



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF ORGANIZATIONAL CULTURE ON THE ORGANIZATIONAL
EFFECTIVENESS: THE CASE OF BANK OF ABYSSINIA. AT CENTRAL
DISTRICT OF NIFAS SILK SUB CITY**

BY: - HIWOT GETANEH

JUNE, 2023 G.C
ADDIS ABABA, ETHIOPIA

A STUDY ON THE EFFECT OF ORGANIZATIONAL CULTURE ON THE
ORGANIZATIONAL EFFECTIVENESS: THE CASE OF BANK OF
ABYSSINIA

A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE
REQUIRMENTS FOR THE DEGREE OF MASTERS OF BUSINESS
ADMINISTRATION

BY: HIWOT GETANEH

ADVISOR: TEWODROS MEKONEN (PhD)

JUNE, 2023 G.C
ADDIS ABABA, ETHIOPIA

ST.MARY’S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

THE EFFECT OF ORGANIZATIONAL CULTURE ON
ORGANIZATIONAL EFFECTIVENESS: THE CASE OF BANK OF
ABYSSINIA. AT CENTRAL DISTRICT OF NIFAS SILK SUB CITY

APPROVED BY BOARD OF EXMINERS

Dean, Graduate studies

Signature & Date

Advisor

Signature & Date

External Examiner

Signature & Date

Internal Examiner

Signature & Date

Declaration

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Tewodros Mekonen (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 any degree.

Name

St. Mary's University, Addis Ababa

Signature & Date

June, 2023

Certification

This is to certify that Hiwot Getaneh has completed her thesis entitled “ The effect of organizational culture on the organizational effectiveness: The case of Bank of Abyssinia”. As I have evaluated, her Master’s thesis is appropriate to be submitted as a partial fulfilment requirement for the Award of Degree in Masters of Business Administration (MBA).

Advisor: _____

Tewodros Mekonen (PhD)

Signature and Date

Table of Contents

Acknowledgement	viii
List of Tables	ix
CHAPTER ONE	1
1.1 Background of the Study	1
1.2 Statement of the Problem	4
1.3 Objectives of the study	6
1.4. Research questions	7
1.4 Significance of the study	7
1.6 Scope of the study	8
1.7 Operational definitions.....	8
1.8 Organization of the study	9
CHAPTER TWO	10
REVIEW OF RELATED LITERATURES	10
2.1 Review of Theoretical Literature	10
2.3. CONCEPTUAL FRAMEWORK	22
CHAPTER THREE	24
RESEARCH METHODOLOGY	24
3.1 Research Approach	24
3.2 Research design.....	24
3.3 Data Source and Data Type.....	24
3.4 Population and Sample Design	25
3.5 Data collection method	26

1.6 Validity and Reliability of the research instrument.....	26
3.8 Methods of Data analysis	28
3.9. Ethical Considerations.....	29
CHAPTER FOUR.....	30
DATA PRESENTATION, ANALYSIS & INTERPRETATION	30
CHAPTER FIVE.....	51
SUMMARY OF FINDINGS, CONCLUSION AND	51
RECOMMENDATIONS	51
5.1 Summary of Findings.....	51
5.2 Conclusion	53
5.3 Recommendations.....	54
REFERENCES	57
Annex I.....	63

Acknowledgement

First and foremost, I would like to Praise and thank the Almighty God for His abundant grace. I would like also like to express my deepest gratitude to my thesis advisor Dr. Tewodros Mekonen for helping me throughout process. Without his guidance and assistance, the completion of this research would not have been possible. I would also like to thank my Executive Director Dr. Abera Adeba for his encouraging me to study my MBA. I would also like to thank my husband Biniam Mulugeta, my children, my Brother Dr. Oliad Lijuma, my colleagues and relatives for their direct or indirect support. Finally, my gratitude also goes to Bank of Abyssinia employees who helped me in the data collection process.

List of Tables

Table 4.2: Characteristics of respondents by Gender-----	29
Table 4.3: Characteristics of respondent's by Education level -----	30
Table 4.4: Characteristics of respondent's Age-----	30
Table 4.5: Characteristics of respondent's year of work experience-----	31
Table 4.6: Employee involvement in decision making on organizational effectiveness--	33
Table 4.7: Organizational consistency on organizational effectiveness-----	34
Table 4.8: Effects of organizational adaptability on organizational effectiveness in the Bank of Abyssinia-----	35
Table 4.9: How organizational mission affects organizational effectiveness-----	36
Table 4.10: Descriptive Statistics-----	38
Table 4.11: Correlations -----	39
Table 4.12: Correlations -----	40
Table 4.13: Correlations adaptability with effectiveness -----	41
Table 4.14: Correlations mission with effectiveness-----	42
Table 4.15: Model Summary-----	43
Table 4.16: ANOVA-----	44
Table 4.17: Coefficients -----	44

Abstract

Several factors do affect the effectiveness of organizations in a given business undertaking. Of all these factors the effect of organizational culture is mentionable. The manager of any business undertaking hence has the massive duty of sorting out the organizational culture for the utilization of organizational goals. The best organizational culture is expected to yield the best organizational effectiveness. The main purpose of this research, thus, is depicting the effects of organization culture on the effect of organization of Bank of Abyssinia. At central district of Nifas Silk Laft Sub City Different literatures on the same issue were analysed. Accordingly, definition of culture, different theories of culture and its conceptual framework is treated, from analysis of empirical evidence; certain cultural factors were identified and were made the basis for subsequent discussions. This study applied a mixed research approach, both explanatory and descriptive research design. Primary data were collected via structured questionnaire from 282 employees of the Bank all are returned. Employees were selected using stratified sampling method. A structured Likert Scale questionnaire was used to collect data. Quantitative data were processed through SPSS and analysed via descriptive statistics. Based on the finding of the research, employees have a positive impact on BOS's effectiveness (Involvement, Consistency, Adaptability and Mission).Also revealed there is a statistically positive relationship between each of the aforementioned independent variables with the organizational culture though the degree varies. The study recommends, inter via, that the BOA should capitalize on those cultural factors organizations are more effective with cumulative with those have relation with organizational effectiveness of the Bank. Moreover, organizational goal of the BOA should be clearly defined and regular reviewing of the organization culture against organizational effectiveness target standards shall be made.

Keywords: Culture, Organizational effectiveness, Organizational Culture, Impact

CHAPTER ONE

1.1 Background of the Study

Effectiveness of an organization cannot be achieved without effective management of human resource. Human resource management is essential to manage employees effectively in order to help the organization achieve competitive advantage. The achievement of goal for any organization largely depends on the knowledge, skill, ability, commitment, wisdom, and attitude of the human resource (Mathis and Jackson, 2010).

According to Ortega-Parra & Sastre-Castillo (2013), organizational culture is a system of values, beliefs, and behavior patterns which subconsciously drives members of the organization to make each choice and decision. Sxhnieder et al. (2013) indicated organizational culture as the norms that members of an organization perceive as their work environment, and these norms influence how members behave and adapt to achieve organizational goals. Organizational culture is the way that organizational members interact with each other and other stakeholders (Si,omeaux & Stround, 2014). Yirdaw (2016) indicated organizational culture as the glue which combines the nonhuman resources to the human resources in an organization to build team work and good organizational effectiveness. Weber and Tarba (2012) indicated that business managers use organizational culture to differentiate their organization from other organization.

According to Xiaoxia and Bing, (2013), Organizational culture has been considered as one of important core competencies of an organization. The individuals, groups and the organization as a whole are running under its culture although it is almost intangible. Now day's organizational culture has generally been interrelated to management. (Siomeaux & Stround 2014). The two essential factor that leads to effective culture management include structural stability and integration of superior standard of organizational culture (Schein, 2010). The culture of the organization has been affected by attitudes, norms, and beliefs that lead to strong communication between employees (Toma & Marinesal 2013). At different level of organizational culture different background, ethics, and racial difference impact upon performance. The similar organizational culture with different backgrounds has common set of values and beliefs to be effected by organizational systems (Flamholtz & Randle, 2011). The attraction of the organization norms, values, and beliefs has strong effect

upon sustainable performance and management of organization cultures as it leads to attainment of profitability. According to Gjuraj, (2013) culture itself is a product of a group of people living at the same place and having shared attitudes, values, beliefs, assumptions, and behaviour. People who belong to a certain culture have similar norms, history, religion, values and artefacts which distinguish them

from others. It is deep in that it guides individual actions even to the extent that members are not even aware they are influenced by it. Organizational culture refers to a system of shared meaning held by members that distinguish the organization from other organizations and the set of key values, assumptions, beliefs, understandings, and norms that members of an organization share. (Robbins & Judge, 2007).

Extensive research has shown that such human resource practices can make a significant impact on firm strategies aim to support programs for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management and generally creating great place to work depends in part on the organizational culture that is operating. It is sure that there are many factors increasing the level of effectiveness of an organization and as a different aspect, organizational culture can be one factor. (Morgan, 1997)

The degree of the achievement to which employees fulfil the organizational mission at workplace is called effectiveness (Casico, 2006). Effectiveness has been perceived differently by various researchers, but most of the scholars relate effectiveness with measurement of transaction efficiency and achievement towards organizational goals. (Stannack, 1996). The effectiveness measurement system helps in improving organizational association to achieve goals and objectives at an effective manner. (Ittner, & Larcker, 1998). The strategic planning based up on development of goals and objectives help organization to focus on non-financial and intangible assets.

The balanced score card (BSC) have been used to evaluate performance management of employees based upon perfect association between goods and services (Kaplan & Norton, 1992). The strategies based upon rationally and design helps in making culture and more effective. The four casual relationships between effectiveness management and culture have been defined so far. The learning growth, customers, internal business process and financial reward management system helps in improving and presenting causal relationship.

The Effectiveness of organizations in achieving goals at the organizational level is called Organizational Effectiveness. The organizational effectiveness is also defined as the extent to which an organization fulfils the objectives. The topic of organizational effectiveness emphasized process control, information management and goal setting. (Aktas, Cicek and Kiyak, 2011).

One of the most important reasons that explain the interest in organizational culture is the assumption that certain organizational cultures lead to an increase in organizational effectiveness. According to Peters and Waterman (1982) successful organizations possess certain cultural traits of excellence. Ouchi (2001) showed a positive relationship between organizational culture and effectiveness. Even though the literature on organizational culture and its relationship with organizational effectiveness is rich and diverse, there are very few empirical studies that actually examined the nature of this relationship in most of Ethiopian private organizations. In the case of BOA, the concept of organizational culture and effectiveness has been implemented 8 years before. Since then, a number of trainings have been given for employees to create awareness about the issue. However, it has been hampered by different internal and external factors that we observe in our day-to-day activities. This problem might be attributed due to lack of continuous follow up of the concerned bodies, and insufficiency of training and workshops given about the issue especially for the newly deployed employees (Solomon, 2014). It is on the basis of this idea and other related that the researcher was initiated to conduct the present study. For this reason, this study will examine, based on empirical research, the effect of culture on organizational effectiveness focusing on Abyssinia Bank.

Organizational culture refers to the shared values, beliefs, attitudes, behaviours, and practices that characterize an organization. Organizational effectiveness, on the other hand, is the degree to which an organization achieves its goals and objectives. There is a clear link between organizational culture and organizational effectiveness, as the culture of an organization can have a significant impact on its ability to achieve its goals and objectives. And strong and positive organizational culture can lead to greater employee satisfaction, engagement, and motivation, which in turn can result in higher levels of productivity and performance. Organizations with a strong culture are also more likely to attract and retain talented employees, who are more likely to be aligned with the organization's values and goals.

On the other hand, a negative or weak organizational culture can have a negative impact on organizational effectiveness. It can lead to employee disengagement, turnover, and poor performance, which can ultimately hinder the organization's ability to achieve its goals and objectives. Therefore, it is important for organizations to cultivate a strong and positive culture that aligns with their values and goals in order to achieve greater organizational effectiveness. This can be achieved through various means, such as effective leadership, clear communication, employee involvement, and continuous learning and development. In this background, this study will attempt to study the effects of organizational culture on the organizational effectiveness in Ethiopian banking industry taking the case of bank of Abyssinia.

1.2 Statement of the Problem

The problem is that organizational culture can have a negative impact on organizational effectiveness. Organizational culture refers to the shared values, beliefs, attitudes, behaviours, and practices that shape the way people work together in an organization. If the culture of an organization is defective, it can lead to various problems such as low employee morale, high turnover rates, lack of innovation, poor customer service, and decreased productivity. These issues can ultimately affect the organization's ability to achieve its goals and objectives, leading to a decline in organizational effectiveness. Therefore, it is essential to address any organizational culture defects and promote a healthy and positive culture to enhance organizational effectiveness. (Flamholtz & Randle, 2011).

The effect of organizational culture on organizational effectiveness is to determine the extent to which an organization's culture impacts its overall effectiveness in achieving its goals and objectives. Specifically, the research aims to investigate how different aspects of organizational culture, such as values, beliefs, and practices, influence factors such as employee productivity, job satisfaction, and organizational performance. By understanding the relationship between organizational culture and effectiveness, the research seeks to provide insights and recommendations that can help organizations improve their performance and achieve greater success in their respective industries, organizational culture on organizational effectiveness is to explore the relationship between these two variables and examine whether organizational culture has a significant impact on the overall effectiveness of an organization. The research aims to identify the key components of

organizational culture that contribute to organizational effectiveness and to understand how these components can be fostered and developed within an organization. The study will also seek to identify any potential barriers or challenges to creating a positive organizational culture and how these can be addressed to improve organizational effectiveness. Ultimately, the research seeks to provide insights into the importance of organizational culture in achieving organizational goals and the potential benefits of investing in a positive organizational culture for the long-term success of an organization.

Organizational researchers, such as Simoneaux & stroud (2014), have identified organizational culture as a potential source of competitive advantage. However, explicit theories regarding the relationship between organizational culture and effectiveness have not been developed and applied in local organizations like the Bank of Abyssinia in Ethiopia. The bank has been attempting to improve its effectiveness for the past few years, but the implementation of cultural effectiveness has been inconsistent. As a grade employee in the bank, the researcher has observed how culture contributes to the effectiveness of the bank, particularly in her branch. The researcher has noticed that the way employees at Abyssinia Bank implement cultural effectiveness contradicts the appropriate way of administering, as stated by Omebe (2014). Omebe suggests that the effectiveness of banks depends on the interests, attitudes, work behavior, adjustment, and self-esteem of the employees. This indicates a significant knowledge gap among employees regarding their company, which leads to high turnover rates within the organization. The management at Abyssinia Bank has acknowledged high employee resistance to organizational change, motivating the researcher to investigate which cultural variables result in this negative impact on organizational effectiveness. (Inabinet & Ballaro 2014)

Many researchers indicate these research works have conducted studies related to organizational culture and effectiveness. For instance, Andish, Yousefipour, Shahasavaripour, and Ghorbanipour (2013) found that the ability of a particular culture to provide a positive response to organizational changes is one of the factors that can be predicted by organizational culture. Bratton and Gold (1999) found that employee involvement and participation can improve the quality of decision-making. Effective communication is the lifeblood of a successful organization, reinforces organization improvement, facilitates change, and drives business results by changing employee behaviour. However, this pattern primarily influences employees to be highly resistant to

change. Therefore, this study will focus on filling the gaps observed more closely within the cultural setting to enhance overall organizational effectiveness. Include the review of research works conducted in Ethiopia

This study address the lack of investigations into the relationship between organizational culture and effectiveness in the context of other banks in Ethiopia. Despite previous studies investigating this relationship, none of them have addressed the issues related to Abyssinia Bank. This gap in knowledge has motivated the researcher to investigate how to relate this organization more closely with its cultural setting to enhance overall organizational effectiveness.

Scientific reasoning provided to justify the study includes the potential competitive advantage that organizational culture can provide, the inconsistency in implementing cultural effectiveness in the Bank of Abyssinia, the high degree of employee turnover within the organization, and the acknowledged high employee resistance to organizational change. Previous studies have also shown that organizational culture can predict a positive response to organizational changes and that employee involvement and participation can improve the quality of decision-making. Effective communication is also critical for successful organizations, and this study aims to fill the gaps observed in cultural settings to enhance overall organizational effectiveness in the Bank of Abyssinia.

1.3 Objectives of the study

In line with the above introduction the following are general and specific objectives:

1.3.1 General objectives

The general aim of this study is to determine the effect of organizational culture on organizational effectiveness in Bank of Abyssinia.

1.3.2 Specific objectives

The study was specifically attempt to:

1. To study the effects of employee involvement in decision making on organizational effectiveness in bank of Abyssinia.
2. To examine the influence of organizational consistency on organizational effectiveness

3. To determine the effects of organizational adaptability on organizational effectiveness in the bank of Abyssinia.
4. To analyse how organizational mission on organizational effectiveness.

1.4. Research questions

The study was mainly focused to answer the following questions:

1. How does employee involvement in decision making affect the organizational effectiveness of BOA?
2. How does organizational consistency affect organizational effectiveness?
3. How does organizational adaptability affect the effectiveness of BOA?
4. What is the impact of organizational mission on the effectiveness of an organization?

1.4Significance of the study

The study mainly was focused on studying the relationship between organizational culture and organizational effectiveness and the effect that organizational culture has on effectiveness of BOA. The result of this study would have the following significances. Firstly, it can benefit employees who will participate in the research to examine their practices, and perceptions towards organizational culture and effectiveness. In other words, it can help managers to revise their practice of organizational culture for effectiveness and make the necessary improvement at BOA. Not only employees, but also customers are hoped to get good insight on advantages they should get from BOA. Moreover, the findings of the study will provide information for the concerned bodies in demonstrating what is happening in reality and which could provide input to organizational effectiveness in BOA. Here The information is also important for other banks to evaluate how employees create organizational culture for effectiveness. Managers can reveal answers for practical problems pertaining to organizational culture and effectiveness so that the bank can re-examine current gaps regarding organizational culture in order to enhance the overall effectiveness of the bank. Employees also can be benefited by this study because safe cultural environment can be developed through this study; it will be used and applied properly in BOA and keep up their motivation in order to perform their jobs successfully. Lastly, it serves as a benchmark for further study either on the issue or to widen the research in many other similar aspects.

1.6 Scope of the study

The study is delimited in four areas, Firstly, the research work is conceptual delimited to the study of the effects of organizational culture on organizational effectiveness. Geographically the study will be focusing on Bank of Abyssinia at central district of Nifas Silk Sub City. In terms of methodology, the study will use explanatory and Descriptive design within the framework of quantitative research. Finally in terms of time, I used cross-sectional data collected within one year.

A number of factors can influence organizational effectiveness. However, this study is restricted to investigate the practice of the relationship between organizational effectiveness and organizational cultures by considering the relationship, effect, and improvement. In fact, the comprehensiveness of the study will be increased if it entertains more banks. However, the time and financial constraints were limited to assess management staff with in 114 branches there are 1052 staffs. To make the study manageable the study will seek to explain the relationship between the two variables i.e. organizational culture and organizational effectiveness. The study was examined the above variables from the establishment of BOA. The study was only carry out on Central District of Nifas Silk Laft Sub city.

1.7 Operational definitions

The followings are the key term of the study

1. **Culture:** - is the set of key values, assumptions, beliefs, understanding and norms that peoples within the same location. (Lim. 1995)
2. **Organizational Culture:** - refers to a system of shared meaning held by members that distinguishes the organization from other organization. (Casico,2006)
3. **Organizational effectiveness:** the degree to which an organization achieves its goals and fulfills their objective. (Chenhill, 2005)
4. **Impact:** - the extent to which one variable affects the other one. (Brooks, 2006)

1.8 Organization of the study

This study is organized in five chapters. Chapter one is introduction to the study. It provides a background of the study, objectives of the study, significance of the study, scope and limitations of the study, definition of key terms, and organization of the study. Chapter two provides a critical literature review of different aspects of the study. It draws on the literary, theoretical, academic and organization basis of the research. It also presents different organization effectiveness experiences, conceptual framework of the study and research hypotheses. Chapter three introduces the research methodology. Specifically, it includes the research approach and design, data sources, methods of data collection, population, sampling techniques and sample size, reliability and validity of data collection instruments, and data analysis techniques, and ethical considerations. Chapter four is all about data presentation, analysis and interpretation. Chapter five presents the summary, conclusion and recommendation and highlights key findings and contributions to knowledge as well as research theoretical implications, practical suggestions, limitations and potential future directions.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 Review of Theoretical Literature

Organizational culture is an important aspect of organizational behaviour that can have a significant impact on organizational effectiveness. Numerous studies have been conducted to explore the relationship between organizational culture and organizational effectiveness, and the following is a brief review of some of the key findings from the literature:

1. **Schein's Model of Organizational Culture:** Edgar Schein, a renowned organizational theorist, proposed a model of organizational culture that emphasizes the importance of shared assumptions, values, and beliefs within an organization. According to Schein, these elements of culture shape employee behaviour and ultimately impact organizational effectiveness. Schein, E.H (1990).
2. **Denison's Model of Organizational Culture:** Another widely cited model of organizational culture was developed by Daniel Denison. His model identifies four key dimensions of organizational culture: mission, adaptability, involvement, and consistency. According to Denison, these dimensions influence employee behaviour, which in turn impacts organizational effectiveness. Denison, Daniel R. and Aneil K. Mishra (1995)
3. **Hofstede's Cultural Dimensions Theory:** Geert Hofstede's cultural dimensions theory suggests that national cultural differences can impact organizational culture and ultimately influence organizational effectiveness. This theory identifies five key dimensions of national culture that can impact organizational behaviour: power distance, individualism versus collectivism, uncertainty avoidance, masculinity versus femininity, and long-term versus short-term orientation. Hofstede, G(2001).
4. **Competing Values Framework:** The Competing Values Framework, developed by Robert Quinn and Kim Cameron, identifies four key types of organizational culture: clan, adhocracy, market, and hierarchy. Each of these types of culture emphasizes different values and can impact organizational effectiveness in different ways.

5. Organizational Climate: Organizational climate refers to the shared perceptions of employees about their work environment. Research has shown that positive organizational climate is associated with higher levels of job satisfaction, commitment, and productivity, which can lead to improved organizational effectiveness.

Overall, the literature suggests that organizational culture can have a significant impact on organizational effectiveness. Organizations with strong, positive cultures tend to have higher levels of employee satisfaction, commitment, and productivity, which can lead to improved performance and competitiveness. On the other hand, organizations with negative cultures, such as those that are rigid or toxic, tend to have lower levels of employee satisfaction, which can lead to reduced performance and even organizational failure.

Organizational culture has also been studied in the context of Ethiopian banks. A study comparing the organizational culture of Commercial Bank of Ethiopia (CBE), Awash Bank, and Bank of Abyssinia found that CBE had a more hierarchal and bureaucratic culture, while Awash Bank had a more innovative and participatory culture and Bank of Abyssinia had a more market-oriented culture. The study found that organizational culture significantly impacted the job satisfaction and performance of employees in these banks. Employees in Awash Bank, which had a more positive culture, reported higher levels of job satisfaction and were more committed to their jobs compared to employees in CBE and Bank of Abyssinia. This suggests that improving organizational culture can have a positive impact on the effectiveness of Ethiopian banks.

2.1.1 Organizational culture

It has been defined as patterns of shared values and beliefs over time which produces behavioural norms that are adopted in solving problems (Schein 1990). The organization environment is represented by its culture and is constructed by assumptions, values, attitudes, and behaviours of its members is a valuable source of firm (Petraf 1993) since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and thereby, hindering or facilitating the organization. Organizational culture as behaviour and norms that bound the organization together perceptions which are held by the members of an organization; a system of common meaning while George & Jones mentioned it as people and groups within the organization interact through each other the organization.

According to (Kalyani, 2011), the characteristics that capture the essence of innovative culture include: openness, collaboration, trust, authenticity, proactive, autonomy, confrontation, and experimentation. While

Quinn and Spreitzer (2001) formerly identified four types of corporate culture: group, development, hierarchical, and rational culture.

OC is about the norms, values and beliefs that employees share in an organization. In cognitive terms, OC is often broadly defined as the shared values, beliefs, ideologies, and norms held by organizational members that influence their behaviour (Schein, 1992).

2.1.2 Types of Organizational Culture

According to Sinnha (2000), Organizational culture can vary in a number of ways. It is these variances that differentiate one organization from the others. Some of the bases of the differentiation are presented below:

1. Strong vs. weak culture

Organizational culture can be labelled as strong or weak based on sharedness of the core values among organizational members and the degree of commitment. The members have to these core values. The higher sharedness and commitment, the stronger the culture increases the possibility of behaviour consistency amongst its members, while a weak culture opens avenues for each one of the members showing concerns unique to them.

2. Soft vs. hard culture

Soft work culture can emerge in an organization where the organization pursues multiple and conflicting goals. In a soft culture the employees choose to pursue a few objectives which serve personal or sectional interests. A typical example of soft culture can be found in a number of public sector organizations in India where the management feels constrained to take action against employees to maintain high productivity. The culture is welfare oriented. People are held accountable for their mistakes but are not rewarded for good performance. Consequently, the employees consider work to be less important than personal and social obligations. Sinha (1990) has presented a case study of a public sector fertilizer company which was established in an industrially backward rural area to promote employment generation and industrial activity. Under pressure from local communities and the government, the company succumbed to overstaffing, converting mechanized operations into manual operations, payment of overtime, and poor discipline. This resulted in huge financial losses (up to 60 percentage of the capital) to the company.

3. Formal vs. informal culture

The work culture of an organization, to a large extent, is influenced by the formal components of organizational culture. Roles, responsibilities, accountability, rules and regulations are components of formal culture. They set the expectations that the organization has from every member and indicates the consequences if these expectations are not fulfilled.

2.1.3 Four cultural traits of Denison model

Denison and Neale (2011) identifies four cultural traits Involvement, Consistency, Adaptability, and Mission. These underlying traits are expressed regarding a set of managerial practices and measured using the twelve indices that make up the model. (Denison & Neale, 2011). The below succeeding paragraphs briefly discuss each of the four organizational culture traits and their respective indices.

1. Involvement: - Effective organizations empower their people, build their organizations around teams, and develop human capability at all level. Executives, managers, and employees are committed to their work and feel that they own a piece of the organization (Becker, 1964. Lawler, 1996: Likert, 1961). 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. (Fey, April 2000).

2. Consistency:- Organizations also tend to be effective because they have highly consisted, well-coordinated and well integrated highly consistent. Behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view. This type of consistency is a powerful source of stability and internal integration that results from a common mind-set and a high degree of conformity.

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

A number of authors (Frost; Martin, Louis, Lundberg and Moore, 1985) 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.

3. 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 .They are continuously changing the system so that they are improving the organizations.

Schein (1985) discusses the relationship between culture and adaptation, and emphasizes that a culture usually consists of the collective behavioural responses that have proven to be adaptive in the past for a particular social organization.

When confronted with a new situation, an organization first "tries" the learned collective responses which are already a part of its repertoire. When new situations are unlike old, the capacity to unlearn the old code and create a new one becomes a central part of the adaptation process. Asserts 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 behavioural changes that increase its chances for survival, growth and development. Theorists, 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 (Denison and Mishra, 1989).

4. 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. When an organization in other aspects of the organization Mission is also the importance of a mission, or a shared definition of the purpose and direction of an organization and its members. Although few authors have written directly on the topic (Torbert, 1987) 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, behaviour 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. 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 behaviour (Denison and Mishra, 1989).

2.1.4 Theories of Organizational Culture

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

1. **Observable artefacts:** They refer to an organization and may include its location and architecture, technologies and products, mission statement and values, individual style (e.g. dress code of employees), language and jargon, practices and stories, and even the employees
2. **Espoused values:** They are vindicated by the organization reflected in the employee influential skills, in order to make such values acceptable by employees. These values allow organizational members to interpret signals, events and issues that guide behaviour.
3. **Basic underlying assumptions:-** they refer to interpretative personal schemes used for perceiving situations, creating the basis for collective action. They develop over time, while members of a group create strategies to face problems and pass them along incoming members. Should superiors of an organization succeed in passing their schemes and values to the employees, those values may become so ingrained and taken-for-granted that employees act in certain ways unconsciously, while they experience the feeling of security and the sense of belonging.

Despite the variety of definitions and models suggested for the content and types of organizational culture, similar descriptions and characteristics can be found. In general, it can be said

that organizational culture is defined in terms of employees and superiors, products, processes and leadership.

2.1.5 Types of organizational culture



Fig: 2.1: The competing values frame work(Cameron and Quinn, 2006, pp. 49)

Source Denison, Daniel R, Haaland, S. and Goetzler, P.(2004)

This framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is also based on six organizational culture dimensions and four dominant culture types (i.e., Clan, Adhocracy, Market, and Hierarchy). The implications of each culture type are summarized as follows.

The Clan Culture:

The clan culture is full of shared values and common goals, an atmosphere of collectively and mutual help, and an emphasis on empowerment and employee involvement. A kind of organizational culture where the sense of and leader cohesiveness and participation are highly regarded in setting the criteria of success.

The Adhocracy Culture:

The adhocracy culture is like a temporary institution, which is dismissed whenever the organizational tasks are ended, and reloaded rapidly whenever new tasks emerge.

Adhocracy is an organizational culture which gives a lot more opportunity for individuals to develop in their own way, as long as they are consistent with the organization goals. Leaders are characterized as

entrepreneurs who are driven by innovation and findings of new ideas. Individuals will be considered a succeeded persons if they can create and develop new ideas and innovations.

The Market Culture:

The market culture focuses on the transactions with the environment outside the organization instead of on the internal management. The organizational goal is to earn profits through market competition. Market culture is a type of culture which stresses on the effectiveness on goal achieving. Competition is a common condition among individuals in order to develop them, which cause less flexibility in personal relationship. Criteria of success are based upon target achievements by individuals, which usually conducted from activities that connect the organization with its market or stakeholders (external parties).

The Hierarchy Culture:

The hierarchy culture has a clear organizational structure, standardized rules and procedures, strict control, and well defined responsibilities. This culture can be simply identified through the domination of rule, system and procedure. Stability inside the organization is a prime orientation which should be maintained through a set of fixed and tight rules. Criteria of success are based on how far the individuals can do their tasks correctly based on the procedure and in the same time able to maintain the stability in the system (*Esra ,2011*).

2.1.6. Measuring the Organizational Effectiveness

Effectiveness of the organizations is measured by the congruence between the goals of the organization and the observed outcome. Measurement is important in deciding the degree of this congruence between the goals and the outcomes. The effectiveness is measured as how well it works and achieves to its intended results. Thus, this will help the organization to assess itself how nearer it has approached for the perfection the participants who are in relationship with the organization such as employees, customers or shareholders play the main role for the organizational effectiveness. Therefore, it will not be wrong to assume the organizational effectiveness as related with the employee satisfaction consideration of these descriptions organizational effectiveness is explained in terms of four indicators; customer orientation, employee satisfaction, organizational commitment and financial and growth performance. (*Aydin and Ceylan, 2009*).

First Indicator: Customer Orientation

Customer orientation can be explained as; scanning of the environment to gather information about customers and competitors, dissemination of this information to all of the members of the organization for maximum utilization and converting this information as new (value- added)actions to offer to the marketplace. The other definition for market orientation which has been stated is that; it is the implementation of marketing activities designed to satisfy customer needs better than competitors. (ErdilS.andErdil O., 2003)

Second Indicator: Employee Satisfaction

Utilizing from the employees is important for the effectiveness of the firms. This contributes to have competitive advantage; and mostly, human resource management (HRM) deals with this subject in the organizations. That is why; the satisfaction of the employees takes on added importance. Employees are more loyal and productive when they are satisfied (Hunter and Tityen, 1997). And these satisfied employees affect the customer satisfaction as well as organizational productivity (Potterfield, 1999). To investigate what the employees are satisfied by and measuring the employee satisfaction in the workplace is critical to the success and increases the profitability of the organization Hence, these statements point out that employee satisfaction may be selected as another indicator of organizational effectiveness (Kelley, 2005).

Third Indicator: Organizational Commitment

It is widely accepted that organizational commitment is the psychological strength of the linkage of a member to his organization in the literature. The employees who feel more sense of organizational commitment exert extra effort for the organizational tasks. Furthermore, organizational structures need rules and the individuals should obey them. Whenever these rules bore the members, the high strength of organizational commitment may be a facilitative factor (Meyer and Allen, 1991)

Therefore, the organizational commitment can be measured as the other indicator for effectiveness in our research model.

Fourth Indicator: Financial and Growth Performance

The financial performance is the measure of a firm performance is related with the increase in the volume of sales, number of employees and new products compared to previous periods

The financial and growth performance is a concrete indicator, which informs about the strength of a firm. Return on equity, return on assets, net profit margin from main activities, revenue from new

products, overall business performance, average annual growth in sales, amount of new product, relative growth in market share, average annual growth in the number of employee, growth in the number of new customers, overall competitive position and general profitability are the items.

The measurement of organizational effectiveness is a very important step in the development of an organization (Handa and Adas, (1996). Therefore this study measured the above indicators of organizational effectiveness in BOA.

Review of Empirical Literature

1.2.1 The Effect of Organization Culture on Organizational effectiveness

The relation of Organizational culture and organization effectiveness has been well evidenced by many researchers. A strong organizational culture supports adaptation and develops organization's effectiveness by motivating employees towards a shared goal and objective; and finally supporting their effectiveness to that specific direction should be at the top of operational and functional strategies (daft,2010). According to Kandula (2006) the key factor to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong activeness'. can make good organizational effectiveness whereas a negative and weak culture may discourage outstanding employee to underperform and end up with no effectiveness. Therefore; organizational culture has an active and direct role in organizational effectiveness .

Steers (1975) and Zammuto (1982) described the measurement of effectiveness was the most issue in the organizational culture theory. For linking organizational culture, Ouchi (1980) identified the characteristics to determine the organizational effectiveness. (Quinn and Rohrbaugh,1983) examined that relationship organizational culture and effectiveness by utilizing the competing value framework. Denison and colleagues (1995) and Denison, Haaland and Goelzer (2004) illustrated the different organizational cultures were involved with the different organizational effectiveness. (Kotter and Heskett, 1992) studied the relationship between strength of culture and organizational effectiveness. (Ostroff and Schmitt, 1993) found that the organizational effectiveness was influenced by the organizational culture. According to Smith, Arnold, and Bizzell (1988), the ultimate purpose of strategic management is to help organizations increase performance through improved effectiveness, efficiency, and flexibility. Thibodeaux, and Favilla,

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

Broad agreement on certain behaviours' aids in faster detection and correction of violations of norms, practices and procedures (Sorensen, 2002). Employees face less uncertainty about the proper course of action and can react more appropriately and quickly in unexpected situations (Burt et al., 1994). Wide agreement on norms, practices and procedures among organizational members enhances goal alignment and establishes clarity about goals and practices (Sorensen, 2002). Goal alignment facilitates coordination among employees' efforts, goals and practices, leaving less scope for diversion of different views about the organization's best interests (Cremer, 1993; Hermalin, 2001).

When there is a wide consensus on values, norms, practices and goals, employees tend to act more consistently with these beliefs. New members are socialized faster and can quickly be brought into coordination with older employees due to a wider consensus of beliefs, greater normative pressure and no conflicting nature of the firm's goals and practices (Burt et al., 1994; Harrison & Carroll, 1991). Alignment of core values and beliefs obtains a high degree of integration and coordination (Denison, 1990). Such an alignment between espoused beliefs and actual practices enhances organizational performance. A shared sense of purpose, direction and strategy can foster organizational identification and strengthen organizational members' actions towards organizational vision enhancing OXSW. Therefore, a stronger OCL will propel for higher OE

2.2.1 Organizational Effectiveness

The organizational effectiveness is defined as the extent to which an organization fulfils the objectives. The topic of organizational effectiveness emphasized process control, information management and goal setting (Denison, Haaland and Goelzer, 2004). Handna and Adas (1996) identified fourteen organizational effectiveness variables into the four general categories for analysing the organizational

characteristics. In addition to the roles of leaders, the managerial leadership skills possessed by those involved in the culture change process also have an important relationship to personal and organizational effectiveness. The criteria of effectiveness most highly valued in a hierarchy culture are efficiency, timeliness, smooth functioning, and predictability. The dominant operational theory that drives organizational success is that control fosters efficiency (elimination of waste and redundancy) and therefore, effectiveness. Hierarchy organizations like internal revenue service for example are judged to be effective only if they achieve these dominant characteristics.

The criteria of effectiveness most highly valued in a hierarchy culture are efficiency, timeliness, smooth functioning, and predictability. The dominant operational theory that drives organizational success is that control fosters efficiency (elimination of waste and redundancy) and therefore, effectiveness. Hierarchy organizations like internal revenue service for example are judged to be effective only if they achieve these dominant characteristics.

The criteria of effectiveness most highly valued in a market culture are achieving goals, outpacing the competition, increasing market share, and acquiring premium levels of financial return. The dominant operational theory that drives organizational success is that competition increasing market share and acquiring premium levels of financial return. The dominant operational theory that drives organizational success is that competition creates an impetus for higher levels of productivity and therefore, higher levels of effectiveness.

In a clan culture, the criteria of effectiveness most highly valued include cohesion, high levels of employee morale and satisfaction, human resource development, and teamwork. The operational theory that dominates this culture type is that involvement and participation of employees fosters empowerment and commitment. Committed satisfied employees produce effectiveness.

Finally the adhocracy most highly values new products creative solutions to problems cutting edge ideas and growth in new markets as the dominant effectiveness criteria. The underlying operational theory is that innovation and new ideas create new markets, new customers, and new opportunities. These outcomes comprise the basic indicators of effective performance.

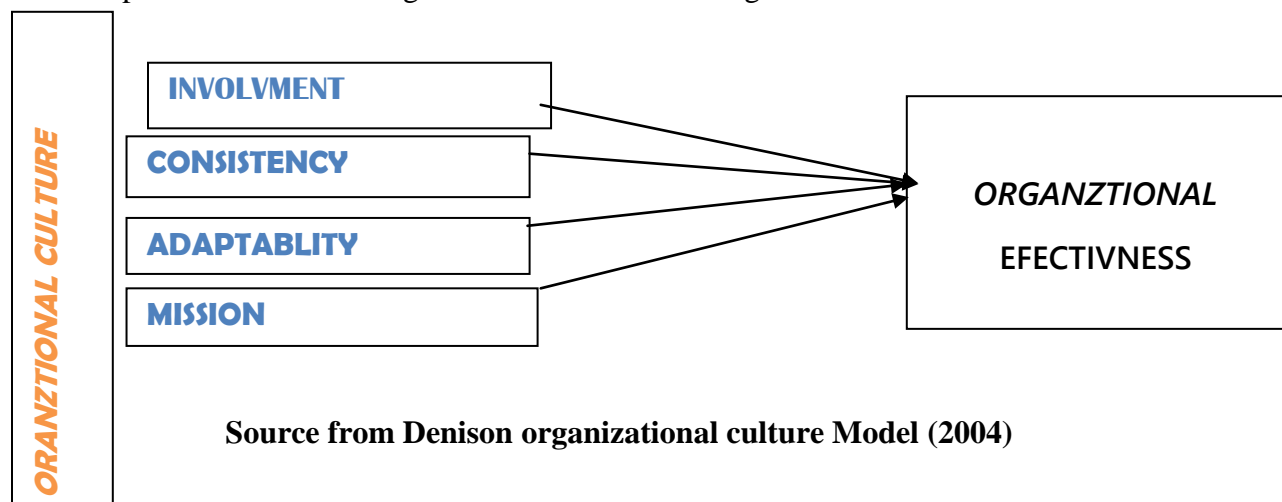
Steers and Zammuto (1982) described the measurement of effectiveness was the most issue in organizational culture theory. The ultimate purpose of strategic management is to help organizations increase performance through improved effectiveness, efficiency and flexibility. They utilized the planning and goal setting, flexibility and adaptation, information management, communication, readiness evaluations by external entity and stability concepts of organizational effectiveness for

consultation management. It included the rules and regulation, sensitivity contributing to the environment, transformation and planning variables. The process control, information management and goal setting importance are emphasized on organizational effectiveness.

2.3. CONCEPTUAL FRAMEWORK

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

Fig 2.2 conceptual framework of organizational culture and organizational effectiveness



Hypothesis Testing

1. There is a positive relationship between organizational culture “involvement” and effectiveness.
2. There is a positive relationship between organizational culture “consistency” and effectiveness.
3. There is a positive relationship between organizational culture “adaptability” and effectiveness.
4. There is a positive relationship between organizational culture “mission” and effectiveness.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approach

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

3.2 Research design

I have utilized both explanatory and descriptive research designs to conduct the study. The purpose of descriptive research is to provide a comprehensive description of the topic under investigation, while explanatory research design aims to investigate the impact of independent variables, such as organizational culture dimensions, on the dependent variable, which in this study is organizational effectiveness.

3.3 Data Source and Data Type

A stratified sampling technique used for **BOA** employees of west District in this study. The process involves dividing the population into two or more relevant and significant strata based on one or a number of attributes. In stratified sampling approach, the target population is divided into several smaller group populations that are homogeneous individually than the total population and then items are selected from each stratum to constitute the target sample. The central districts have 114 branches and 1052 employee. To determine the sample size applicable to the employees of BOA, one should consider the size of the population, the margin of error i.e. the percentage that tells you how much you can expect your survey results to reflect the views of the overall population and the sampling confidence level i.e. the percentage that reveals how confident you can be that the population would select an answer within a certain range, thus by considering a population size of 1052 employees excluding clerical and service workers, at 5% marginal error and 95% confident level, the sample size will be calculated using the formula. Thus based on the sample size for employee respondents calculated

amounted 282, which means that 282 employees will be randomly selected from the stratified population. The data collected in the form of a structured questionnaire designed to capture both qualitative and quantitative data on the employees' job satisfaction, organizational commitment, and turnover intention. The data type was primarily nominal and ordinal data from the Likert scale responses in the questionnaire, and data was analyzed using descriptive statistics, and in tables, charts, and graphs to aid in understanding the results.

Primary data was collected from interviews with managers and through questionnaires distributed to employees of BOA.

Secondary data was obtained by analysing the data obtained from different secondary sources of Documents about BOA. *i.e.* document of the organization under study, internet and the Organization. This study will choose all these materials because these data's were available and contain adequate information about the study area.

3.4 Population and Sample Design

According to Hair et al. (2010), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. The target population of this study were employees and management staff at central district under Nifas silk Sub city branches there are 1052 staffs. According to Alreck& Settle (2005) the choice of sample size is normally made after considering statistical precision, practical issues and availability of resources. On the other hand, Tabachnick & Fidell (2001) noted that samples are selected on a random basis and those samples are considered as representative of the population. This study used non probability convenience sampling method because it was very cost and time effective compared to probability sampling and also the response were faster and cheaper.

A different sampling paradigm by Lowler (1984) noted that there is no single precise way for the determination of sample size hence there are a number of inadequacy for deciding on sample size. Malhotra& Peterson (2006) stated that, the larger the sampling size of a research, the more accurate the data generated, so therefore I used the larger number of sample representative. In addition to the above, non-probability convenience sampling was employed in order to collect qualitative data from the management staff of the organization based on their appropriateness to the study and to gather deep and elaborated information.

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

N = population size

e = Margin of error (percentage in decimal form)

z = z-score

Position	population	Sample size
Branch Manager	105	52
Operational/middle level staff	790	212
Low level staff	157	18
Total	1052	282

3.5 Data collection method

Moreover the data collection modes are different for different researches. Some researchers require observation; others may rely on surveys, or secondary data (Zikmund, 2000). The data collection occurred after the confirmation of the sampling criteria. Questionnaires were personally given for 230 employees. Questionnaires were preferred in order to decrease the tendency of dissemblance of information from the respondents and to collect significant data. Even though the questionnaires provided good qualitative support but numbers may go through the extent that I expected. An interview was employed to the managers of selected branches which helped to point out some of the underlying dynamics that helped me to get further explanation in deep. Most of the interview questions were constructed as open ended questions.

1.6 Validity and Reliability of the research instrument

The validity and reliability of the data was checked carefully. Validity and reliability of scores on instruments, additional standards for making knowledge claims lead to meaningful interpretations of data.

3.6.1 Validity

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). In this study, content validity was applied by consulting the advisor and experts. In order to improve the instruments, these experts and the research advisor looked at every question in the questionnaire and forward comments to ascertain that the questions answer research objectives.

3.6.2 Reliability

Reliability of measuring instrument is its ability to produce consistency measurement each time when we administer an instrument to the same population and contain similar results then we say that the instrument is reliable (Kumar, 2005) For this study, internal consistence reliability was determined by Cronbach items within a test. It represents number between 0 and 1. Zikmund et al. (2010) stated that scales with coefficient Cronbach reliability. For this particular study, the questionnaires Likert scale items reliability was checked by Cronbach.

Result of reliability analysis for the questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.886	5

Furthermore, out of the three validity measures proposed by Greener (2008), namely construct validity, face validity (external validity), and internal validity, construct validity was prioritized in the development of the survey instrument. Construct validity assumes that the instruments must accurately measure the intended variables. To address this concern, a draft survey questionnaire was pilot tested with a randomly selected group of five respondents, and their feedback was incorporated into the final design of the survey questionnaire. The pilot test aimed to assist the researcher in determining whether the questionnaire was suitable for its purpose, particularly in identifying any redundant, ambiguous, or unclear items. The participants of the pilot test

identified certain unclear questions and technical terms that required clarification. This feedback was invaluable for the researcher in making necessary corrections before distributing the questionnaire. The pilot testing served as a means to assess the reliability and validity of the instrument, and the feedback obtained significantly contributed to increasing the response rate and enhancing the questionnaire's comprehensibility.

3.7 Measurement

This stream of research has developed a validated method of measurement based on four cultural traits of effectiveness of an organization derived from Dension and Mishra (1995). Four basic Dimensions or conceptual domains appear in this study. First, involvement referring employee ownership and responsibility. Second, consistency was measured in order to examine whether the BOA has strong and cohesive internal culture. The third was another significant component which is, Adaptability that reflects the focus of the organizations ability to adapt quickly with the external environment. Mission was the fourth dimension that defines long term direction of the organization. Each of the four traits above was further divided to three indexes.

Five point Likert scale questions ranging from (strongly disagree to strongly agree) were used. Organizational Effectiveness was measured using five point Likert items, ranging from 1=Very Poor to 5=Excellent. These items included customer orientation, employee satisfaction, organizational commitment, financial and growth performance. These four specific effectiveness Measures shall yield one factor solution (Aydin and Ceylan (2009)).

3.8 Methods of Data analysis

After I collected all the possible and relevant information through the methods that I discussed above, I analysed and interpreted the data I obtain from primary sources. Specifically, Person Coefficient of Correlation was used as a measure of finding correlation between the two variables. Linear Regression model was conducted in this study in order to predict the value of dependent variable (organizational effectiveness) based on the value of independent variable (organizational culture).

3.9.Ethical Considerations

Ethical consideration is among the main consideration of research. Before the data collection process all the necessary information about the study like who is conducting the study and for what purpose is the study conducted and other necessary information that respondents like to know was provided to all respondent so that it can help them decide whether to participate or not in this study. They were told their participation or non-participation has no consequences and they won't be harmed as a result in the study. They were guaranteed for the anonymity and confidentiality of their response.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS & INTERPRETATION

4.1 Response Rate of the Respondents

4.2 Demographic Characteristics of Respondents

Table 4.2 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	188	66.7	66.7	66.7
Female	94	33.3	33.3	100.0
Total	282	100.0	100.0	

This appears to be a frequency table showing the distribution of individuals by gender. The table includes four columns: - Frequency: The number of individuals in each gender category.- Percent: The percentage of individuals in each gender category, calculated as Frequency divided by Total multiplied by 100.- Valid Percent: The percentage of individuals in each gender category, calculated as Frequency divided by the total number of valid responses (excluding missing or invalid values) multiplied by 100. Cumulative Percent it is the percentage of individuals up to and including each gender category, calculated as the sum of the Valid Percent column. According to the table, there were 188 males and 94 females, making up 66.7% and 33.3% of the sample, respectively. These percentages are equivalent to the Valid Percent column. The Cumulative Percent column shows that 66.7% of the samples were male, and the remaining 33.3% were female. The total sample size was 282.

Table 4.3 Education level

	Frequency	Percent	Valid Percent	Cumulative Percent
primary education	4	1.4	1.4	1.4
Secondary Education	26	9.2	9.2	10.6
Diploma	73	25.9	25.9	36.5
First Degree	138	48.9	48.9	85.5
Second Degree and above	41	14.5	14.5	100.0
Total	282	100.0	100.0	

These results of a survey or study about the level of education level of BOA employee; In this case, there were 282 valid responses. "Frequency" refers to the number of respondents who chose each category of education level. 138(48.9%) respondents chose "First Degree." And 4 (1.4%) respondents chose primary education and 26(9.2%) secondary education and 73(25.9%) diploma education level and the last one is secondary degree and above is 41 respondents or 14.5% shows so the majority respondents have first degree.

Table 4.4 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18-30	74	26.2	26.2	26.2
31-40	149	52.8	52.8	79.1
41-50	45	16.0	16.0	95.0
above 50	14	5.0	5.0	100.0
Total	282	100.0	100.0	

This table represents the results of a survey in which respondents were asked to provide their age in four different categories: 18-30, 31-40, 41-50, and above 50. The table contains four columns: Frequency, Percent, Valid Percent, and Cumulative Percent. - Frequency: The number of respondents in each age category. - Percent: The percentage of respondents in each age category, calculated by dividing the frequency by the total number of respondents (282) and multiplying by 100. - Valid Percent: The percentage of respondents in each age category, calculated by dividing the frequency by the total number of valid responses (282) and multiplying by 100. Valid responses exclude any responses that are missing or out of range. - Cumulative Percent: The percentage of respondents up to and including each age category, calculated by summing up the valid

percentages from the first age category up to the current age category, in the first row, there were 74 respondents in the age category 18-30, which represents 26.2% of the total respondents. This is also the valid percent since there were no missing or out-of-range responses in this age category. The cumulative percent for this age category is 26.2% since it is the first category in the table. In the second row, there were 149 respondents in the age category 31-40, representing 52.8% of the total respondents. The valid percent is also 52.8% since there were no missing or out-of-range responses in this age category. The cumulative percent for this age category is 79.1%, which represents the sum of the valid percentages from the first two age categories. And in third row, there were 45 respondents in age category 41-50, representing 16% of the total respondents and there is no any missing data and in the fourth row, there were 14 respondents in the age category above 50 representing 5 % of total respondents. So the majority of BOA employee age is in the category of 31-40.

Table 4.5 How long have you been since you started digital banking relation with the bank

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 2 years	11	3.9	3.9	3.9
2-5 years	84	29.8	29.8	33.7
Valid 6-10 years	149	52.8	52.8	86.5
Above 10 years	38	13.5	13.5	100.0
Total	282	100.0	100.0	

This table shows the length of time that using the bank's digital banking services. Out of the 282 respondents, 11 have been using the service for less than 2 years, 84 for 2-5 years, 149 for 6-10 years, and 38 for more than 10 years. The majority of customers (over half) have been using the service for 6-10 years, while a smaller percentage (around 14%) has been using it for over 10 years.

4.4 Descriptive Analysis on Organizational Culture

To analyze the organizational culture at Bank of Abyssinia, employees were asked to rate their agreement level with statements related to four dimensions. The ratings were recorded on a 5-point Likert scale. Descriptive statistics, such as mean and standard deviation, were used to analyze the ratings. The results were presented in tables, with each table representing one dimension of organizational culture. According to Zaidation and

Bagheri, mean scores below 3.39 indicate a low level, scores from 3.40 to 3.79 indicate a moderate level, and scores above 3.8 indicate a high level. In this section, the frequency distribution and percentage of respondents for each dimension of organizational culture of Bank of Abyssinia were analyzed using Denison's culture components: Involvement, Consistency, Adaptability, and Mission from the employee's point of view.

4.4.1 To study the effects of employee involvement in decision making on organizational effectiveness in bank of Abyssinia.

In this part try analyze the first objective of the study that is to study the effects of employee involvement in decision making on organizational effectiveness in bank of Abyssinia.

Descriptive Statistics

	N	Mean	Std. Deviation
In BOA. Decisions are made at the levels where the right information is available	282	4.089	.9925
Employees believe that they have a positive impact on BOS's performance.	282	4.17730	.761939
Information is widely shared so that employees can access the information they need easily.	282	3.6241	.94729
Cooperation across different parts of the organization is highly encouraged	282	4.7589	.57095
Teamwork is used to get work done, rather than to keep the Hierarchy	282	4.7199	.58104
Involvement	282	4.3092	.74527
Valid N (listwise)	282		

Based on Zaidatian and Bagheri's mean score interpretation, the results suggest that BOA has a generally positive organizational culture. The highest mean score is for "Cooperation across different parts of the organization is highly encouraged" with a score of 4.7589, indicating a strong agreement among employees that cooperation is valued and promoted within the organization. The second highest mean score is for "Teamwork is used to get work done, rather than to keep the Hierarchy" with a score of 4.7199, indicating a strong preference for teamwork over hierarchy.

The other mean scores are also positive, with "Employees believe that they have a positive impact on BOS's performance" having a mean score of 4.1773, which suggests that employees feel that they are contributing to

the success of the organization. "Involvement" has a mean score of 4.3092, indicating that employees feel involved in the decision-making process. "In BOA. Decisions are made at the levels where the right information is available" has a mean score of 4.089, indicating that employees feel that decisions are based on the right information.

The lowest mean score is for "Information is widely shared so that employees can access the information they need easily" with a score of 3.6241, which suggests that employees may feel that information sharing could be improved within the organization. However, the score is still above the midpoint of 3, indicating a generally positive perception.

Overall, the results suggest that BOA has a positive organizational culture, with a focus on cooperation, teamwork, involvement, and informed decision-making. However, there may be room for improvement in information sharing.

4.4.2 To examine the influence of organizational consistency on organizational effectiveness

In this section the descriptive table examines the specific objective of the study that is to examine the influence of organizational consistency on organizational effectiveness

Descriptive Statistics

	N	Mean	Std. Deviation
Leaders "practice what they preach".	282	4.6915	.55373
There is a clear and consistent set of values that govern the way Bank of Abyssinia does business	282	4.8191	.46888
There is an ethical code that guides employees "behavior and tells differentiating right from wrong	282	4.3333	.84083
When disagreements occur, employee effort is to achieve a "win-win" solution	282	4.3262	.74506
There is a clear agreement regarding the right way and the wrong way to do things.	282	3.54610	1.029633
Consistency	282	4.3433	.41249
Valid N (listwise)	282		

According to Zaidatian and Bagheri's mean score interpretation; the results suggest that Bank of Abyssinia has a generally positive ethical climate. The highest mean score is for "There is a clear and consistent set of values

that govern the way Bank of Abyssinia does business" with a score of 4.8191, indicating a strong agreement among employees that there are clear and consistent values that guide the organization's business practices.

The second highest mean score is for "Leaders 'practice what they preach'" with a score of 4.6915, indicating a strong agreement among employees that leaders model ethical behavior. The other mean scores are also positive, with "When disagreements occur, employee effort is to achieve a 'win-win' solution" and "There is an ethical code that guides employees' behavior and tells differentiating right from wrong" both having mean scores above 4.

The lowest mean score is for "There is a clear agreement regarding the right way and the wrong way to do things" with a score of 3.5461. This score indicates that employees may feel that there is some ambiguity or lack of clarity in terms of what is considered right or wrong within the organization. This could potentially lead to confusion and inconsistency in decision-making.

Overall, the results suggest that Bank of Abyssinia has a positive ethical climate, with a clear set of values and ethical code that guide employees' behavior. However, there may be room for improvement in terms of clarifying what is considered right or wrong within the organization.

4.4.3 To determine the effects of organizational adaptability on organizational effectiveness in the bank of Abyssinia.

In this section the descriptive data try to determine the effects of organizational adaptability on organizational effectiveness in the bank of Abyssinia.

Descriptive Statistics

	N	Mean	Std. Deviation
Better ways to do work are continually adopted	282	4.0780	3.21821
All parts of the organization cooperate to create change	282	4.2624	.88600
Bank of Abyssinia responds well to the "competitors" actions and other changes in the business environment.	282	3.5567	.92723
Customers "feedback often leads to changes.	282	3.8759	1.01001
Innovation is encouraged and rewarded.	282	3.8085	.97232
Adaptability	282	3.9163	.90712
Valid N (listwise)	282		

Based on Zaidatian and Bagheri's mean score interpretation, the results suggest that Bank of Abyssinia has a positive climate for change and innovation, with a focus on continuous improvement and adaptability.

The highest mean score is for "All parts of the organization cooperate to create change" with a score of 4.2624, indicating a strong agreement among employees that cooperation is valued and promoted within the organization to create change.

The mean score for "adaptability" is also high with a score of 3.9163, indicating that employees perceive the organization as being adaptable and open to change.

The other mean scores are positive, with "Better ways to do work are continually adopted" having a mean score of 4.0780 and "Innovation is encouraged and rewarded" has a mean score of 3.8085.

The lowest mean score is for "Bank of Abyssinia responds well to competitors' actions and other changes in the business environment" with a score of 3.5567. This score suggests that employees may feel that the organization could do better in responding to changes in the business environment, such as competitor actions.

The mean score for "Customers' feedback often leads to changes" is 3.8759, indicating that while there is a positive perception of customer feedback leading to change, there may be room for improvement in this area.

Overall, the results suggest that Bank of Abyssinia has a positive climate for change and innovation, with a focus on cooperation and continual improvement. However, there may be room for improvement in terms of responding to changes in the business environment and incorporating customer feedback into decision-making.

4.4.4 To analyze how organizational mission affects organizational effectiveness.

The section shows the results of a survey measuring how employees perceive the organizational mission of the Bank of Abyssinia (BOA) in terms of giving meaning and direction to their work, shared vision, long-term purpose and direction, ambitious yet realistic goals, and clear strategic direction.

Descriptive Statistics

	N	Mean	Std. Deviation
Leaders set goals that are ambitious, but realistic.	282	3.7270	1.03665
There is a clear and consistent set of values that govern the way Bank of Abyssinia does business	282	4.8191	.46888
The bank has long-term purpose and direction	282	3.4929	1.19977
Employees of BOA have a shared vision of what the organization will be like in the future	282	4.1241	1.11070
Bank of Abyssinia strategic direction is clear to me	282	3.8865	1.05771
Mission	282	3.9163	.90712
Valid N (listwise)	282		

Based on Zaidatian and Bagheri's mean score interpretation, the results suggest that Bank of Abyssinia has a generally positive perception of organizational vision and direction. The highest mean score is for "There is a clear and consistent set of values that govern the way Bank of Abyssinia does business" with a score of 4.8191, indicating a strong agreement among employees that there are clear and consistent values that guide the organization's business practices.

The mean score for "Employees of BOA have a shared vision of what the organization will be like in the future" is also high with a score of 4.1241, indicating that employees have a shared understanding of the organization's future direction. The other mean scores are positive, with "Leaders set goals that are ambitious, but realistic" having a mean score of 3.7270 and "adaptability" having a mean score of 3.9163.

The lowest mean score is for "The bank has long-term purpose and direction" with a score of 3.4929. This score suggests that employees may feel that the organization could do better in terms of having a clear long-term purpose and direction. This could potentially lead to confusion and lack of focus among employees, as well as difficulty in making strategic decisions.

The mean score for "Bank of Abyssinia strategic direction is clear to me" is 3.8865, indicating that while there is a positive perception of strategic direction, there may be room for improvement in terms of clarity.

Overall, the results suggest that Bank of Abyssinia has a positive perception of organizational vision and direction, with a focus on clear values and a shared understanding of the organization's future direction.

However, there may be room for improvement in terms of having a clear and consistent long-term purpose and direction.

4.4.5 Descriptive Analysis on Effectiveness of BOA

In this section organizational effectiveness is assessed using non-financial effectiveness indicators i.e. the BSC, which is developed by Norton and Kaplan (1992). According to this work, organizational Non - financial effectiveness is evaluated with respect to its three sub-dimensions each having five questions.

Descriptive Statistics

	N	Mean	Std. Deviation
How satisfied are you with the level of communication with in the organization?	282	3.9291	.96298
How well do the managers within the organization provide feedback?	282	3.9929	1.00175
How effective is the leadership within the organization?	282	3.8121	1.15219
How effectively does the organization communicate the goals and vision of the company to employees?	282	4.0177	.80238
How well does the organization manage employee performance?	282	4.0213	.80451
Organizational effectiveness	282	3.9546	.63621
Valid N (listwise)	282		

Based on Zaidatian and Bagheri's mean score interpretation, the results suggest that Bank of Abyssinia has a positive perception of communication and management within the organization.

The highest mean score is for "How well does the organization manage employee performance?" with a score of 4.0213, indicating a strong agreement among employees that the organization manages employee performance effectively.

The mean score for "How effectively does the organization communicate the goals and vision of the company to employees?" is also high with a score of 4.0177, indicating that employees perceive the organization as being effective in communicating its goals and vision to employees.

The mean score for "How satisfied are you with the level of communication within the organization?" is 3.9291, indicating that employees generally have a positive perception of communication within the organization.

The mean score for "How well do the managers within the organization provide feedback?" is 3.9929, indicating that employees perceive the managers as being effective in providing feedback.

The mean score for "Organizational effectiveness" is 3.9546, indicating that employees perceive the organization as being effective overall.

The lowest mean score is for "How effective is the leadership within the organization?" with a score of 3.8121. This score suggests that employees may feel that the leadership could do better in terms of effectiveness. This could potentially lead to lower employee engagement and motivation.

Overall, the results suggest that Bank of Abyssinia has a positive perception of communication and management within the organization, with a focus on managing employee performance and effectively communicating goals and vision. However, there may be room for improvement in terms of leadership effectiveness.

4.5 Pearson Correlation Analysis

This study utilized correlation analysis to explore the strength of the relationships among the variables studied. Specifically, Pearson correlation analysis was employed to establish convergent validity. By providing information about the direction, magnitude, and intensity of relationships, Pearson correlation coefficients can offer valuable insights about the association between two or more variables. Correlations are widely regarded as the most basic and practical measure of association among variables (Marczyk, Dematteo, & Festinger, 2005). A correlation coefficient of +1 would indicate a perfect positive (increasing) linear relationship, whereas -1 and 1 would signify different degrees of linear association between variables. In order to assess the relationship between the dimensions of the four organizational cultures of Bank of Abyssinia and business performance measures, Pearson correlation coefficients were calculated.

4.5.1 Correlations consistency with effectiveness of organization

Correlations

	Consistency	Effectiveness of organization
Pearson Correlation	1	.456**
Sig. (2-tailed)		.000
N	282	282
Pearson Correlation	.456**	1
Sig. (2-tailed)	.000	
N	282	282

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

Based on the correlation analysis, there is a significant positive correlation between consistency and effectiveness of organization. The Pearson correlation coefficient between the two variables is .456**, which indicates a moderate positive relationship.

The p-value for the correlation coefficient is .000, which is less than the commonly used alpha level of .05. This indicates that the correlation coefficient is statistically significant, suggesting that the observed relationship between consistency and effectiveness of organization is unlikely to be due to chance.

Therefore, we can reject the null hypothesis that there is no correlation between consistency and effectiveness of organization and conclude that there is a statistically significant positive correlation between these two variables. The results suggest that when there is consistency in the organization, employees are more likely to perceive the organization as being effective overall.

4.5.2 Correlation involvement with effectiveness of organization

Correlations		Involvement	Effectiveness of organization
Involvement	Pearson Correlation	1	.351**
	Sig. (2-tailed)		.000
	N	282	282
Effectiveness of organization	Pearson Correlation	.351**	1
	Sig. (2-tailed)	.000	
	N	282	282

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

Based on the correlation analysis, there is a significant positive correlation between involvement and effectiveness of organization. The Pearson correlation coefficient between the two variables is .351**, which indicates a moderate positive relationship.

The p-value for the correlation coefficient is .000, which is less than the commonly used alpha level of .01. This indicates that the correlation coefficient is statistically significant, suggesting that the observed relationship between involvement and effectiveness of organization is unlikely to be due to chance.

Therefore, we can reject the null hypothesis that there is no correlation between involvement and effectiveness of organization and conclude that there is a statistically significant positive correlation between these two variables. The results suggest that when employees are involved in the organization, they are more likely to perceive the organization as being effective overall.

4.5.2 Correlation adaptability with effectiveness of organization

Correlations

	Adaptability	Effectiveness of organization
Pearson Correlation	1	.467**
Sig. (2-tailed)		.000
N	282	282
Pearson Correlation	.467**	1
Sig. (2-tailed)	.000	
N	282	282

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

Based on the correlation analysis, there is a significant positive correlation between adaptability and effectiveness of organization. The Pearson correlation coefficient between the two variables is .467**, which indicates a moderate positive relationship.

The p-value for the correlation coefficient is .000, which is less than the commonly used alpha level of .01. This indicates that the correlation coefficient is statistically significant, suggesting that the observed relationship between adaptability and effectiveness of organization is unlikely to be due to chance.

Therefore, we can reject the null hypothesis that there is no correlation between adaptability and effectiveness of organization and conclude that there is a statistically significant positive correlation between these two variables. The results suggest that when an organization is adaptable and open to change, employees are more likely to perceive the organization as being effective overall.

4.5.4 Correlation mission with effectiveness of organization

Correlations		
		Mission
		Effectiveness
Mission	Pearson Correlation	1
	Sig. (2-tailed)	.460**
	N	.000
Effectiveness of organization	Pearson Correlation	282
	Sig. (2-tailed)	.460**
	N	.000

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

Based on the correlation analysis, there is a significant positive correlation between mission and effectiveness of organization. The Pearson correlation coefficient between the two variables is .460**, which indicates a moderate positive relationship.

The p-value for the correlation coefficient is .000, which is less than the commonly used alpha level of .01. This indicates that the correlation coefficient is statistically significant, suggesting that the observed relationship between mission and effectiveness of organization is unlikely to be due to chance.

Therefore, we can reject the null hypothesis that there is no correlation between mission and effectiveness of organization and conclude that there is a statistically significant positive correlation between these two variables. The results suggest that when employees understand and are aligned with the organization's mission, they are more likely to perceive the organization as being effective overall.

4.6 Multiple Regression Analysis for the Effect of Organizational Culture on effectiveness

Multiple regressions are the most common and widely used to analyze the relationship between a single continues dependent variable and multiple continues on categorical independent variable (George et al, 2003). In this study multiple regression analysis was employed to examine the relationship between organizational culture dimensions (Involvement, Consistency, Adaptability, and Mission) and performance. The coefficient of regression which is represented by R^2 measures the proportion in a dependent variable that

can be explained by the independent variables which tells the level of variance in the dependent variable (Non-financial effectiveness of Bank of Abyssinia) that is explained by the model summary under.

4.6.1 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.567 ^a	.322	.312	.52777

a. Predictors: (Constant), Involvement, adaptability, consistency, mission

b. Dependent Variable: effectiveness of organization

This table shows the model summary for a multiple linear regression analysis, where the effectiveness of organization is the dependent variable and involvement, adaptability, consistency, mission, and a constant term are the independent variables (predictors).

The R value of .567 indicates a moderate positive correlation between the predicted values and the actual values of the dependent variable.

The R-squared value of .322 indicates that approximately 32.2% of the variation in the effectiveness of organization can be explained by the four independent variables included in the model (involvement, adaptability, consistency, mission, and the constant term).

The adjusted R-squared value of .312 is slightly lower than the R-squared value, the standard error of the estimate (SE) is .52777, which represents the average distance that the observed values fall from the predicted values in the model.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36.582	4	9.145	32.833	.000 ^b
Residual	77.157	277	.279		
Total	113.739	281			

a. Dependent Variable: effectiveness of organization

b. Predictors: (Constant), Involvement, adaptability, consistency, mission

This table shows the results of an analysis of variance (ANOVA) for the multiple linear regression models.

The table is divided into three parts: regression, residual, and total.

The regression section shows the sum of squares (SS) for the regression model, which measures the amount of variation in the dependent variable (effectiveness of organization) that is explained by the independent variables (involvement, adaptability, consistency, mission, and the constant term). The SS for the regression model is 36.582.

The degrees of freedom (df) for the regression model is 4, which corresponds to the number of independent variables included in the model, plus the constant term.

The mean square (MS) for the regression model is 9.145, which is calculated by dividing the SS for the regression model by the df.

The F-value for the regression model is 32.833, which is calculated by dividing the MS for the regression model by the MS for the residual (error) term.

The p-value (Sig.) for the regression model is .000, which is less than the commonly used alpha level of .05, indicating that the regression model as a whole is statistically significant.

The residual section shows the SS, df, and mean square for the residual (error) term, which measures the amount of unexplained variation in the dependent variable. The SS for the residual term is 77.157, and the df is 277.

The total section shows the total SS and df for the model. The total SS is 113.739, and the total df is 281.

In summary, the ANOVA table suggests that the regression model is statistically significant, indicating that the independent variables (involvement, adaptability, consistency, and mission) are good predictors of the effectiveness of organization. The F-value of 32.833 and very low p-value of .000 indicate that the regression model is highly significant.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.857	.346		2.474	.014
mission	.052	.064	.079	.804	.422
adaptability	.173	.067	.247	2.584	.010
consistency	.349	.093	.226	3.768	.000
Involvement	.163	.046	.191	3.569	.000

a. Dependent Variable: effectiveness of organization

This table shows the coefficients for a multiple linear regression model, where the effectiveness of organization is the dependent variable and mission, adaptability, consistency, involvement, and a constant term are the independent variables.

The "B" column shows the unstandardized coefficients, which represent the amount of change in the dependent variable (effectiveness of organization) associated with a one-unit change in the corresponding independent variable, holding all other variables constant.

The "Std. Error" column shows the standard errors of the coefficients, which estimate the precision of the coefficient estimates.

The "Beta" column shows the standardized coefficients, which represent the amount of change in the dependent variable associated with a one-standard-deviation change in the corresponding independent variable, holding all other variables constant.

The "t" column shows the t-values for the coefficients, which indicate the level of statistical significance of each coefficient.

The "Sig." column shows the p-values for the coefficients, which indicate whether each coefficient is statistically significant.

The intercept coefficient (constant) is .857, indicating that when all other independent variables are equal to zero, the predicted value of the effectiveness of organization is .857.

The coefficient for mission is .052, indicating that for each one-unit increase in mission, the predicted value of the effectiveness of organization increases by .052, holding all other variables constant. However, this coefficient is not statistically significant ($p > .05$), indicating that mission may not be a significant predictor of effectiveness of organization in this model.

The coefficient for adaptability is .173, indicating that for each one-unit increase in adaptability, the predicted value of the effectiveness of organization increases by .173, holding all other variables constant. This coefficient is statistically significant ($p < .05$), indicating that adaptability is a significant predictor of effectiveness of organization in this model.

The coefficient for consistency is .349, indicating that for each one-unit increase in consistency, the predicted value of the effectiveness of organization increases by .349, holding all other variables constant. This coefficient is statistically significant ($p < .05$), indicating that consistency is a significant predictor of effectiveness of organization in this model.

The coefficient for involvement is .163, indicating that for each one-unit increase in involvement, the predicted value of the effectiveness of organization increases by .163, holding all other variables constant. This coefficient is statistically significant ($p < .05$), indicating that involvement is a significant predictor of effectiveness of organization in this model.

Overall, the coefficients suggest that involvement, adaptability, and consistency are the most important predictors of the effectiveness of organization in this model, whereas mission does not appear to be a significant predictor.

To further assess the effect of organization culture on Non-financial effectiveness, multiple linear regression analysis was conducted and indicated as follows.

a. Predicators: (Constant), Involvement, Consistency, Adaptability and Mission.

b. Dependent Variable: organization of effectiveness

To create a multivariate regression model,

Effectiveness of organization = (Constant) + (Mission * Coefficient) + (Adaptability * Coefficient) + (Consistency * Coefficient) + (Involvement * Coefficient)

Using the coefficients provided in the table, the equation becomes:

$$\text{Effectiveness of organization} = 0.857 + (\text{Mission} * 0.052) + (\text{Adaptability} * 0.173) + (\text{Consistency} * 0.349) + (\text{Involvement} * 0.163)$$

In this equation, the dependent variable is the "Effectiveness of organization," and the independent variables are "Mission," "Adaptability," "Consistency," and "Involvement." The coefficients for each independent variable represent their contribution to the effectiveness of the organization.

4.6.1 Hypothesis testing

Hypothesis testing is based on standardized coefficients beta and p-value to test whether the hypotheses are accepted or rejected.

There is a positive relationship between Organizational culture “involvement” and Effectiveness.

Based on the table of coefficients provided, we can examine the relationship between organizational culture involvement and organizational effectiveness.

The coefficient for involvement is .163, indicating that for each one-unit increase in involvement, the predicted value of the effectiveness of organization increases by .163, holding all other variables constant. This coefficient is statistically significant ($p < .001$), indicating that involvement is a significant predictor of effectiveness of organization in this model.

Therefore, we can conclude that there is a positive relationship between organizational culture involvement and organizational effectiveness, according to the results of this model. The coefficient suggests that as involvement in organizational culture increases, organizational effectiveness is also likely to increase.

ii. There is a positive relationship between Organizational culture □ consistency” and effectiveness.

Based on the table of coefficients provided, we can examine the relationship between organizational culture consistency and organizational effectiveness.

The coefficient for consistency is .349, indicating that for each one-unit increase in consistency, the predicted value of the effectiveness of organization increases by .349, holding all other variables constant. This coefficient is statistically significant ($p < .001$), indicating that consistency is a significant predictor of effectiveness of organization in this model.

Therefore, we can conclude that there is a positive relationship between organizational culture consistency and organizational effectiveness, according to the results of this model. The coefficient suggests that as consistency in organizational culture increases, organizational effectiveness is also likely to increase. However, it is important to note that correlation does not imply causation, and other factors could be influencing this relationship. Additionally, the results of this model may not generalize to all organizations or contexts.

iii. There is a positive relationship between Organizational culture „adaptability“ and effectiveness of organization.

Based on the table of coefficients provided, we can examine the relationship between organizational culture adaptability and organizational effectiveness.

The coefficient for adaptability is .173, indicating that for each one-unit increase in adaptability, the predicted value of the effectiveness of organization increases by .173, holding all other variables constant. This coefficient is statistically significant ($p < .05$), indicating that adaptability is a significant predictor of effectiveness of organization in this model.

Therefore, we can conclude that there is a positive relationship between organizational culture adaptability and organizational effectiveness, according to the results of this model. The coefficient suggests that as adaptability in organizational culture increases, organizational effectiveness is also likely to increase. However, it is important to note that correlation does not imply causation, and other factors could be influencing this relationship. Additionally, the results of this model may not generalize to all organizations or contexts.

Iv. There is a positive relationship between Organizational culture „mission“ and effectiveness

Based on the table of coefficients provided, we can examine the relationship between organizational culture mission and organizational effectiveness. The coefficient for mission is .052, indicating that for each one-unit increase in mission, the predicted value of the effectiveness of organization increases by .052, holding all other variables constant. However, this coefficient is not statistically significant ($p > .05$), indicating that mission may not be a significant predictor of effectiveness of organization in this model.

Therefore, based on the results of this model, we cannot conclude that there is a positive relationship between organizational culture mission and organizational effectiveness.

4.6.2 Managers interview analysis

Average managers age is 38 and the majority managers gender is male, from open ended interview I conclude the organizational culture of Abyssinia Bank is centered around values such as customer satisfaction, integrity, teamwork, collaboration, and community engagement. The bank also places a strong emphasis on enhancing employee well-being and maintaining a positive image. Factors influencing the organizational culture include the bank's core values, acceptance by society, recruitment of qualified and disciplined employees, and the company's sector score.

In terms of organizational effectiveness, Abyssinia Bank measures its success through its mission to provide excellent service with motivated employees and its vision to become a leading commercial bank in East Africa. The bank's strategy and vision play a crucial role in evaluating its effectiveness. Other factors considered in measuring effectiveness include the accomplishment of organizational goals and strategies, efficient business functions and processes, balancing expenditures against returns, meeting customer demands, and adapting to changing marketplace needs and technology.

The bank's adoption of advanced banking technology, implementation of objective and competition-based employee career development, becoming the preferred bank for service delivery and new banking technology, and active participation in social responsibility activities are also indicators of organizational effectiveness. Overall, the organizational culture of Abyssinia Bank emphasizes values, collaboration, professional growth, and achievement, while the evaluation of organizational effectiveness considers mission and vision alignment, goal achievement, efficiency, customer satisfaction, adaptability, and technological advancement.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

In this section, the researcher provides a brief overview of the main discoveries made during the study. The key findings are presented and summarized in the following manner.

- 282 responses which are represented by 100% response rate were valid for analysis.
- There were 188 male participants, comprising 66.7% of the total population, and 94 female participants, making up 33.3% of the total population.
- From the level of education of a sample of 282 people, the majority (48.9%) have a first degree, followed by diploma (25.9%) and secondary education (9.2%). Only a small percentage (1.4%) have primary education, and 14.5% have a second degree or higher.
- From the age distribution of a group of people, with 74 people aged 18-30 (26.2%), 149 aged 31-40 (52.8%), 45 people aged 41-50 (16.0%), and 14 aged above 50 (5.0%).
- Out of the total respondents, 11 (3.9%) have been using digital banking for less than a year, 84 (29.8%) have been using it for 1-3 years, 149 (52.8%) have been using it for 3-5 years, and 38 (13.5%) have been using it for over 5 years.
- The descriptive statistics find that employees believe they have a positive impact on BOS's effectiveness, with a mean score of 4.3092 and a standard deviation of .74527. The mean score for involvement of employee in decision making is 4.7589, which is above the moderate level. However, teamwork is used to get work done rather than to keep the hierarchy, and the mean score is below the moderate level at 3.6241 with a standard deviation of .94729.

- I used a scale to measure various aspects of organizational consistency and found that the mean scores for each item ranged from 3.54610 to 4.8191, which fall within the moderate to high range. The mean score for consistency was 4.3433, which is also in the moderate range. Overall, the findings that Bank of Abyssinia has a moderate to high level of organizational consistency.
- The mean score for adaptability was found to be 3.9163, indicating a moderate level of adaptability in the organization. The highest mean score was obtained for "all parts of the organization cooperate to create change" (4.26), followed by "better ways to do work are continually adopted" (4.08), "Customers feedback often leads to changes" (3.8759), "Innovation is encouraged and rewarded" (3.8085), and "Bank of Abyssinia responds well to the competitors actions and other changes in the business environment" (3.56).
- Vision of the organization is a clear and consistent set of values that govern the way bank of Abyssinia does business (mean=4.8191) employees of BOA have a shared vision of what the organization will be like in the future (mean=4.1241) and strategic direction is clear (mean=3.8865). Leaders set goals that are ambitious, but realistic (mean=3.7270) BOA has long-term purpose and direction (3.4929). Overall, the mean value of the mission statements is 3.9163, indicating that there is a moderate level of agreement among employees about the organization's mission.

5.2 Conclusion

According to the findings on each research objective, the following section draws conclusions about the impact of each cultural component on the effectiveness of an organization. This research confirms that organizational culture has a positive relationship and effect on organizational effectiveness.

- The finding indicates that the organizational consistency positively influences organizational effectiveness at Bank of Abyssinia. Leaders who practice what they preach, a clear and consistent set of values, an ethical code, and a focus on win-win solutions during disagreements are all indicative of a strong and effective organizational culture. Additionally, there is a clear agreement regarding the right and wrong ways to do things within the organization.
- Organizational consistency has a positive impact on organizational effectiveness at Bank of Abyssinia. The mean values for all five variables related to organizational consistency are above average, indicating that the organization is performing well in terms of practicing what they preach, having clear values, ethical codes, win-win solutions, and agreement on the right way of doing things. The high standard deviation for some of the variables indicates that there is room for improvement, but overall, the consistency score is solidly in the above-average range. This suggests that Bank of Abyssinia's commitment to consistency in its operations contributes to its overall effectiveness as an organization.
- Based on the finding provided, it seems that the Bank of Abyssinia has room for improvement in terms of adopting better ways to do work, responding well to competitors' actions and changes in the business environment, and encouraging and rewarding innovation. However, the bank has shown moderate levels of cooperation across all parts of the organization to create change, adaptability, and responsiveness to customers' feedback. Moving forward, the bank can focus on areas needing improvement to enhance its overall effectiveness and better meet the needs of its customers in an evolving business environment.

- The finding shows that organizational mission does have an impact on organizational effectiveness. A clear mission that gives meaning and direction to employees' work, a shared vision of the future, and a long-term purpose and direction contribute to a more effective organization. Additionally, setting ambitious, yet realistic goals and having a clear strategic direction also play a role in organizational effectiveness. Therefore, organizations should prioritize developing and communicating a clear mission and vision to employees to increase their effectiveness.

5.3 Recommendations

Based on the finding, here are some recommendations:

- Increase emphasis on teamwork: Since the mean score for teamwork is below the moderate level, it's important to increase emphasis on teamwork within the organization. This can involve providing team building activities and training sessions, setting team goals, and encouraging collaboration and communication among team members.
- Foster an inclusive workplace: Encourage employee participation in decision making by creating a culture of inclusivity. Solicit feedback from employees, seek to understand their perspectives, and involve them in key decision-making processes. This can help employees feel valued and motivated to contribute to the organization.
- Celebrate successes: Since the descriptive statistics suggest that employees believe they have a positive impact on BOS's effectiveness, it's important to celebrate successes and recognize employee contributions. This can involve recognizing individual or team achievements, providing rewards or incentives for good work, and creating a culture of appreciation.
- Use feedback to improve: Continue to collect data on employee perceptions of the workplace and use that feedback to guide improvements. Consider conducting regular surveys or focus groups to gather feedback, and then use that feedback to prioritize areas for improvement. This can help create a workplace that is responsive to employee needs and concerns.

- Strengthen areas of moderate consistency: While the overall level of organizational consistency is moderate to high, there are specific areas that fall within the moderate range. Bank of Abyssinia could concentrate on strengthening these areas to improve overall consistency across all aspects of the organization.
- Identify areas for improvement: The researcher used a scale to measure consistency in various aspects of the organization. Bank of Abyssinia could use the results to identify specific areas for improvement. Once identified, targeted strategies can be implemented to improve consistency.
- Maintain high levels of consistency: Although the findings indicate a moderate to high level of organizational consistency, it is important to ensure consistency is maintained at all times. Regular assessments can be conducted to monitor consistency levels and address any issues that may arise.
- Promote communication: Consistency can be improved through effective communication. Bank of Abyssinia should encourage open communication between employees, departments, and management to ensure consistent practices and processes.
- Continue to encourage and reward innovation within the organization to foster a culture of creativity and experimentation
- Focus on incorporating customer feedback into decision-making processes to ensure that the organization is responsive to clients' needs and preferences.
- Foster collaboration and communication across all parts of the organization to ensure that everyone is working towards the same goals and is willing to make changes to achieve them.
- Encourage employees to constantly look for better ways to do their work and adopt new practices that will increase efficiency and effectiveness
- Overall, these will help Bank of Abyssinia increase its adaptability and remain competitive in an ever-changing business environment.
- The organization's vision and strategic direction are well-defined and clear to employees. It is important to continue communicating these to ensure alignment throughout the organization. In terms of the mission statement, while the moderate level of agreement is positive, it may be worth

revisiting the statement to ensure it truly gives meaning and direction to work, and is aligned with the long-term purpose and direction of the organization. Furthermore, continue setting ambitious yet realistic goals to drive performance. It is also recommended to regularly revisit and communicate progress towards these goals to maintain motivation and focus.

REFERENCES

- Alharbi, M.A & Alyahya.M.S (2013), impact of organizational culture on employee performance (vol 12, issue 1).
- Andish, H.A., Yousefipour, M., Shahasavaripour H. and Ghorbanipour A. (2013), *ijcrb webs.com*, Vol 5, No Annual report of CBE of year 2018 G.C.
- Becker, G. (1964), *Human capital: A theoretical and empirical analysis with special reference to education*. New York: Columbia University Press.
- Belias, D & koustelios, (2013) *Organizational culture of Greek Bank institutions: A case study international journal of Human resource Management & Research*. (95-104)
- Bertels, L. & papania (2010), *embedding sustainability in organizational culture: a systematic review of the body of knowledge*, Simon Fraser university
- BHATTI and QURESHI The impact of employee participation satisfaction employee commitment and employee productivity. *International Review of Research Papers*, 2007, Vol.3, pp54-68.
- Black, S.A. and Leslie J.P (1999). *Identification of the critical factors of Tam, Decision science, journal*, vol-27, No 1, pp.1-21.
- Boniface C. Madu (2004), *Organization culture as driver of competitive advantage*.
- BRATTON, JOHN AND GOLD, JEFREY (1999), *Human resource management theory and practice*, 2nd edition published by Macmillan press ltd.
- Brooks, I. (2006) *Organizational behavior: individuals, groups and organization*. Essex: pearson education limited

Bulent, A & Adnan(2009),The role of organizational culture on effectiveness(vol-3 pp 2-15 Cameron, K. S. and Quinn, R. E. (2006)Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework, Revised edition, The Jossey-Bass business & management series.

C.R. Kothari(2004),Research methodology methods and techniques,2nd Ed, Jaipur (INDIA), new age international publishers.

Denison, Daniel R. (1990). Corporate culture and organizational effectiveness, New York ; Wiley

Denison, DanielR. andAneil K. Mishra(1995),Toward a theory of organizational culture and effectiveness,(vol-6, No. 2)pp(204-223)

Denison, Daniel R. ,Haaland, S. and Goetzler, P.(2004)Corporate culture and effectiveness, organizational science,6(2),204-223

Denison, Daniel R. and Mishra, Aneil K.(1989),Organizational culture and organizational effectiveness:The theory and some preliminary empirical evidence, university of Michigan

EsraAktas,(2011)Procedia Social and Behavioral Sciences

Elin, G. &Lavisa, M.(2011), impact of organizational culture on quality management (E2011:025)SwedenEmployee data base (2017/18)

ERDIL, S. KESKIN H. and ERDIL, O. the relationships between marketing orientation firm innovativeness and innovation performance.(2003), vol. 1, pp 3-12

Farid Mohammed(2013), the role of organizational culture in achieving organizational excellence.Vol-2, NO 7) (pp 05-19)

Federal NegaritGazeta(2008), proclamation no. 587/2008,no. 44, Addis Ababa

Fey, Carl F. (2000)Organizational culture and effectiveness: the case of foreign firms in Russia, Sweden, Stockholm school of economics. Frost, P.J., Moore, L.F., Louis, M.L., Lundberg, C.C., & Martin, J. (eds.) 1985.Organizational culture. Beverly Hills, CA; Sage.

Gjuraj, E. (2013).The importance of national culture studies in the organization.European scientific journal, 9(11), 160-180

Hall, R. (1993),A framework linking intangible resources and capabilities to sustainable competitive advantage. Strategic management review, vol. 7 No. 1, pp.1-24.

Handa, V. and Adas, A. (1996)Predicting the level of organizational effectiveness: a methodology for the construction firm, Construction management and economics, 14, 341-352.

Hofstede, G.(2001)culture , thousand Oaks, CA; sage.

HUNTER, W. and TITYEN, D., (1997)Business to business marketing: creating a community of customers. 1stEd. Lincoln wood-llino-is: Mcgraw-Hill professional,

Younis, NurA.andD.Nikbin(2010) a review paper on organizational culture and organizational performance.Vol.1.no 3, USA Joe Mathews (2010),organizational effectivenessBaltimore

Kalyani, N.(2011), Innoviative culture: an intervension strategy sustainable growth in changing scenario. International journal of business administration,vol 2, No4, P84-93

KELLEY, T.(2005)employee satisfaction results in improved profitability(online). Available from<<http://www.indiangaming.com/jstore/Nov05-kelley.pdf>.

KOTHARI, C.(2004), Research methodology methods and techniques; 2nd Ed. Newdelhi, New age international p.(ltd)

Kotter, J.P. and Heskett, J.L.(1992).Culture and performance. New York: Free press

Mcshane (2000), organizational culture Lawler, E.E. III. 1996. From the ground up: Six principles for building the new logic corporation.San Francisco, CA: Jossey-Bass.

Likert, R. 1961.New patterns of management.New York: McGraw-Hill.

Lucas, M.L.(2006).The role of culture on knowledge transfer: the case of the multinational corporation. The learning organization,13(3): 257-275

Martins, E.C. and Terblanche, F. (2003).Building organizational culture that stimulates

creativity and innovation. *European journal of innovation management*, 6(1), 64-74

Mathew, J. (2007), The relationship of organizational culture with productivity and quality.

Employee relations, 29 (6), 677-695

Mcshane, S.L. (2000) Organizational culture: chapter sixteen, *Business week Management journals*

Mathis, Robert L. and Jackson, John H. (2010) *Human resource management*, 13th ed, south western Cengage learning.

MEYER, J.P. and ALLEN, N.J.A., (1991) A three component conceptualization of organizational commitment. *HRM revised*

Mobley, N. & Kate (2005) *organizational culture: measuring and developing it. The link*

Mohanty, R. (2001). *How to change organizational culture, translate industrial management*
institute of Iran.

MOYES, G.O. and SHAO, L.P. NEWSOME M., (2008), Comparative analysis of employee job satisfaction in accounting profession. *Journal of business and economics research*, vol. 6, pp 65-81

Naresh Malhotra (2007) *Marketing research an applied approach*, butter worth Heinemann;
Oxford, England.

Nine month report of 2017/18 G.C

Noe, R.A., Hollenbeck, J.R., Gerhart, B. AND Wright, P.M. (2011), *Fundamentals of human resource management*, 4th Ed, New work, McGraw Hill

Ouchi, W.G. (1980). Markets, bureaucracies, and clans administrative *Science Quarterly*
pp 129-141

Payambarzadeh, M. (2009) organizational culture and organizational effectiveness, *Export development magazine* no-79, pp. 14

Peter, S. and Waterman, R. (1982), *In search of excellence: lessons from America companies*, New York.

Peteraf, M. (1993), The cornerstones of competitive advantage: A resource-based view. *Strategic management journal*, 14(3), 179-191

Pettigrew, A. (1979), Studying organizational culture. *Administrative science quarterly*, 24, 570-581

Potterfield, T. The business of employee empowerment democracy and ideology in the workplace, Westport, 1st Ed, Conn Greenwood publishing group, 1999

Robbins, S.P. and Judge, T.A. (2007). *Organizational behavior*. Upper saddle river, New Jersey; Pearson, prentice hall.

Saeed, M., and Hassan, M. (2000). Organizational culture and work outcomes: evidence from some Malaysian organizations. *Malaysian management review*, 35 (2), 54-59.

Saunders, M. Lewis, P., and Thornhill, A. (2009). *Research methods for business students*. 5th Ed. New jersey, prentice hall

Sekaran, U. and Bougie, R. (2010). *Research methods for business: A skill building approaches* 5th Ed. New jersey: John Wiley and sons.

Schein, E.H. (1985). *Organizational culture and leadership*, San Francisco :CA: Jossey-Bass.

Schein, Edgar H. (2004) *organizational culture and leadership* (3rd Ed), San Francisco, Jossey Bass.

Schein, E.H. (1990): Organizational culture, *American psychologist*, 109-119

Shakil, M. Ahmad (2012), The impact of organizational culture on performance management practices in Pakistan (vol 5, no. 1)

Schein, E.H. (1992), Three culture of management: the key to organizational learning. *Sloan management review*.

Steers, R. N. (1975), Problems in measurement of organizational effectiveness, *administrative science*, 20546-558

Spreitzer, G.M. (2001). The psychometrics of competing values culture instrument and an analysis of the impact of organizational culture on quality of life. *Research in organizational change and development*.

Sun, W. Chou, C. Stacy, A. W., Ma, H., Unger, J. and Gallaher, P., (2007). SAS and SPSS macros to calculate standardized Cronbach for dichotomous items. *Peer reviewed journal*, vol39,no. 1,pp.71-81

Torbert, W.R. (1987). *Managing the corporate dream: restructuring for long term success*. Homewood, IL: Dow Jones-Irwin.

Vaughan, Coffey(2003),The organizational culture and effectiveness of companies involved in public sector housing construction in Hong Kong(pp1-11)

Weick, K.E. (1987).Organizational culture as a source of high reliability.California Management Review. 29; 112-127.

Yilmaz, (2008), Organizational culture and firm effectiveness: an examination of relative effects of culture and the balanced culture hypothesis in an emerging economy. *Journal of world business*, 290-306.



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

Annex I

Questionnaire to be filled by Employees of Bank of Abyssinia

Dear Respondent:-

I am Hiwot Getaneh and MBA post graduate student at Saint Marry University. This questionnaire is designed to collect relevant information for the research carried out on the topic “The effect of Organizational Culture on the Organizational Effectiveness: The case of Bank of Abyssinia”. The study is conducted for academic purpose that is for partial fulfilment of the requirements of the Master of Business Administration. Hence, your responses will be kept confidential.

The soundness and validity of findings highly depend on your honest and thoughtful responses. Therefore, I kindly request you to fill the questionnaire carefully and return at your earliest convenience.

Thank you in advance for your kind cooperation!

Part I Employee Background

You are kindly requested to put a thick (/) mark in the box given and write your answers in the spaces provided.

1) Sex

1. Male

☐

2. Female

☐

2) Age

1. 18-30

☐

2. 31-40

☐

3. 41-50

☐

4. Above 50 years

☐

3. Educational Level

1. Primary Education

☐

2. Secondary Education

☐

3. Diploma Level

☐

4. First Degree

☐

5. Second degree and above

☐

4. Your work experience at BOA

1. Less than 2 years

☐

2. 2-6 years

☐

3. 7-11 Years

☐

4. above 12 years

☐

Part II: Organizational Culture of Bank of Abyssinia

Please indicate the degree of your agreement/disagreement with the following statements associated with the four traits of organizational culture: Involvement, Consistency, Adaptability and Mission in Bank of Abyssinia with their respective 3 indexes each. Please put (✓) on the alternative choice that best describes your view using the five Point Licert Scale shown under.

5: Strongly Agree 4: Agree 3: Disagree 2: Strongly Disagree 1: Undecided

Traits of Organizational Culture in case of Bank of Abyssinia

I. Involvement						
		5	4	3	2	1
1	In BOA. Decisions are made at the levels where the right information is available					
2	Employees believe that they have a positive impact on BOS's performance.					
3	Information is widely shared so that employees can access the information they need easily.					
4.	Cooperation across different parts of the organization is highly encouraged					
5.	Teamwork is used to get work done, rather than to keep the Hierarchy					

II. CONSISTENCY						
		5	4	3	2	1
6	Leaders "practice what they preach".					
7	There is a clear and consistent set of values that govern the way Bank of Abyssinia does business					
8	There is an ethical code that guides employees "behaviour and tells differentiating right from wrong					
9	When disagreements occur, employee effort is to achieve a "win-win" solution					
10	There is a clear agreement regarding the right way and the wrong way to do things.					

III ADAPTABILITY						
		5	4	3	2	1
11	Better ways to do work are continually adopted					
12	All parts of the organization cooperate to create change					
13	Bank of Abyssinia responds well to the "competitors" actions and other changes in the business environment.					

14	Customers “feedback often leads to changes.					
15	Innovation is encouraged and rewarded.					

IV. MISSION						
		5	4	3	2	1
16	There is a clear mission that gives meaning and direction to my work					
17	Employees of BOA have a shared vision of what the organization will be like in the future					
18	The bank has long-term purpose and direction					
19	Leaders set goals that are ambitious, but realistic.					
20	Bank of Abyssinia strategic direction is clear to me					

PART-III. Organizational Effectiveness of Bank of Abyssinia using Non-financial performance measures

1.How satisfied are you with the level of communication with in the organization?

- a) Very satisfied
- b) Somewhat satisfied
- c) Neither satisfied nor dissatisfied
- d) Somewhat dissatisfied
- e) Very dissatisfied

2.How well do the managers within the organization provide feedback?

- a) Very well
- b) Somewhat well
- c) Neither well nor poorly
- d) Somewhat poorly
- e) Very poorly

3.How effective is the leadership within the organization?

- a) Extremely effective
- b) Moderately effective
- c) Somewhat effective
- d) Slightly effective
- e) Not effective

4.How effectively does the organization communicate the goals and vision of the company to employees?

- a) Very effectively
- b) Somewhat effectively
- c) Neither effectively nor ineffectively
- d) Somewhat ineffectively
- e) Very ineffectively

5.How well does the organization manage employee performance?

- a) Very well
- b) Somewhat well
- c) Neither well nor poorly
- d) Somewhat poorly
- e) Very poorly



ANNEX II

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

Part IV.

Department of Business Administration Questionnaire to be filled by Branch Manager of Bank of Abyssinia

Dear Respondent:-

I am Hiwot Getaneh and MBA post graduate student at Saint Marry University. This questionnaire is designed to collect relevant information for the research carried out on the topic “The effect of Organizational Culture on the Organizational Effectiveness: The case of Bank of Abyssinia”. The study is conducted for academic purpose that is for partial fulfilment of the requirements of the Master of Business Administration. Hence, your responses will be kept confidential.

The soundness and validity of findings highly depend on your honest and thoughtful responses. Therefore, I kindly request you to fill the questionnaire carefully and return at your earliest convenience.

Thank you in advance for your kind cooperation!

Interview questions for managers:

- How would you describe the organizational culture of Abyssinia Bank?

- What are the main factors that influence the organizational culture of Abyssinia Bank?
- How do you measure and evaluate the organizational effectiveness of Abyssinia Bank?