% of the employees are between the ages of 18 and 49 and that the factory has young forces capable of bringing about the desired organizational culture in Dashen Breweries S.C. This indicates that the factory has a long-term potential for productivity and sustainability.

4.3.3. Marital Status

The marital status of the employees who participated in the survey indicated that 68.2% of respondents were married, where as 29.6% were single, divorced 1.8% and widowed were 0.4%. As most studies indicated that married employees were more effective in their work and ready to accept challenging assignments. Married workers are more likely to take on more responsibility. This will make it easier for the factory to build a strong work culture.

4.3.4. Educational Level

Considering the educational level of the respondents, the highest percentage of respondents (44.8%) have BA/BSc degree and (23.5%) have MA/MSc.

Depends on the educational data in this research, it can be said that most of the employees in Dashen Breweries S.C have bachelor's and master's degrees. This means that most of the employees in the factory are educated, have better knowledge and prospects for advancement. This chance well for the productivity and sustainability of the factory, as its employees are easily

integrated into the growing beer industry. It enables the factory to adopt new technologies with simple trainings and take them to a better market coverage;

4.3.5. Year of Service

Respondent's service year in the factory, 2-5 years 22%, 6 to 10 years 43.3%, 11 to 15 23.5% and above 15 years 11.2%. From these data 88.8% respondents working 2 to 15 years. This composition of work experience shows that there is a labor force in the factory, which is not of retirement age and can still work for a long time. In addition, this may have implied that most of employees are stable in their work.

4.3.6. Employment Category

Among the factory employees who participated in the study, 81.2 percent were non-management members and 18.8 percent were management members. This data was collected mostly from non-management members; therefore, it was possible to get the correct opinion of the employees.

4.4. Descriptive Analysis of Organizational Culture and Organizational effectiveness

In order to see the general perception of the respondents regarding the organizational culture dimensions, the researcher summarized the cultural dimension-using mean, standard deviation and the agreement scale. The aim of understanding with the existing organizational culture in Dashen Breweries S.C. employees were ask to give their extent of agreement to the statements with regard to the four organizational culture dimension. Hence, the respondents were asked to rate how they felt about the organizational culture dimensions of Involvement, Consistency, Adaptability and Mission on their effectiveness in a five-point Likert scale were then analyzed with descriptive statistics. The data collected from the questionnaires analyzed quantitatively. The questionnaire was a closed ended.

Descriptive Analysis is used to summarize the demographic characteristics of the respondent and to know the level of employee perception of performance appraisal fairness based on the response for each item and analyzed by comparing the "mean" and "standard deviation" score of each variable. According to Zaidatol and Bagheri the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was

considers as high as illustrated below (Zaidatol Akmaliah & Bagheri, 2009). A five-point Likert scale was used to rate the various indicators whereby 1 point was accorded to ‘Strongly disagree (SD)’, 2 point as ‘Disagree (D)’, 3-point as ‘Neutral (N)’, 4-point as ‘Agree (A)’, and 5-point as ‘Strongly Agree (SA)’. Thus, detail of the analysis presented as follows.

4.4.1. Involvement as Organizational Culture Dimension

Table 4.4.1-1 Involvement as a cultural dimension at Dashen Breweries S.C.

Items	N	Mean	Standard deviation
I feel that I am engaged in my work.	277	4.10	0.845
In my opinion, most of employees are highly involved in their work in Dashen Breweries S.C.	277	4.02	0.805
My organization gives me the authority and ability to manage my own work.	277	3.91	0.900
Information is widely shared with in DBSC so that everyone in the factory can get the information he or she needs when it's needed.	277	3.61	0.951
Everyone in DBSC believes that he or she can have a positive impact on their work contributes.	277	3.78	0.849
My organization grants me greater autonomy and involves me in decision-making.	277	3.60	0.902
Empowerment		3.84	0.88
Average Percentage			
My organization places much value on employees working cooperatively towards the common goals of the organization.	277	3.60	0.898
I believe that cooperation is well practiced in DBSC while I perform my duties.	277	3.75	0.904
In my opinion, the factory norms encourage cooperation, teamwork, and participation.	277	3.72	0.909
In DBSC, I feel like I am part of a team.	277	3.91	0.829
I believe that works are organized so that each employee can see the relationship between his or her job and the goals of the organization.	277	3.74	0.883
Team Orientation		3.74	0.88
Average Percentage			
My organization (DBSC) develops its employees' human capability at all levels.	277	3.79	0.973

I agree that the factory is constantly working on developing its employee's capability.	277	3.73	0.945
The factory has a direction on making continuous investment in the skills of employees.	277	3.65	1.009
I believed that capabilities of employees within the factory are viewed as an important source of competitive advantage.	277	3.78	0.911
Capability Development		3.74	0.96
Average Percentage			
Involvement		3.78	0.91
Overall Average Percentage			

Source: own questioner survey, 2023

Involvement has a moderate mean score 3.78. This mean score shows employee of Dashen Breweries S.C moderately agrees on the existence of the practice of involvement dimension of organizational culture with in their factory. The standard deviation of involvement shows by 0.91 depicts the data set are relatively consistent.

4.4.2. Consistency as Organizational Culture Dimension

Table 4.4.2-1 Consistency cultural dimension at Dashen Breweries S.C.

Items	N	Mean	Standard deviation
The factory's core values are shared among the majority of it employees.	277	3.70	0.902
The values of this organization are consistent with my values.	277	3.68	0.864
My supervisor always shows me in practice what she/he is saying in words.	277	3.62	0.961
The factory has a clear and consistent set of values that dictates the way I do my work.	277	3.89	0.888
There is an ethical code that guides my behavior and tells the rights and the wrong.	277	3.91	0.867
Core Values		3.76	0.90
Average Percentage			
Different departments and division of my factory are able to work together well to achieve common goals.	277	3.86	0.956
I think the factory has a strong organizational culture.	277	3.82	0.885
Agreement		3.84	0.92

Average Percentage			
As an employee, I am given assignments that are consistent with my strengths, interests and opportunities.	277	3.71	0.903
The factory's approach to doing business is very consistent and predictable.	277	3.79	0.901
There is good alignment of team goals with the factories' strategic objective, mission and vision.	277	3.80	0.825
Coordination & Integration		3.77	0.88
Average Percentage			
Consistency		3.79	0.90
Overall Average Percentage			

Source: own questioner survey, 2023

Consistency has a moderate mean score of 3.79 and a standard deviation of 0.90 as it shown in the summarized table. The mean score indicates employees of Dashen Breweries S.C. moderate are agree on the existence of the practice of consistency dimension of organizational culture in their factory. The standard deviation shows that the data sets are more consistent than other variables data set.

4.4.3. Adaptability as Organizational Culture Dimension

Table 4.4.3-1 Adaptability cultural dimension at Dashen Breweries S.C.

Items	N	Mean	Standard deviation
The way things are done in DBSC is very flexible and easy to change.	277	3.45	0.914
The factory responds well to competitors and other changes in the business environment.	277	3.66	0.912
New and improved ways of doing works are continually adopted in DBSC.	277	3.65	1.013
Creating change		3.59	0.95
Average Percentage			
Customer comments and recommendations often lead to changes.	277	3.69	0.984
Customer input directly influences our decisions.	277	3.71	0.953
All members in DBSC have a deep understanding of customer wants and needs.	277	3.58	1.079
Customer Focus		3.66	1.01

Average Percentage			
We view failure as an opportunity for learning and improvement.	277	3.51	1.052
Innovation and risk taking are encouraged and rewarded.	277	3.37	1.040
Learning is an important objective in our day-to-day work.	277	3.99	0.976
Organizational Learning		3.62	1.02
Average Percentage			
Adaptability		3.62	0.99
Overall Average Percentage			

Source: own questioner survey, 2023

Adaptability has a high mean score of 3.62 and a standard deviation of 0.99 as it shown in the table. The mean score indicates employees of Dashen Breweries S.C. moderately agrees on the existence of the practice of adaptability dimension of organizational culture in their factory. Standard deviation shows that the data sets are relatively inconsistent.

4.4.4. Mission as Organizational Culture Dimension

Table 4.4.4-1 Mission cultural dimension at Dashen Breweries S.C.

Items	N	Mean	Standard deviation
There is a clear mission that gives meaning and direction to our work in DBSC.	277	3.91	0.906
There is a clear strategy for the future in DBSC.	277	3.74	0.949
Purpose and Direction (strategy)		3.83	0.93
Average Percentage			
In DBSC there is widespread agreement about goals.	277	3.75	0.935
We continuously track our progress against our stated goals.	277	3.82	0.813
Leaders set goals that are ambitious,	277	3.39	1.080
Leaders have a long-term viewpoint.	277	3.63	0.956
Goals & Objectives		3.65	0.95
Average Percentage			
I have shared the vision of what the factory will be like in the future.	277	3.76	0.946

The factory's vision creates excitement and motivation on my work performance.	277	3.80	0.933
Vision		3.78	0.94
Average Percentage			
Mission		3.75	0.94
Overall Average Percentage			

Source: own questioner survey, 2023

Mission has a moderate mean score of 3.75 and a standard deviation of 0.94 as it shown in the summarized table. The mean score indicates employees of Dashen Breweries S.C. moderately agree on the existence of the practice of mission dimension of organizational culture in their factory. The standard deviation shows that the data sets are relatively consistent.

4.4.5. Organizational effectiveness

Table 4.4.5-1 Employees satisfaction and organizational effectiveness at Dashen Breweries S.C.

Items	N	Mean	Standard deviation
The degree to which the human resource strategy focus on developing skills.	277	3.23	1.010
Ensuring motivation and commitment in DBSC.	277	3.52	1.020
The management effort in order to supply employees' expectation.	277	3.57	0.970
General emotional state of employees regarding with motivation.	277	3.44	0.978
Employees' willingness to contribute to the authority's success.	277	3.65	0.946
Effective consumption of time by employee in DBSC.	277	3.54	0.972
Sense of ownership that is proven and demonstrated in practice	277	3.61	1.035
Employee Satisfaction		3.51	0.99
Average Percentage			
Leaders role in mentoring, facilitating or nurturing	277	3.38	1.055
Timely communication of new issues to employees by leaders	277	3.56	0.967
Demonstration of DBSC values through words and actions by Senior Leaders	277	3.44	1.004
Psychological strength of each employees on the factory	277	3.51	0.969

Employee's act in companies best interest	277	3.63	1.005
Employee's strives for peak performance and high quality	277	3.67	0.939
Employee's performance with high level of ethics and professionalism	277	3.56	0.909
Employee's committed in heart and mind	277	3.54	0.965
Employee's commitment to the organization in various situations.	277	3.56	0.993
Employees feeling to continue employed in the organization.	277	3.31	1.063
Employee's willingness to obey organizational rules and regulation.	277	3.29	1.005
Employee's accurateness to perform organizational tasks.	277	3.37	0.960
Employee 'themselves from work environment obstacles and things that hinder work.	277	3.29	1.048
Organizational commitment		3.47	0.99
Average Percentage			
Organizational effectiveness		3.49	0.99
Overall average percentage			

Source: own questioner survey, 2023

As depicted in the above table's organizational effectiveness has a moderate mean score of 3.49 and a standard deviation of 0.99. The mean score indicates employees of Dashen Breweries S.C. have a moderate level of performance practice. The standard deviation shows that the data sets are relatively consistent.

4.5. Spearman correlation test between Organizational Culture and Organizational effectiveness in Dashen Breweries S.C.

Spearman's correlation in statistics is a nonparametric alternative to Pearson's correlation. Use Spearman's correlation for data that follow curvilinear, monotonic relationships and for ordinal data. Statisticians also refer to Spearman's rank order correlation coefficient as Spearman's ρ (rho).

Table 4.5-1 Benchmark for the direction and magnitude of correlation

No.	Direction		
	Positive	Negative	Magnitude
1	0.00 – 0.19	-0.00- -0.19	A very weak correlation

2	0.20 – 0.39	-0.20- -0.39	A weak correlation
3	0.40 – 0.69	-0.40- -0.69	A moderate correlation
4	0.70 – 0.89	-0.70- -0.89	A strong correlation
5	0.90 – 1.00	-0.90- -1.00	A very Strong correlation

Source: Fowler, et al., (2009)

Table 4.5-2 Non-Parametric correlation between Organizational Culture and Organizational effectiveness

Correlations							
			Involvement	Consistency	Adaptability	Mission	Effectiveness
Spearman's rho	Involvement	Correlation Coefficient	1.000	.768**	.691**	.622**	.521**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	277	277	277	277	277
	Consistency	Correlation Coefficient	.768**	1.000	.737**	.671**	.585**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	277	277	277	277	277
	Adaptability	Correlation Coefficient	.691**	.737**	1.000	.805**	.532**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	277	277	277	277	277
	Mission	Correlation Coefficient	.622**	.671**	.805**	1.000	.564**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	277	277	277	277	277
	Effectiveness	Correlation Coefficient	.521**	.585**	.532**	.564**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	277	277	277	277	277

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

Source: own survey data (2023)

As presented in table 4.5-2, there is a positive moderate correlation between involvement and organizational effectiveness with a positive P- value which depicted by Sig. (2-tailed) and correlation coefficient of 0.521.

Table 4.5-2 also shows that there is a positive very strong correlation between involvement and organizational effectiveness with a positive P- value which depicted by Sig. (2-tailed) and correlation coefficient of 1.0.

Consistency and organizational effectiveness are found to be strong and positively correlated. As presented in table 4.5-2 the correlation coefficient between these two variables is 0.768 and a positive P- value which depicted by Sig. (2-tailed).

Table 4.5-2 also shows that there is a positive moderate correlation between adaptability and organizational effectiveness with a positive P- value which depicted by Sig. (2-tailed) and correlation coefficient of 0.691.

Another vital relationship we can infer from table 4.5-2 is the relationship between organizational mission and organizational effectiveness. The spearman correlation coefficient portrays a positive and moderate correlation between mission and organizational effectiveness which depicted by Sig. (2-tailed) and correlation coefficient of 0.622.

To conclude, the result of correlation test shows that there exists a positive relationship between the four organizational dimension variables and organizational effectiveness. However, the strength of correlation varies from one organizational dimension to the other.

4.6. Ordinal Logistic Regression analysis on the effect of Organizational Culture on Organizational effectiveness in Dashen Breweries S.C.

The appropriate regression analysis technic that fits the data for this research is Ordinal logistic regression. So, the researcher adopts ordinal logistic regression analysis technique to determine the effect of organizational culture on organizational effectiveness. To use ordinal logistic regression model the data must pass tests such as, model fitting information, Pseudo R-Square, goodness of fit and Omnibus test. These tests are computed as follow;

For model fit the significant value must be less than 0.05 to use ordinal logistic regression. Having a significant value less than 0.05 in the model fitting information test ensures that the analysis performing is correct. As shown in table 4.6.1-1 the significant value is 0.000. so, the analysis the researcher performs is correct then the researcher will proceed to the next text which is goodness of fit test.

Table 4.6.1. Model Fitting Information

Model Fitting Information						
Model	Model Fitting Criteria			Likelihood Ratio Tests		
	AIC	BIC	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	2201.320	2397.017	2093.320			
Final	2004.434	2982.919	1464.434	628.886	216	.000

Source: own survey, 2023

Non-significant test results are indicators that the model fits with the data. The significant of the Pearson is less than 0.05 but the Deviance is greater than 0.05 to satisfy this criterion. As shown in table 4.6.1-2 the significant value of Deviance is 1 this implies the observed data is consistent with the fitted model. Since having a significant value greater than 0.05 of Deviance in goodness of fit test depicts the observed data is consistent with the fitted model.

Table 4.6.2 Goodness-of-Fit

Goodness-of-Fit			
	Chi-Square	df	Sig.
Pearson	29188.708	10530	.000
Deviance	1455.305	10530	1.000

Source: own survey, 2023

R-square indicates the proportion of the variance in the dependent variable that can be explained by the independent variable. As indicated in table 4.6.1-3 R-Square is 89.7, which show that 89.7% of the variance of the employee performance can be predicted by independent variable (involvement, consistency, adaptability and mission).

Table 4.6.3 Pseudo R-Square

Pseudo R-Square	
Cox and Snell	.897
Nagelkerke	.897
McFadden	.299

Source: own survey, 2023

Omnibus test is a likelihood ration chi-square test for the current model versus the null model. The significance value less than 0.05 indicates the current model outperforms the null model. As

depicted in table 4.6.1-4 the significant is 0.000, so the current model outperforms the null model. This criterion also satisfied to use ordinal logistic regression.

After the researcher data passes these tested the researchers uses ordinal logistic regression analysis and determines the effect of organizational culture on organizational effectiveness as follow;

Table 4.6.4 Omnibus Test

Omnibus Test ^a		
Likelihood Ratio Chi-Square	df	Sig.
176.140	4	.000
Dependent Variable: Effectiveness		
Model: (Threshold), Involvement, Consistency, Adaptability, Mission		
a. Compares the fitted model against the thresholds-only model.		

Source: own survey, 2023

As shown in the below table 4.6.1-5, involvement was a significant positive predictor of employee performance by having greater than one estimate of 3.712 and a 0.000 significant value.

The great ratio 3.712 indicates the odd being in a higher level on organizational effectiveness increase by a factor of 3.712 for every one unit increase in involvement. This implies involvement has a positive significant effect on organizational effectiveness (Tilahun, 2022) which indicates organizational culture in general and involvement in specific is a significant positive predictor of organizational effectiveness.

Consistency has estimate of 1.287 which is greater than one as depicted in the below table, it is not a significant predictor of organizational effectiveness because consistency have insignificant value of 0.414 which is greater than 0.05. The odd ratio indicates the odd being in a higher level on organizational effectiveness increase by a factor of 1.287 for every one unit increase in consistency. Consistency has insignificant effect on organizational effectiveness by having 0.414 significance value.

Adaptability was a significant predictor of organizational effectiveness by having greater than one estimate which is 1.233 and insignificant value of 0.522 as shown in table 4.6.1-5. The ratio indicates the odd being in a higher level on organizational effectiveness increase by a factor of 1.233 for every one unit increase in adaptability. But adaptability has insignificant effect on organizational effectiveness.

The last independent variable mission was a significant positive predictor of organizational effectiveness by having 3.648 estimate and p-value of 0.000 as shown in table 4.6.1-5. The ratio indicates the odd being in a higher level on employee performance increase by a factor of 3.648 for every one unit increase in mission. This implies that mission has a positive significant effect on organizational effectiveness.

Table 4.6.5 Parameter Estimates

Parameter Estimates										
Parameter	B	Std. Error	95% Wald Confidence Interval		Hypothesis Test			Exp(B)	95% Wald Confidence Interval for Exp(B)	
			Lower	Upper	Wald Chi-Square	df	Sig.		Lower	Upper
Involvement	1.312	.3049	.714	1.909	18.498	1	.000	3.712	2.042	6.748
Consistency	.252	.3084	-.353	.857	.668	1	.414	1.287	.703	2.355
Adaptability	.209	.3267	-.431	.850	.410	1	.522	1.233	.650	2.339
Mission	1.294	.3158	.675	1.913	16.791	1	.000	3.648	1.964	6.773
(Scale)	1 ^a									
Dependent Variable: Effectiveness										
Model: (Threshold), Involvement, Consistency, Adaptability, Mission										
a. Fixed at the displayed value.										

Source: own survey, 2023

4.7. Testing Hypothesis with Regression analysis

Hypothesis is a tentative solution or testable guess about the answer to a problem or research questions. A hypothesis is a prediction, usually a prediction about the relationship between variables. A hypothesis is a specific statement of prediction about relationship among study variables. The research process begins and ends with the hypothesis (Dayanand, 2018). Accordingly, the four hypotheses, which were developed earlier in chapter two were tested based on the regression coefficient data.

Table 4.7-1 Summary Result of Regression Analysis

No.	Developed Hypothesis	Beta Coefficient	Significance level (P<0.05)	Test Result
1	Involvement has significant relationship and effect on organizational effectiveness	1.312	0.000	Accepted
2	Consistency has significant relation relationship and effect on organizational effectiveness	.252	0.414	Rejected
3	Adaptation has significance relationship and effect on organizational effectiveness	.209	0.522	Rejected
4	Mission has significant relationship and effect on organizational effectiveness	1.294	0.000	Accepted

Source: own survey data (2023)

Hypothesis 1: Involvement has significant relationship and effect on organizational effectiveness with beta value 1.312 and p-value .000. The decision is involvement has a significant p-value and beta value greater than one.

Therefore, H1 is accepted.

Hypothesis 2: the result of ordinal logistic regression shows, Consistency has p-value 0.414 and beta value less than one which is 0.252 as depicted in the above table. As a result of having insignificant contribution to organizational effectiveness. . So, by having insignificant p-value and beta value less than one, consistency has insignificant effect on the organizational effectiveness.

Therefore, H2 is rejected.

Hypothesis 3: Adaptability has p-value 0.525 and beta value less than one which is 0.209 as depicted in the above table. As a result of having insignificant contribution to organizational effectiveness. So, by having insignificant p-value and beta value less than one, adaptability has insignificant effect on the organizational effectiveness.

Therefore, H3 is rejected.

Hypothesis 4: Mission has significant relationship and effect on organizational effectiveness with beta value 1.294 and p-value .000. The decision is mission has a significant p-value and beta value greater than one.

Therefore, H4 is accepted.

4.8. Interview Results

The researcher asked the directors and managers of Dashen Breweries S.C. six questions based on dimensions of organizational culture and level of organizational effectiveness to support results from the sample survey. Interview results indicates that the management of the factory cascades the goals to each level to achieve the goals, reviews the performance and uses it for decision-making and communication. Thus, the performance of the factory is at a medium level. The employees have a strong sense of ownership cooperation and teamwork. They have social interaction and stability; the factory works through its values: leadership, ownership, professionalism, excellence and passion to achieve its vision of becoming the best brewery company.

Clan Culture, multi-culture will have a positive effect by creating more competition both internally and externally and improving continuous innovation. New talents are absent due to the stagnation of workers in the factory's dominant culture; Misinterpreting ownership can negatively influence performance; Update for changes: low creativity; especially the lower level of employees are not open-minded. A lot of work needs to be done in terms of installing a strong organizational culture. The organizational effectiveness in relation with existing organizational culture with current results ranging from low to moderate.

Generally by aggregating interview and sample survey result, the researcher concludes that in the organization culture, company managers especially Human resource department tend to agree that to build a strong and suitable organizational culture to bring the performance of the factory to a higher level.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

This chapter contains the summary of data gathered, the conclusion of the researcher and the recommendations.

5.1. Summary of Findings

This section of the research summarizes the main findings of the study based on the research objective. The main objective of the study was to assess the effect of organizational culture on organizational effectiveness in Dashen Breweries S.C. To conduct this research, Descriptive statistics, and Spearman Correlation and Ordinal Logistic Regression models were interpreted in IBM SPSS version 26. To achieve the purpose of the study the data was collected from 277 employees of Dashen Breweries S.C. out of 1129 employees. This section summarizes the main findings from the analysis of the survey questionnaire and interview data. After conducting different investigation on the questionnaire answers, the study comes up with the following major finding.

- Regarding gender, the number of female employees is 19.39 percent from the total population. Most of the respondents are in the productive age group and married. A non-trivial number are below BA degrees, it is 31.8 percent from 277 respondents. From the total respondents 86.24 percent were responded to the company's performance as Good, Very good and Excellent; this is encouraged, but 13.77 employees response were poor and very poor. We show that to organizational culture questionnaire answers 28.25 percent were neutral, disagree and strongly disagree.
- The results indicate the organizational culture variables (consistency 3.79, involvement 3.78, adaptability 3.62 and mission 3.75) have moderate performance in factory. The level

of organizational effectiveness in the factory has a mean score of 3.49. This indicates that the organizational effectiveness has moderate mean score.

- Findings through multiple regression analysis, it shows that 45.0% of the organizational culture was able to influence the organizational effectiveness.
- Depends on the significance level, involvement, consistency and mission have a positive and significant effect on organizational effectiveness. However, adaptation also has significant implications.
- As we can see from the interview, the factory employees have a strong sense of ownership. They have social interaction and stability, the factory working on its values of leadership, ownership, professionalism, excellence and passion to achieve its vision of being the best Brewery. In the dominant culture of the factory, there is no new talent due to the stagnation of employees, Misinterpreting ownership can negatively affect performance, to update changes, low creativity, and especially low-level employees are not open.

5.2. Conclusions

This research aimed to access the effect of organizational culture on the performance of Dashen Breweries S.C. Based on the quantitative and qualitative analysis of the organizational culture dimensions on the organizational effectiveness, it can be concluded that these are important factors to consider for organizational effectiveness.

According to the result, all organizational culture dimensions are present at a moderate level in Dashen Breweries S.C. It also shows that they have a significant impact on factory performance. Consistency, Involvement, Mission, and Adaptability have their own level depending on their setting, As the study confirms, especially in the case of adaptability, there is a small level of activities, such as create change, challenges have been faced in the case of customer focus and organizational learning, These are affecting the effectiveness of the organization;

Based on the researcher's starting points for, the study conducted because the organizational culture of Dashan Breweries S.C. has not been studied recently, so the results of this study have important implications for improving the performance and increasing the productivity of the factory. Therefore, the researcher evaluated the organizational culture of Dashan Breweries S.C.

and its relationship with the company's effectiveness. The study indicated how the factory should use the organizational culture to its effectiveness.

5.3. Recommendations

Based on the findings of the study, the researcher will make important recommendations that will help the factory to focus on the organizational culture, which will mainly contribute to increasing the level of the company's performance.

The recommendations are as follows,

- There is a low number of women in the factory; it should be encourage recruiting and using of educated women power.
- As we can see from the number of respondents, most of them are productive power, so this should be used as a good opportunity.
- As the greatest resource of institutions is human resources, even if the factory implements development programs, it should be implemented to develop a strategy that is specifically planned and can create reliable knowledge capacity and growth.
- The four culture dimensions including organizational effectiveness have moderate result. Therefore, it is should be appropriate to work to bring all four cultural dimensions to get a high organizational effectiveness.
- Since adaptability culture, has insignificant contribution towards organizational effectiveness, the managers should design to access which other variable maintain to adaptability culture through developing the key management tools with additional reaserches.
- It would be appropriate to discuss employees with the management about the short-term and long-term organizational goals. This should be continued.
- In addition, to maintain a culture of consensus, it is best to communicate effectively about results, receive regular feedback, and about successes and gaps in performance.
- The factory managers should be used as an opportunity and encourage the high sense of ownership of the factory employees.

- It is appropriate to develop the right of factory employees to accept challenging tasks to claim as a right to participate in decision-making only on relevant matters; and should also be able to manage a self-managed work team and work/
- The contribution of the dimensions of organizational culture should be emphasized because it can explain 45.0% of the changes in the company's performance. Also, the remaining 55% of the impact on the company's performance is due to other critical factors related to the company's performance, which should be confirmed by further researches.
- Even if there are various models that explain organizational culture, the researcher selects Denison model of organizational culture for this research. The researcher should suggest future research to try other models to bring in-depth understanding and outcome.

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Annexes

St. Mary's University
School of Graduate Studies
Masters of Business Administration

Questionnaire to be filled by employees of Dashen Breweries Share Company

Dear Respondent:

I am studying a Master of Business Administration Program at St. Mary's University School of Graduate Studies. As part of my Master's Degree requirements, I am expected to successfully conduct a research paper on a relevant topic in my area of concentration. The aim of this research study is to access data under the title of **"Assessment of the organizational culture on Organizational effectiveness: Cases from Gondar and Debre Birhan Plants of Dashen Breweries Share Company"** Therefore, this questionnaire is designed to get the relevant information for the current study and used only for academic purpose. Your responses will be treated with the confidentiality it deserves. To maintain anonymity, I request that you DO NOT write your names on the questionnaire. Please take into consideration that the soundness and the validity of the findings will highly depend on your genuine responses. Therefore, I kindly request you to spend some of your valuable time (10-15 minutes) to complete this questionnaire to the best of your knowledge.

Yours Sincerely,

Yordanos Habteselassie

Part I. Information about Demographic Data

1. In which department are you currently working? -----
2. Gender Male ☐ Female ☐
3. Age 18-29 ☐ 30-39 ☐ 40-49 ☐ 50 and above ☐
4. Marital Status Single ☐ Married ☐ Divorce ☐ Widow ☐
5. Educational Qualification grade 8 to 10 ☐ grade 11 to 12 ☐ Certificate ☐
 Diploma ☐ BA/BSc ☐ MA/MSc ☐
 PhD or if any, please specify -----
6. Year of service in the organization 2-5 years ☐ 6-10 years ☐
 11-15 years ☐ above 15 years ☐
7. Employment Group Management ☐ Non-Management ☐

Part II. To assess Organizational Culture within your Organization.

Questionnaires on Organizational Culture

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

Questions by Organizational Culture Dimension						
Involvement						
I	Empowerment	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	I feel that I am engaged in my work.					
2	In my opinion, most of employees are highly involved in their work in Dashen Breweries S.C.					
3	My organization gives me the authority and ability to manage my own work.					
4	Information is widely shared with in DBSC so that everyone in the factory can get the information he or she needs when it's needed.					
5	Everyone in DBSC believes that he or she can have a positive impact on their work contributes.					
6	My organization grants me greater autonomy and involves me in decision-making.					
		1	2	3	4	5

II.	Team orientation	(SD)	(D)	(N)	(A)	(SA)
7	My organization places much value on employees working cooperatively towards the common goals of the organization.					
8	I believe that cooperation is well practiced in DBSC while I perform my duties.					
9	In my opinion, the factory norms encourage cooperation, teamwork, and participation.					
10	In DBSC, I feel like I am part of a team.					
11	I believe that works are organized so that each employee can see the relationship between his or her job and the goals of the organization.					
III.	Capability Development	1	2	3	4	5
		(SD)	(D)	(N)	(A)	(SA)
12	My organization (DBSC) develops its employees' human capability at all levels.					
13	I agree that the factory is constantly working on developing its employee's capability.					
14	The factory has a direction on making continuous investment in the skills of employees.					
15	I believed that capabilities of employees within the factory are viewed as an important source of competitive advantage.					
Consistency						
IV.	Consistency	1	2	3	4	5
		(SD)	(D)	(N)	(A)	(SA)
16	The factory's core values are shared among the majority of it employees.					
17	The values of this organization are consistent with my values.					
18	My supervisor always shows me in practice what she/he is saying in words.					
19	The factory has a clear and consistent set of values that dictates the way I do my work.					
20	There is an ethical code that guides my behavior and tells the rights and the wrong.					
V.	Agreement	1	2	3	4	5
		(SD)	(D)	(N)	(A)	(SA)
21	Different departments and division of my factory are able to work together well to achieve common goals.					
22	I think the factory has a strong organizational culture.					
VI.	Coordination & Integration	1	2	3	4	5
		(SD)	(D)	(N)	(A)	(SA)
23	As an employee, I am given assignments that are consistent with my strengths, interests and opportunities.					
24	The factory's approach to doing business is very consistent and predictable.					

25	There is good alignment of team goals with the factories' strategic objective, mission and vision.					
Adaptability						
VII.	Creating change	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
26	The way things are done in DBSC is very flexible and easy to change.					
27	The factory responds well to competitors and other changes in the business environment.					
28	New and improved ways of doing works are continually adopted in DBSC.					
VIII.	Customer Focus	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
29	Customer comments and recommendations often lead to changes.					
30	Customer input directly influences our decisions.					
31	All members in DBSC have a deep understanding of customer wants and needs.					
IX.	Organizational Learning	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
32	We view failure as an opportunity for learning and improvement.					
33	Innovation and risk taking are encouraged and rewarded.					
34	Learning is an important objective in our day-to-day work.					
Mission						
X.	Purpose and Direction (strategy)	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
35	There is a clear mission that gives meaning and direction to our work in DBSC.					
36	There is a clear strategy for the future in DBSC.					
XI.	Goals & Objectives	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
37	In DBSC there is widespread agreement about goals.					
38	We continuously track our progress against our stated goals.					
39	Leaders set goals that are ambitious,					
40	Leaders have a long-term viewpoint.					
XII.	Vision	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
41	I have shared the vision of what the factory will be like in the future.					
42	The factory's vision creates excitement and motivation on my work performance.					

Part III. To assess the organizational effectiveness

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

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

I.	EMPLOYEE SATISFACTION	1	2	3	4	5
		(VP)	(P)	(G)	(VG)	(E)
1	The degree to which the human resource strategy focus on developing skills.					
2	Ensuring motivation and commitment in DBSC.					
3	The management effort in order to supply employees' expectation.					
4	General emotional state of employees regarding with motivation.					
5	Employees' willingness to contribute to the authority's success.					
6	Effective consumption of time by employee in DBSC.					
7	Sense of ownership that is proven and demonstrated in practice					
II.	ORGANIZAIONAL COMMITMENT	1	2	3	4	5
		(VP)	(P)	(G)	(VG)	(E)
8	Leaders role in mentoring, facilitating or nurturing					
9	Timely communication of new issues to employees by leaders					
10	Demonstration of DBSC values through words and actions by Senior Leaders					
11	Psychological strength of each employees on the factory					
12	Employee's act in companies best interest					
13	Employee's strives for peak performance and high quality					
14	Employee's performance with high level of ethics and professionalism					
15	Employee's committed in heart and mind					
16	Employee's commitment to the organization in various situations.					
17	Employees feeling to continue employed in the organization.					
18	Employee's willingness to obey organizational rules and regulation.					
19	Employee's accurateness to perform organizational tasks.					
20	Employee 'themselves from work environment obstacles and things that hinder work.					

What other additional comments do you have regarding the above issues?

ቅድስት ማርያም ዩኒቨርሲቲ

በድህረ ምረቃ ትምህርት ቤት የንግድ አስተዳደር ማስተርስ ኘሮግራም

በዳሽን ቢራ ፋብሪካ አክሲዮን ማህበር ሰራተኞች የሚሞላ መጠይቅ ነው።

ውድ ምላሽ ሰጪ ፡-

በቅድስት ማርያም ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት ቤት የንግድ አስተዳደር ፕሮግራም እየተማርኩ ነው። የማስተርስ ዲግሪ መስፈርት አካል በሆነው የትኩረት ቦታዬ ውስጥ ጠቃሚ በሆነ ርዕስ ላይ ጥናታዊ ጽሑፍ በተሳካ ሁኔታ እንዳካሂድ ይጠበቃል። የዚህ ጥናት ምርምር ዓላማ “የድርጅታዊ ባህል በኩባንያው አፈጻጸም ላይ ያለውን ሚና መገምገም” ሲሆን ዓላማዬ ለዚሁ ጥናት በተለይም ከጎንደር እና የደብረ ብርሃን የዳሽን ቢራ ፋብሪካዎች የሠራተኞችን ምላሽ ማግኘት ነው። ስለዚህ ይህ መጠይቅ ለአሁኑ ጥናት ተገቢውን መረጃ ለማግኘት የተነደፈ እና ጥቅም ላይ የሚውለው ለዚሁ የትምህርት ዓላማ ብቻ ነው። የእርስዎ ምላሽ በሚስጢርነት ይጠበቃል ስለዚህም በመጠይቁ ላይ ስምዎን መግለጽ የለብዎትም። እባክዎን የዚህ ጥናት ውጤት በእርስዎ ትክክለኛ ምላሽ ላይ የተመሰረተ መሆኑን ግምት ውስጥ ያስገቡ። ስለዚህም ይህንን መጠይቅ ለመሙላት ከውድ ጊዜዎ ላይ ከ10-15 ደቂቃ እንዲሰጡኝ በትህትና እጠይቃለሁ።

ከአክብሮት ሠላምታ ጋር

ዮርዳኖስ ሀብተሥላሴ

ክፍል I. መጠይቁን የሚሞላው ሠራተኛ መረጃ

1. በአሁኑ ጊዜ በየትኛው የፋብሪካው የስራ ክፍል ውስጥ እየሰሩ ነው? -----

2. ፆታ ወንድ ☐ ሴት ☐

3. ዕድሜ 18-29 ☐ 30-39 ☐ 40-49 ☐ 50 እና ከዚያ በላይ ☐

4. የጋብቻ ሁኔታ ያላገባ ☐ ያገባ ☐ ☐

5. የትምህርት ደረጃ ከ8 እስከ 10ኛ ☐ ከ11 እስከ 12ኛ ☐ ሰርተፊኬት
ዲፕሎማ ☐ ዲግሪ ☐ ማስተርስ ☐

ፒኤችዲ ወይም ሌላ ካለ፣ እባክዎን ይግለጹ -----

6. በፋብሪካው ውስጥ ያገለገሉበት የአገልግሎት ዘመን ከ2-5 ዓመት ☐ ከ6-10 ዓመት ☐
ከ11-15 ዓመት ☐ ከ15 ዓመት በላይ ☐

7. የስራ መደብዎ ሁኔታ ማኔጅመንት አባል ☐ ማኔጅመንት አባል ያልሆነ ☐

ክፍል II. በፋብሪካው ውስጥ ያለውን ድርጅታዊ ባህል ለመገምገም

ስለ ፋብሪካው የስራ ባህል መጠይቆች

እባክዎን ከ1-5 ያለውን ሚዛን በመጠቀም በሚከተሉት መግለጫዎች የተስማሙበትን ወይም የማይስማሙበትን መጠን በምልክት (✓) ያመልክቱ። 1 በጣም አልስማማም፣ 2 አልስማማም፣ 3 ገለልተኛ፣ 4 እስማማለሁ እና 5 በጣም እስማማለሁ።

የፋብሪካውን ባህል ለመለካት የተዘጋጁ ጥያቄዎች

የሰራተኛ ተሳትፎ						
I	ሠራተኛን ማብቃት	1	2	3	4	5
		በጣም አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
1	በስራዬ ላይ የተሰማራሁት የፋብሪካውን ዓላማ ለመፈፀም እንደሆነ ይሰማኛል፤					
2	በእኔ እምነት አብዛኛው የፋብሪካው ሰራተኞች በስራቸው ውስጥ ከፍተኛ ተሳትፎ አላቸው፤					
3	ፋብሪካው የራሴን ስራ እንድመራ ስልጣን እና ችሎታ ይሰጠኛል፤					
4	ተገቢዎቼ መረጃዎች በፋብሪካው ውስጥ በሰፊው ይጋራሉ፤ ስለዚህም በፋብሪካው ውስጥ ያለ እያንዳንዱ ሠራተኛ መረጃ በሚፈልግበት ጊዜ የሚፈልገውን መረጃ ማግኘት ይችላል፤					

5	በፋብሪካው ውስጥ ያሉ ሁሉም ሠራተኞች በስራቸው ላይ አዎንታዊ ተጽእኖ ማሳደር እንደሚችሉ ያምናሉ፤					
6	ፋብሪካው የበለጠ ራሴንና ስራዬን እንድመራ እድል ይሰጠኛል፤ እንዲሁም በውሳኔ አሰጣጥ ያሳትፈኛል፤					
II	የቡድን አሰራር	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ
7	ተቋሙ ለፋብሪካው የጋራ ግቦች በትብብር ለሚሰሩ ሰራተኞች ትልቅ ዋጋ ይሰጣል፤					
8	ተግባሮቼን በምፈጽምበት ወቅት የትብብር ሁኔታ በፋብሪካው ውስጥ በደንብ ይሰራል ብዬ አምናለሁ፤					
9	በእኔ አስተያየት የፋብሪካው ደንቦች ትብብርን፣ የቡድን ስራንና ተሳትፎን ያበረታታሉ ብዬ አምናለሁ፤					
10	በፋብሪካው ውስጥ በቡድን እንደምሰራ ይሰማኛል፤					
11	እያንዳንዱ ሰራተኛ በስራው እና በፋብሪካው ግቦች መካከል ያለውን ግንኙነት ማየት እንዲችል ስራዎች የተደራጁ ናቸው ብዬ አምናለሁ፤					
III	ችሎታን ወይም እውቀትን ማሻሻል	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ
12	ዳሽን ቢራ ፋብሪካ በሁሉም ደረጃዎች የሰራተኞቹን ችሎታ ያዳብራል፤					
13	ፋብሪካው የሰራተኛውን አቅም ለማዳበር በየጊዜ እየሰራ መሆኑን እሰማለሁ፤					
14	ፋብሪካው በሠራተኞች ክህሎት ላይ ቀጣይነት ያለው ኢንቨስትመንት ለማድረግ አቅጣጫ ይዟል፤					
15	በፋብሪካው ውስጥ ያለው የሰራተኞች አቅም እንደ ጠቃሚ የውድድር ምንጭ ተደርጎ ይወሰዳል ብዬ አምናለሁ፤					
ወጥነት						
IV.	ወጥነት	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ
16	ፋብሪካው ዋና ዋና እሴቶቹን ለአብዛኞቹ ሠራተኞቹ ያጋራል፤					
17	የፋብሪካው እሴቶች ከእኔ እሴቶች ጋር ወጥነት ባለው መንገድ ተጣጥመዋል፤					
18	የኔ ሱፐርቪዘር በቃላት የሚናገረውን ሁልጊዜ በተግባር ያሳየኛል፤					
19	ፋብሪካው ሥራዬን የምሰራበትን መንገድ የሚገልጽና ወጥነት ያለው እሴቶች አሉት፤					
20	በፋብሪካው ውስጥ ባህሪዬን የሚመራ እና መብቴንና ስህተቴን የሚናገር የስነምግባር ህግ አለ፤					
V.	ስምምነት	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ
21	የጋራ ግቦችን ለማሳካት የፋብሪካው የተለያዩ የስራ ክፍሎች በደንብ አብረው ተናበው መሥራት ይችላሉ።					

22	ፋብሪካው ጠንካራ ድርጅታዊ ባህል ያለው ይመስለኛል።					
VI.	ማስተባበር እና ውህደት	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ
23	የፋብሪካው ሠራተኞች እንደመሆኔ መጠን፣ ከጥንካሬዎቼ፣ ፍላጎቶቼ እና እድሎቼ ጋር የሚጣጣሙ ስራዎች ይሰጡኛል።					
24	የፋብሪካው አሰራር በጣም ተከታታይ እና ሊተነበይ የሚችል ነው፤					
25	የቡድን ግቦች ከፋብሪካው ስልታዊ ዓላማ፣ ተልዕኮ እና ራዕይ ጋር ጥሩ ትስስር አላቸው።					
መላመድ						
VII.	ለውጥ መፍጠር	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ
26	በዳሽን ቢራ ፋብሪካ ውስጥ ነገሮች የሚከናወኑበት መንገድ እንደሁኔታው በቀላሉ የሚለዋወጥ ነው፤					
27	ፋብሪካው ለተወዳዳሪዎች እና ሌሎች በንግድ አካባቢ ለውጦች ላይ ጥሩ ምላሽ ይሰጣል፤					
28	በዳሽን ቢራ ፋብሪካ ውስጥ አዲስ እና የተሻሻሉ የስራ መንገዶች ያለማቋረጥ ተቀባይነት አላቸው፤					
VIII.	የደንበኛ ትኩረት	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ
29	የደንበኛ አስተያየቶች እና ምክሮች ብዙውን ጊዜ ወደ ለውጦች ይመራሉ.					
30	የደንበኛ ግብአት በቀጥታ ውሳኔዎቻችን ላይ ተጽዕኖ ያሳድራል።					
31	በዳሽን ቢራ ፋብሪካ ውስጥ ያሉ ሁሉም አካላት ስለ ደንበኛ ፍላጎቶች ጥልቅ ግንዛቤ አላቸው።					
IX.	ተቋማዊ ትምህርት	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ
33	ውድቀትን እንደ የመማር እና የመሻሻል እድል ነው የምንመለከተው።					
33	ፈጠራ እና ሪስክ መውሰድ ይበረታታሉ እና ያሸልማሉ።					
34	በዕለት ተዕለት ሥራችን ውስጥ መማር ጠቃሚ ዓላማ ነው።					
ተልእኮ						
X.	ዓላማ እና አቅጣጫ (ስልት)	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እሰማለሁ	በጣም እሰማለሁ

35	በፋብሪካው ውስጥ ለሥራችን ትርጉም እና አቅጣጫ የሚሰጥ ግልጽ ተልዕኮ አለ።					
36	በፋብሪካው ውስጥ የወደፊቱን የሚያሳይ ግልጽ የሆነ ስልት አለ፤					
	የዳሽን ቢራ ፋብሪካ ዓላማ ትርጉም ያለው ነው					
XI.	ግቦች እና ዓላማዎች	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
37	በፋብሪካው ውስጥ ግቦቹ ላይ ሰፊ ስምምነት አለ።					
38	እድገታችንን ከያዝናቸው ግቦች አንጻር ቀጣይነት ያለው መሆኑን እንከታተላለን።					
39	መሪዎች የተጋነኑና ሊደረስባቸው የማይችሉ ግቦችን አውጥተዋል፤					
40	መሪዎች የረዥም ጊዜ አመለካከት/እይታ አላቸው፤					
XII.	ራዕይ	1	2	3	4	5
		በጣም አልሰማም	አልሰማም	ገለልተኛ	እስማማለሁ	በጣም እስማማለሁ
41	የፋብሪካው የወደፊት ራዕይ ምን እንደሚመስል ለሌሎች አካፍላለሁ።					
42	የፋብሪካው ራዕይ በስራ አፈፃፀም ላይ ደስታን እና ተነሳሽነት ይፈጥራል፤					

ክፍል III. የድርጅቱን ውጤታማነት ለመገምገም

ይህ የመጠይቁ ክፍል በሁለቱ የውጤታማነት አመልካቾች ላይ በመመስረት የፋብሪካውን አጠቃላይ ውጤታማነትን ይመረምራል። በተጨማሪም የድርጅታዊ ባህሉ የድርጅቱን ውጤታማነት የሚለካው በምን ያህል መጠን እንደሆነ ይገመግማል። እባክዎን በሚከተሉት መግለጫዎች የተሰማሙበትን ወይም የማይሰማሙበትን መጠን 1-5 በመጠቀም (✓) በሚለው ምልክት ያመልክቱ። 1 በጣም ዝቅተኛ፣ 2 ዝቅተኛ፣ 3 ጥሩ፣ 4 በጣም ጥሩ እና 5 እጅግ በጣም ጥሩ (እበጥ)።

I.	የሰራተኛ እርካታ	1	2	3	4	5
		በጣም ዝቅተኛ	ዝቅተኛ	ጥሩ	በጣም ጥሩ	እጅግ በጣም ጥሩ
1	የሰው ሃይል ስትራቴጂ የሰራተኞች ክህሎትን በማዳበር ላይ ያተኮረበት ደረጃ፤					
2	የሰራተኛው ተግባር የፋብሪካውን የተሻለ ጥቅም ማስጠበቅ ነው፤					
3	ሰራተኞች ከፍተኛ አፈፃፀም እና ከፍተኛ ጥራት ለማግኘት ይጥራሉ፤					
4	የሰራተኞች ተነሳሽነትን በተመለከተ አጠቃላይ ስሜታዊ ሁኔታ፤					

5	የሰራተኞች ፍላጎት በየደረጃው ለሚኖረው ስኬት አስተዋፅኦ ማድረግ፤					
6	በፋብሪካው ውስጥ ሠራተኞች ውጤታማ ለመሆን የሚኖራቸው የጊዜ ፍጆታ፤					
7	የተረጋገጠና በተግባር የሚታይ የባለቤትነት ስሜት፤					
8	የሰራተኞች አፈፃፀም ከከፍተኛ የስነምግባር እና ሙያዊ ብቃት ጋር ነው፤					
9	ሰራተኛው ለዓላማው በልቡ እና በአእምሮው ቁርጠኛ ነው፤					
10	በፋብሪካው ላይ የእያንዳንዱ ሰራተኛ የስነ ልቦና ጥንካሬ፤					
11	ፋብሪካው በተለያዩ ሁኔታዎች ውስጥ ቢሆንም እንኳ የሰራተኞች ቁርጠኝነት፤					
12	ሰራተኞች በድርጅቱ ውስጥ ተቀጥረው የመቀጠል ስሜት ይሰማቸዋል፤					
13	የሰራተኞች የፋብሪካውን ደንቦችን እና ህጎች የማክበር ፈቃደኝነት፤					
14	የፋብሪካውን ተግባራት ለማከናወን የሰራተኛው ትክክለኝነት/እርግጠኝነት፤					
15	ሰራተኞች ራሳቸውን ከስራ አካባቢ መሰናክሎች እና ስራን ከሚያደናቅፉ ነገሮች ማራቅ፤					
II.	ተቋማዊ ቁርጠኝነት	1	2	3	4	5
		በጣም ዝቅተኛ	ዝቅተኛ	ጥሩ	በጣም ጥሩ	እጅግ በጣም ጥሩ
16	በፋብሪካው ውስጥ ተነሳሽነት እና ቁርጠኝነት ማረጋገጥ፤					
17	የሰራተኞችን ፍላጎት ለማሟላት የመሪዎች ጥረት፤					
18	ሰራተኞችን በመምከር፣ በማመቻቸትና በመንከባከብ ውስጥ የመሪዎች ሚና፤					
19	መሪዎች አዳዲስ ጉዳዮችን ለሠራተኞች በወቅቱ ያሳውቃሉ፤					
20	የዳሽን ቢራ ፋብሪካ እሴቶች በከፍተኛ መሪዎች በቃላትና በድርጊት ይታያሉ፤					

ከላይ በተጠቀሱት ጉዳዮች ላይ ተጨማሪ አስተያየት ካለዎት?

St. Mary's University
School of Graduate Studies
Masters of Business Administration

Interview with Management Members of Dashen Breweries Share Company.

This interview questions are designed for managers and directors within different departments. The purpose of these interview questions is to obtain qualitative data to support the quantitative data for my MA research so that the research data will more reliable and enhanced.

Questions

1. How do you explain the level of organizational effectiveness in Dashen Breweries Share Company?
2. In your view, what specific cultural characteristics does Dashen Breweries Share Company have?
3. In your opinion, which type of organizational culture dominates in Dashen Breweries S.C? Why?
4. How do you express which cultural variables have more effect on organizational effectiveness?
5. How can you describe the challenges the company face due to the dominant culture?
6. How do you rate the level of organization effectiveness in relation with existing organizational culture effectiveness/ineffectiveness? What are your reasons to say company is effectiveness or not?

What other additional comments do you have regarding the above issues?

Thank you for your time!!!

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Effectiveness	.049	277	.200 [*]	.987	277	.015
Involvement	.144	277	.000	.884	277	.000
Consistency	.131	277	.000	.907	277	.000
Adaptability	.106	277	.000	.925	277	.000
Mission	.141	277	.000	.913	277	.000
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

