



**ST. MARY UNIVERSITY,
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION
THE EFFECT OF ORGANIZATIONAL CULTURE ON
EMPLOYEES JOB PERFORMANCE AT BALEZAF ALCOHOL
& LIQUORS FACTORY**

BY

TSIGE EDMEALEM (BA IN ACCOUNTING)

IDNo SGS/643/2015

June 2024

Addis Ababa Ethiopia

**THE EFFECT OF ORGANIZATIONAL CULTURE ON
EMPLOYEES JOB PERFORMANCE AT BALEZAF ALCOHOL
& LIQUORS FACTORY**

ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

BY

TSIGEEDMEALEM (BA IN ACCOUNTING)

IDNo SGS/643/2015

**A Thesis Submitted to St. Mary's University, School of Graduate
Studies In Partial Fulfillment of the Requirements For The Award
of A Master's Degree In General Business Administration**

Advisor-Tewodros Mekonnen(PhD)

June 2024

Addis Ababa Ethiopia

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

Board of Examiners

As members of the Examining Board of the final MBA, open defense, we certify that we read and evaluated the thesis prepared by Tsige Edmealem and recommend that it be accepted as fulfilling the thesis requirement for the Master of Business Administration.

1. _____

Name of Chairman

Signature and Date

2. _____

Name of Advisor

Signature and Date

3. _____

Name of External Examiner

Signature and Date

4. _____

Name of Internal Examiner

Signature and Date

DECLARATION

I declare that this thesis is my original work and has never been presented for the award of any degree in this or any other university and all source of materials used for the thesis have been duly acknowledged.

Name: Tsige Edmealem

Signature _____

**St. Mary's University,
Addis Ababa, Ethiopia
June, 2024**

ENDORSEMENT

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

Adviser's Name and Signature:

Tewodros Mekonen (Assistant. Professor)

Signature _____

Date _____

ACKNOWLEDGEMENTS

First my uncountable praise to the Almighty God and his Mother St. Merry for giving me the opportunity, capacity, and guidance throughout my life. Next, I am deeply grateful and indebted to Dr. Tewodros Mekonen (Assistant. Professor), my advisor, for his encouragement, suggestions, guidance and overall assistance. Successful accomplishment of this research would have been very difficult without his generous time devotion from the early design of the proposal to the final write-up of the thesis by adding valuable, constructive, and ever-teaching comments; and thus, I am indebted to him for his kind and tireless efforts that enabled me to finalize the study.

I am greatly indebted to my family, friends For giving their endless support until the end by advice and any materials. My sincere appreciation and thanks also go to my colleagues for the remarkable memories and constant moral support during the study period. I also feel great to express my thanks to the peoples who participated in the study for sparing their precious time and for responding positively to the lengthy for filling the questions patiently.

TABLE OF CONTENT

ACKNOWLEDGEMENT	i
TABLE OF CONTENT	ii
LIST OF TABLES	v
LIST OF FIGURES	vi
ABSTRACT	vii
CHAPTER ONE:INTRODUCTION	1
1.1 Background of the study	1
1.2 Background of the Company.....	3
1.3 Statement of the Problem	3
1.4 Research questions.....	5
1.5 Objective of the study	6
1.5.1 General Objective.....	6
1.5.2 Specific Objective	6
1.6 Significance of study	6
1.7 Scope of the Study	7
1.8 Definition of key terms	8
1.9 Organization of the Study	10
CHAPTER TWO:LITERATURE REVIEW	11
2.1 The Oretical Literature Review On organizational Culture	11
2.1.1 Definition and concept of Organizational Culture	11
2.1.2 Key Influences on the Development of organizational Culture	14
2.1.3 Strong and Weak Organizational Cultures	16
2.1.4 Managing Organizational Culture Change	17
2.1.5 The Impact of Organizational Culture	18
2.1.6 Models of Organizational Culture	19
2.1.6.1 Edgar Schein's Model of Organizational Culture:	20
2.1.6.2 Handy's Four Cultural Types model	21
2.1.6.3 Denison's Organizational Culture Model:	23
2.1.6 The Relationship between the Characteristics of Organizational Culture and the Job Performance of Employees	24

2.1.6.1 Adaptability in Organizational Culture and Its Impact on Employee Performance ..	24
2.1.6.2 Organizational Culture of Involvement and Employee Job Performance	25
2.1.6.3 Organizational Culture of consistency and Employee Job Performance	26
2.1.6.4 Organizational Culture of Mission and Employee Job Performance	28
2.1.6 Employee Job Performance	30
2.2 Empirical literature review	31
2.6 Conceptual framework	33
CHAPTER THREE: RESEARCH METHODOLOGY	34
3.1 Research Approach	34
3.2 Research Design	35
3.3 Population of the Study	35
3.4 Sample Size	35
3.5. Sources of Data	36
3.6 Method of Data Analysis	36
3.7. Validity and Reliability	37
3.8 Ethical Considerations	37
3.9 Cronbach's alpha test	37
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION.	39
Introduction	39
4.1 Background of respondents	39
4.2. Descriptive data Analysis	41
4.3 Correlation analysis	50
4.4 Regression Analysis	52
4.6 Regression Analysis Results	56
4.7 Discussion	60
CHAPTER FIVE: CONCLUSION AND RECOMMENDATION	63
5.1 Summary of findings	63
5.2 Conclusion	64
5.3 Recommendation	65
5.4 Implication for future study	66
5.4.1 Cross-Sectional Design	66

5.4.2 Exploring Other Factors	66
Reference	67
Appendix 1	I

LIST OF TABLES

Table 4.1 summary of the background of the respondent's	40
Table 4.2 Table for Job performance	41
Table 4.3 Table for Adaptability.....	43
Table 4.4 for Involvement	45
Table 4.5 Table for Consistency	47
Table 4.6 Table for mission.....	49
Table 4.7 Cronbach's alpha test.....	38
Table 4.8 Correlation analysis	51
Table 4.9 Multi collinearity test.....	53
Table 4.10 table for model summary	56
Table 4.11 ANOVA table.....	58
Table 4.12 Table of coefficients	59

LIST OF FIGURES

Figure 1 conceptual framework (source: Denisons organizational culture model)	33
Figure 2 Normalityplot for job performance	55
Figure 3 Heteroscedastic plot for job performance.....	56

ABSTRACT

This research examines the effect of organizational culture on employee performance at Balezaf Alcohol & Liquors Factory in Addis Ababa. Utilizing the Denison Organizational Culture Model, the study focuses on four key dimensions: adaptability, involvement, consistency, and mission, to analyze their influence on workforce efficiency, commitment, and overall productivity. The study employs a quantitative-methods approach, quantitative data from employee surveys. Results indicate significant correlations between organizational culture dimensions and employee performance metrics, highlighting adaptability and involvement as critical factors for enhancing productivity and engagement. The findings provide actionable insights for Balezaf's management to optimize organizational culture, thereby improving performance and sustaining competitive advantage in the Ethiopian alcohol manufacturing industry. This study contributes to the broader understanding of cultural dynamics in industrial contexts, offering a valuable reference for future research and practical applications within similar settings.

Keywords: *Organizational Culture, Employee Performance, Adaptability, Involvement, Consistency, Mission, Denison Organizational Culture Model, Balezaf Alcohol & Liquors Factory, Employee Engagement, Workforce Productivity, Mixed-Methods Approach, Ethiopia, Industrial Context, Competitive Advantage, Cultural Dynamics.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organizational culture plays a pivotal role in shaping employee performance and overall organizational success. Defined by the shared values, beliefs, and behaviors among its members, organizational culture influences how employees interact, make decisions, and perceive their roles within the company (Schein, 2010). A robust and positive organizational culture, aligned with the company's mission and objectives, can foster a motivated, engaged, and productive work force, ultimately enhancing organizational effectiveness (Denison,1990). Understanding the dynamics of organizational culture and its impact on employee performance is, therefore, of paramount importance for both scholars and practitioners (Bayanova et al.,2019; Meng&Berger,2019).

Employee performance stands at the core of organizational effectiveness, representing the collective output of individual contributions toward achieving organizational goals (Nassazi,2013; Walters & Rodriguez, 2017). It encompasses various factors, including skills, experience, effort, and motivation, that drive employees to fulfill the irresponsibility's efficiently and effectively (Ramlall,2008). Recognizing the significance of employee performance, organizations must prioritize strategies to develop, motivate, and empower their workforce (Ramlall,2008).

In studying the relationship between organizational culture and employee performance, several frameworks offer valuable insights. One such framework is the Denison Organizational Culture Model, which identifies four key dimensions: adaptability, involvement, consistency, and mission (Denison & Mishra, 1995). These dimensions provide a comprehensive framework for assessing organizational culture and its impact on employee performance.

The Denison Organizational Culture Model's four dimensions offer valuable insights into how organizational culture influences employee behavior and performance. The model's empirical validation, contextual applicability, and relevance to employee performance make it a suitable frame work for examining the relationship between organizational culture and employee performance (Shahzadetal., 2012).

Adaptability is a crucial component of organizational culture that enables organizations to thrive in dynamic environments. It allows them to respond effectively to changes and innovate, which is essential for long-term success (Kotter & Heskett, 2011). Adaptable organizations are able to quickly identify and capitalize on new opportunities, demonstrating flexibility and innovation (Denison & Mishra, 1995). Employee involvement in problem-solving is another critical aspect of organizational culture that enhances employee performance. When employees are involved in decision-making and problem-solving, they feel a greater sense of ownership and commitment to the organization, leading to improved performance (Lawler, 2008; Vroom & Jago, 2007). Consistency in organizational processes and policies is also essential for employee performance. It provides stability and clarity, enabling employees to perform their duties efficiently and effectively (Saffold, 2007; Tushman & O'Reilly, 2013). Consistent organizations often have clear and well-defined values, expectations, and procedures, which can contribute to better employee performance. A clear and compelling organizational mission is the foundation of a strong organizational culture. It guides employee efforts toward achieving long-term goals, enhancing motivation and productivity (Collins & Porras, 2005; Bart et al., 2001). A well-defined mission statement provides a sense of direction and purpose, helping employees understand how their individual contributions fit into the larger organizational objectives. These four dimensions of organizational culture, as outlined by the Denison Organizational Culture Model, have been widely recognized in the literature as key factors that shape an organization's culture and its subsequent impact on employee performance (Shahzad et al., 2012).

This research aims to explore how these dimensions of organizational culture influence employee performance at Balezaf Alcohol & Liquors Factory. By examining adaptability, involvement, consistency, and mission within the context of the factory's operations, this study seeks to provide valuable insights into optimizing organizational culture to enhance employee performance and organizational success. The findings are expected to inform strategies for improving efficiency and competitiveness within the Ethiopian manufacturing sector.

By leveraging the Denison Organizational Culture Model and focusing on key dimensions of adaptability, involvement, consistency, and mission, this research aims to provide actionable insights for enhancing organizational performance at Balezaf Alcohol & Liquors Factory and beyond.

1.2 Background of the Company

Balezaf Alcohol and liquors factory established in 1941 as a liquor factory with a share capital of birr 253,000,000. The company engaged in the production of Alcohol Drinks, Pure Alcohol (extra neutral alcohol) Denatured Alcohol and Sanitizer. And also the company engaged in a Farming Business at Benishanglue regional state and has a plan to Cattle farming Industry. Know the company gives a job opportunity for 560 permanent and More than 100 Contract employees. The mission of the company committed to serve the needs of customers, employees, managers and Shareholders, Works to create and sustain a Combination of individual excellence(manifested in purposeful, visionary and exemplary leadership of management, share company values) expressed as the creative, harmonious and motivated team spirit of employees) that will ensure the vitality strength and propagation of the business and always prepare and cater for change.

The alcohol industry involves stringent safety and quality standards requiring a culture focused on compliance and ethical practices. Moreover, Balezaf's competitiveness depends on elements like cost-efficiency, productivity, and customer service. The prevailing culture must foster employee behaviors that drive such performance outcomes. Therefore, this study will investigate the connections between Balezaf's current cultural profile and employee performance. By conducting a comprehensive analysis of the relationship between leadership styles and organizational culture at Balezaf Alcohol & Liquors Factory PLC, this study aims to provide valuable insights for the management team.

1.3 Statement of the Problem

Organizational culture is a critical factor that shapes employee behavior, attitudes, and performance within an organization. It encompasses the shared values, beliefs, norms, and assumptions that guide the interactions and decision-making processes of individuals (Schein,1990). A strong and positive organizational culture can foster employee engagement, job satisfaction, and productivity, ultimately leading to improved organizational performance (Shahzad et al., 2012). Conversely, a weak or negative culture can demotivate employees and hinder their ability to contribute effectively to organizational goals (Ahmed, 2012).

According to Kandula (2006), a strong culture is key to achieving good performance. As stated by Ahmed (2012), most organizations tend to prioritize intrinsic and extrinsic reward systems over traditional cultural activities, often neglecting the impact to organizational culture on employee performance. It is worth noting that a positive and robust culture can elevate the performance of an average individual, while a negative and weak culture can demotivate even the most outstanding employee, leading to underperformance and lack of achievement (Ahmed,2012).

Despite the critical role of organizational culture in employee performance, it has received relatively low levels of practical examination as a factor influencing performance (Lok&Crawford, 2004). (Denison & Mishra, 1995) identified four dimensions of organizational culture that significantly affect employee performance: involvement, adaptability, consistency, and mission. These dimensions are interconnected and interdependent, and each plays a unique role in shaping the organizational culture. These dimensions encompass employee engagement, adaptability to change, consistency in organizational practices, and alignment with the organization's mission and goals. Understanding and addressing these dimensions can contribute to improved employee performance.

The alcohol industry, in particular, faces unique performance challenges that require a robust organizational culture to support employee performance. Strict regulatory standards, quality control measures, manufacturing efficiencies, and evolving consumer preferences place significant demands on employees in this sector. As the largest producer of alcoholic beverages in Ethiopia, Balezaf Alcohol and Liquors Factory PLC stands at the fore front of addressing these challenges. To meet these demands successfully, Balezaf must cultivate a culture that promotes teamwork, customer focus, employee engagement, and adaptability (Lok & Crawford, 2004).

However, observations by the researcher during employment at Balezaf indicate that the organization currently lacks clearly defined expressions of culture beyond long-serving employees. As the workforce composition changes over time, it is crucial for Balezaf to establish cultural expressions that can be passed on to new employees and effectively adapted as required. This is particularly important given the anticipated changes in the organization's workforce and operating environment.

Existing research on organizational culture has primarily focused on the broad relationship between culture and employee performance, without delving in to the specific dimensions of culture that have the most significant impact on performance (Lok & Crawford, 2004). Studies have identified four key dimensions of organizational culture that influence employee performance: involvement, adaptability, consistency, and mission (Zain,2009). However, limited research has explored how these dimensions individually affect performance within the alcohol industry context.

This study aims to fill this research gap by examining the influence of these four key dimensions of organizational culture on employee performance at Balezaf Alcohol and Liquors Factory PLC. By focusing on the alcohol industry in Ethiopia, the study provides valuable insights into the cultural factors that shape employee performance in this specific context. Understanding the relative impact of each cultural dimension will enable Balezaf to prioritize and enhance the aspects of culture most closely linked to successful employee contributions.

Moreover, this study is particularly relevant given Balezaf's position as the largest producer of alcoholic beverages in Ethiopia. As a strategically important organization, Balezaf's ability to optimize its organizational culture and employee performance has significant implications for the industry as a whole. The findings of this study can inform the development of targeted interventions and strategies to improve organizational culture and employee performance, ultimately supporting Balezaf's ability to achieve its productivity, quality, and regulatory objectives as its employees and operating environment evolve over time

1.4 Research questions

1. To what extent does adaptability affect employees' performance in Balezaf Alcohol and Liquors Factory PLC?
2. In what way does employee involvement in decision-making processes influence Employee performance in Balezaf Alcohol and Liquors Factory PLC?
3. What is the effect of consistency in organizational processes and policies on employees' performance at Balezaf Alcohol and Liquors Factory PLC?
4. How does the mission of Balezaf Alcohol and Liquors Factory PLC affect employees' performance?

1.5 Objective of the study

1.5.1 General Objective

The general objective of this research is to examine the impact of organizational culture dimensions on employee performance in Balezaf Alcohol and Liquors Factory PLC.

1.5.2 Specific Objective

1. To Study the extent to which adaptability affects employees' performance in Balezaf Alcohol and Liquors Factory PLC.
2. To examine the extent to which employee involvement in problem-solving processes influences employee's performance in Balezaf Alcohol and Liquors Factory PLC.
3. To investigate the effect of consistency in organizational processes and policies on employees' performance in Balezaf Alcohol and Liquors Factory PLC.
4. To investigate the effect of mission in organizational processes and policies on employees' performance in Balezaf Alcohol and Liquors Factory PLC.
5. To explore how the mission of Balezaf Alcohol and Liquors Factory PLC affects employees' performance.

1.6 Significance of study

This study holds significant importance as it investigates the critical relationship between organizational culture and employee performance within Balezaf Alcohol and Liquors Factory PLC, Ethiopia's largest producer of alcoholic beverages. By employing the well-established Denison Organizational Culture Model, the research examines how the four key dimensions of organizational culture – adaptability, involvement, consistency, and mission – influence employee performance in this unique industrial context.

Firstly, the findings from this study can provide valuable guidance to Balezaf's management in crafting strategies to enhance the company's organizational culture. As the research highlights the specific cultural dimensions that impact employee performance, the company can prioritize and focus efforts on strengthening those areas. Secondly, given the stringent regulatory environment and evolving consumer preferences in the alcohol industry, optimizing

organizational culture can be a powerful differentiator for Balezaf. A robust culture that promotes adaptability, quality-focus, and customer-centricity can position the company to respond effectively to market changes and deliver superior products and services. By leveraging the study's insights, Balezaf can cultivate a high-performance culture that attracts and retains top talent, driving sustainable competitive advantage.

Moreover, this research contributes significantly to the existing body of knowledge on organizational culture and employee performance dynamics. While previous studies have explored this relationship in various contexts, few have specifically focused on the alcohol manufacturing industry in Ethiopia. The unique findings from this study can inform future research endeavors, enabling a deeper understanding of cultural nuances across diverse organizational and industrial settings.

Furthermore, From a broader theoretical perspective, this research contributes to validating and contextualizing the Denison model's applicability within Ethiopia's manufacturing landscape. By empirically examining culture-performance linkages through its framework, the study generates new insights into how the model's dimensions manifest their effects in an alcohol production setting. These findings enrich scholarly discourse while offering a contextually grounded reference for other manufacturers.

1.7 Scope of the Study

The scope of this study is confined to examining the impact of organizational culture dimensions on employee performance specifically within Balezaf Alcohol and Liquors Factory PLC in Addis Ababa, Ethiopia. Drawing upon the Denison Organizational Culture Model as the theoretical foundation, the research investigates how the four key dimensions of adaptability, involvement, consistency, and mission influence workforce performance metrics.

Geographically, the study is limited to Balezaf's operations and workforce based in Ethiopia's capital city. As the country's largest alcohol producer, focusing the research on this organization provides valuable context into the cultural dynamics and performance challenges prevalent in the Ethiopian alcohol manufacturing industry.

In terms of methodology, the study employs a mixed-methods approach combining quantitative and qualitative techniques. Employee surveys utilizing the Denison Organizational Culture

Survey instrument generate quantitative data to statistically analyze relationships between the four cultural dimensions and key performance indicators like efficiency, quality, commitment and teamwork. This quantitative analysis is supplemented by qualitative insights derived from in-depth interviews with management personnel to provide richer contextual understanding.

The scope is further defined by the study's concentration on established full-time employees across various departments, levels and tenure at Balezaf. This enables assessing cultural influences on performance aspects like decision-making involvement, change receptivity, operational consistency and goal alignment. However, the study does not extend to contract, part-time or temporary workforce segments.

Temporally, the research data was collected through a cross-sectional approach in 2023-2024, capturing the prevailing state of organizational culture and employee performance at that specific point in time. While this time-bounded approach prohibits inferring long-term cultural evolution or performance trajectories, it provides a comprehensive snapshot to identify strengths, opportunities and urgent areas for improvement during this period.

While the study's singular organization and industry context limits broader generalizability, its focused scope enables an in-depth examination tailored to Balezaf's unique operating environment. The integrated quantitative-qualitative methodology and application of an established cultural framework enhance the reliability and validity of findings within this defined scope.

1.8 Definition of key terms

Organizational Culture: The shared beliefs, assumptions, values, and behaviors that characterize an organization. It reflects the collective identity and mindsets that guide how employees think and act. (Abdala et al., 2021).

Employee Performance: The ability of employees to achieve organizational goals effectively and efficiently through demonstration of skills, effort, experience and motivation (Mahendra et al., 2022).

Organizational Performance: The degree to which an organization achieves its key objectives and strategies through operational efficiency, productivity, quality and innovation (Said et al., 2022).

Organizational Commitment: The psychological bond that an employee feels towards their organization, including a sense of belongingness and strong belief in organizational goals/values (Meyer et al., 2013).

Job Satisfaction: A positive emotional state resulting from an appraisal of one's job experiences. The degree to which people like their jobs (Rai et al., 2021).

Organizational Processes: The standardized routines, activities and procedures through which organizational work gets accomplished on a regular basis (Lok & Crawford, 2004). This includes decision-making, problem-solving, operational workflows etc.

Consistency: One of the four dimensions of organizational culture proposed by Zain (2009) referring to stable, standardized and uniform organizational processes and policies. Consistency provides predictability and structure.

Adaptability: Another dimension of organizational culture proposed by Zain (2009), concerning the flexibility of an organization to respond to environmental changes through wide as, technologies and solutions.

Involvement: A dimension of organizational culture referring to the extent to which employees are engaged, participate actively in work activities and take responsibility (Zain,2009). It impacts commitment.

Mission: The fourth dimension of organizational culture focusing on the shared goals and strategic direction of the organization that provides meaning, purpose and a sense of direction to employees (Zain, 2009).

Balezaf Alcohol and Liquors Factory PLC: The focus organization of the study, established in1941.It is the largest producer of alcoholic beverages in Ethiopia.

Alcohol Industry: The business sector focused on manufacturing, distribution and sale of alcoholic drinks like beer, wine, spirits etc. It involves compliance with regulations on production, quality and social responsibility.

Liquor: Distilled alcoholic drinks like brandy, rum, gin, whiskey etc. Balezaf specializes In production of various liquor varieties.

Alcoholic Beverages: Any drink containing alcohol in the form of ethanol, including beers,

wines, liquors, coolers, cider etc. Balezaf manufactures alcoholic beverages for the Ethiopian market.

1.9 Organization of the Study

The research paper is structured into five chapters. In the initial chapter, an introduction is provided, encompassing the background of the study, a succinct statement of the problem, research objectives, research question, and significance of the study, limitations, and scope. Moving on to the second chapter, the focus is on a comprehensive review of pertinent literature related to the investigated problem. This includes defining key concepts, elucidating theoretical perspectives, and presenting the conceptual framework.

The third chapter details the methodology employed in the study. This section covers there search design, types and sources of data, sampling method and size, data collection procedures, as well as the reliability and validity of the data. Additionally, it outlines the chosen approach for data analysis.

The fourth chapter is dedicated to the presentation, analysis, and interpretation of the gathered data. This involves addressing the research questions and hypotheses formulated earlier in the study.

The final chapter provides the major findings, conclusions drawn from the study, and recommendations based on the research out come. The paper concludes with a comprehensive list of references and, if applicable, includes any appendices deemed necessary for a more in-depth understanding of the research process.

CHAPTER TWO

LITERATURE REVIEW

The objective of this chapter is to examine previous research works dealing with organizational culture, employee job performance, and the relationship between these two concepts. Reviewing relevant theories and empirical findings from other studies will provide the theoretical foundation for this research and help establish the context for investigating the research problem.

2.1 The Oretical Literature Review On organizational Culture

2.1.1 Definition and concept of Organizational Culture

While culture is created and sustained within social contexts like organizations, it is dynamic and continuously evolving (Schein, 2010). This evolution is influenced by external factors such as changing market dynamics, technological advancements, and societal shifts. Organizations need to be adaptable and open to change to ensure their culture remains aligned with the evolving needs and expectations of their employees and stakeholders (Cameron & Quinn, 2019). At the organizational level, culture is acquired by new members through socialization processes, including training and managerial interventions (Schein, 2010). This implies that organizations have the power to shape and influence the culture by providing clear expectations, role modeling, and creating a supportive environment for employees to internalize and embody the desired cultural values and behaviors.

Organizational culture is a complex and multi faceted phenomena on that defy a singular definition. Numerous researchers have approached the concept from different theoretical perspectives, each shedding light on specific aspects of culture. While no single definition can fully encapsulate the richness and intricacies of culture, examining various definitions provides valuable insights into its key elements.

Schein (1990) defines organizational culture as shared solutions that are developed through continuous problem-solving within an organization. He emphasizes the invisible aspects of culture, such as underlying assumptions and beliefs that shape behavior. According to Kotter and Heskett (1992), organizational culture consists of observable manifestations such as behaviors and values. They focus on the visible elements that can be observed and measured within an organization.

Cameron and Quinn (2011) provide a more comprehensive definition of organizational culture, stating that it encompasses both superficial and deep elements. They emphasize the integration of assumptions, values, and contextual elements like expectations, capturing the multifaceted and holistic essence of culture. Denison et al. (2014) emphasize the alignment aspect of organizational culture, defining it as the extent to which the culture aligns with strategic goals and objectives. They highlight the importance of cultural alignment for organizational performance and effectiveness.

Heugens and Meeus (2022) delve into the interpretive and dynamic nature of shared symbols within organizational culture. They underscore the role of symbols in shaping meaning and guiding behavior within an organization. Aarons et al. (2014) acknowledge that definitions of organizational culture can vary based on the specific domain or context being studied.

Organizational culture holds immense significance as it serves as the invisible fabric that weaves individuals together within an organization (Schein, 2010). It influences attitudes, behaviors, and decision-making processes, ultimately shaping the organization's success. Even in organizations where culture may not be explicitly addressed, it still exists and exerts its influence on employees' thoughts, feelings, values, and actions (Cameron & Quinn, 2011). This emphasizes the need for senior members, such as leaders and managers, to recognize the importance of managing and nurturing positive and aligned culture.

Organizational culture provides organizations with a sense of identity and shapes behavior through legends, rituals, beliefs, values, norms, and language. Long-serving members accept these practices unquestioningly, while new employees learn about the organization's legends, which become ingrained in the established way of operating. Over time, organizations develop norms, which are established behavior patterns that are part of the culture.

Organizational culture plays a crucial role in shaping the overall performance and effectiveness of an organization, as well as the morale and productivity of its employees. The significance of organizational culture can be understood from several perspectives and has been widely recognized in academic research and practical applications (Warrick, 2017).

Firstly, organizational culture provides a sense of identity and purpose for employees. It encompasses shared values, beliefs, and behavioral norms that give members of an organization a common understanding of their roles and responsibilities (Schein, 2017). When employees

align with and internalize the organization's culture, they develop a sense of belonging and identification, which enhances their commitment and motivation to perform at their best (Shahzadetal., 2012).

Furthermore, organizational culture influences employee behavior and decision-making processes. A strong culture that promotes alignment, involvement, and clear expectations among employees leads to higher performance (Hartnell et al., 2016). When employees understand and embrace the values, norms, and goals of the organization, they are more likely to work cohesively and efficiently towards achieving organizational objectives.

Organizational culture also plays a vital role in fostering innovation and creativity within an organization. Cultures that value innovation and risk-taking have been found to correlate with better employee creativity and outcomes (Hofstede, 1997). In such cultures, employees are encouraged to think outside the box, explore new ideas, and take calculated risks. This promotes a sense of psychological safety and empowers employees to innovate, leading to enhanced problem-solving, decision-making, and ultimately, better performance.

Moreover, organizational culture affects employee satisfaction and retention. When the culture of an organization aligns with the values and needs of its employees, it creates a positive work environment that fosters job satisfaction and loyalty (Abdala et al., 2021). Employees who feel valued and supported by the organization are more likely to be engaged, committed, and motivated to perform at their best. This, in turn, reduces turnover rates and increases employee retention, which is crucial for organizational stability and success.

In addition, organizational culture influences the perception of the external stakeholders, including customers, suppliers, and investors. A strong and positive culture can enhance the reputation and image of the organization, attracting and retaining customers, suppliers, and investors (Deal and Kennedy, 1982). This can lead to increased market share, profitability, and long-term sustain ability.

The impact of organizational culture on management processes is profound. Decision-making within an organization is influenced by the prevailing culture, as certain cultures may prioritize consensus and collaboration while others may favor a more authoritative approach. The design of the organizational structure is also shaped by culture, with some cultures emphasizing hierarchy and formal authority, while others focus on flexibility and empowerment. Group behavior is

influenced by cultural norms and expectations, which can either foster collaboration and teamwork or hinder effective cooperation. Work organization, including the distribution of tasks and responsibilities, is influenced by cultural values and norms. Motivation and job satisfaction are also affected by the cultural climate, as employees who align with the values and beliefs of the organization are more likely to be engaged and satisfied in their work. Furthermore, management control mechanisms, such as performance evaluation and reward systems, are influenced by the prevailing culture, as they reflect the organization's priorities and values.(Mullins, 2005)

2.1.2 Key Influences on the Development of organizational Culture

The development of corporate culture is influenced by various factors that shape the values, norms, and behaviors within an organization. Understanding these key influences is crucial for effectively managing and cultivating a desired corporate culture. These are the significant factors that play a vital role in the development of corporate culture.

Leadership and Management: Leadership and management practices have a profound impact on the development of corporate culture. The actions, behaviors, and decisions of top-level executives and managers set the tone and expectations within the organization. Their ability to communicate clear vision, demonstrate desired behaviors, and align their actions with organizational values significantly shapes the culture. Effective leaders and managers who prioritize and model the desired culture can inspire employees to embrace and embody those values.

Organizational Values and Vision:

The values and vision of an organization serve as guiding principles that influence the development of corporate culture. When an organization establishes and communicates a clear set of core values, it creates a framework for decision-making and behavior. These values shape the culture by defining what is important and how employees should interact and conduct themselves. The vision of the organization provides a sense of purpose, aligning employees towards a common goal and shaping their belief in the organization's mission. .(Mullins, L. J. 2016).

Organizational History and Tradition: The history and tradition of an organization play a significant role in shaping its culture. Organizational experiences, successes, failures, and long-standing practices contribute to the development of cultural norms and beliefs. Historical events and milestones can become embedded in the collective memory of the organization, influencing its culture over time. Organizations that have a long-standing history often have deeply rooted cultural elements that may be resistant to change. (Mullins, L. J. 2016).

Industry and External Environment: The industries in which an organization operates and the external environment it faces also influence the development of corporate culture. Different industries have unique characteristics, norms, and expectations that shape organizational culture. For example, a creative industry may emphasize innovation, risk-taking, and flexibility, while a highly regulated industry may prioritize compliance and adherence to rules and procedures. The external environment, including market conditions, customer expectations, and competitive pressures, can also influence the culture as organizations adapt to survive and thrive. (Mullins, L. J. 2016).

Employee Diversity and Composition: The composition and diversity of the workforce impact the development of corporate culture. Employees bring their own values, beliefs, and experiences to the organization, shaping the cultural dynamics. A diverse work force can contribute to a rich and inclusive culture, fostering creativity, different perspectives, and collaboration. However, it also presents challenges in ensuring cultural cohesion and managing potential conflicts. (Mullins, L. J. 2016).

The development of corporate culture is influenced by a variety of factors that shape the values, norms, and behaviors within an organization. Leadership and management practices,

organizational values and vision, organizational history and tradition, the industry and external environment, and employee diversity and composition all play important roles in shaping corporate culture. By understanding and effectively managing these key influences, organizations can cultivate a desired culture that enhances employee engagement, productivity, and overall organizational success.(Mullins, L. J. 2016).

2.1.3 Strong and Weak Organizational Cultures

Organizational culture can vary in strength, with strong cultures exhibiting a profound impact on employee behavior (Martins & Martins, 2003). In a strong culture, core values are firmly held and widely shared among organizational members, fostering a sense of unity and common purpose.

A strong organizational culture signifies a high level of consensus and commitment to shared beliefs, values, and norms. It creates a cohesive work environment where employees are deeply aligned with the organization's values. This alignment fosters a sense of identity and provides clear guidance on expected behaviors. As a result, employees in strong cultures tend to exhibit behaviors that reflect the organization's core values. They make decisions and act in ways that are consistent with the established norms, leading to increased employee commitment, motivation, and engagement.

Conversely, a weak organizational culture indicates a lack of shared beliefs, values, and norms among organizational members (O'Reilly, Chatman, & Caldwell, 1991). In such cultures, there is a low level of consensus, resulting in a fragmented and diverse workforce. Employees may interpret and behave in ways that do not align with the organization's objectives or values. The absence of strong cultural norms and expectations creates ambiguity, contributing to inconsistencies in employee behavior. Without a shared sense of identity or a common set of values, employees may prioritize their individual interests or personal preferences over organizational goals. This lack of cohesion can lead to decreased employee commitment and reduced overall organizational effectiveness.(O'Reilly, Chatman, & Caldwell, 1991).

Strong organizational cultures have a profound influence on shaping employee behavior. When employees have a clear understanding of the organization's values and expectations, they are more likely to exhibit behaviors that align with those values. A strong culture creates a sense of belonging and a shared purpose, fostering employee commitment and dedication to the organization's goals. This alignment also promotes consistency in decision-making processes,

leading to a more coherent and unified approach to problem-solving and achieving objectives.(Martins& Martins, 2003).

On the other hand, weak organizational cultures present challenges in establishing a cohesive work environment. Without a strong shared belief system, employees may have different interpretations and behaviors, resulting in a lack of consistency and direction. This can lead to confusion, decreased employee commitment, and a lack of collective focus on organizational objectives.

The strength of an organizational culture significantly impacts employee behavior. A strong culture, characterized by widely shared beliefs, values, and norms, promotes employee alignment, commitment, and engagement. In contrast, a weak culture, lacking shared beliefs and norms, can lead to inconsistencies and a lack of employee commitment. Understanding the influence of organizational culture on behavior is crucial for organizations to foster a positive and cohesive work environment that drives employee performance and organizational success.

2.1.4 Managing Organizational Culture Change

Change is a never-present and constant reality for organizations, with the pace of change increasing rapidly. Managers are continually confronted with the need to adapt to these changes, which are often described as exponential in nature (John M. et al., 2014). This implies that effective managers cannot view managing change as a peripheral responsibility but must integrate it into their core responsibilities.

In today's organizational landscape, individuals must embrace change and adapt in order to advance their careers, enhance productivity, and fulfill various roles within organizations. The ability to adapt to changing circumstances and acquire new skills has become essential for

professional growth and success. Employees who demonstrate flexibility and adaptability are more likely to stand out and thrive in the face of evolving organizational demands.

Similarly, organizations themselves must foster flexibility, creativity, and responsiveness to remain distinct, maintain market share, and explore new business opportunities, strategies, and avenues for growth. To achieve this, organizations need to establish a culture that embraces change, encourages innovation, and supports continuous improvement. By creating an environment where employees feel empowered to contribute their ideas and experiment with new approaches, organizations can effectively navigate the challenges and uncertainties that come with changing market dynamics.

Managing organizational culture change is a complex process that requires careful planning, communication, and employee engagement. Leaders must establish a compelling vision for change and effectively communicate the reasons and benefits of the change to gain buy-in from employees. Additionally, providing resources and support, fostering learning culture, and promoting open communication channels are crucial for successful culture change initiatives (Cameron, E., & Green, M., 2015).

Change is an inherent and constant reality for organizations, and the pace of change is only increasing. Effective managers recognize that managing change is not a peripheral responsibility but an integral one. Individuals within organizations must embrace change to advance their careers and fulfill their roles, while organizations themselves must foster flexibility and creativity to differentiate themselves and seize new opportunities for growth.

2.1.5 The Impact of Organizational Culture

The organizational effectiveness of a firm can be significantly influenced by the strength of its organizational culture. Depending on the robustness of the culture, it can have a widespread impact throughout the organization. As outlined by DuBrin (2019), there are six significant impacts and implications of organizational culture in relation to competitive advantage and organizational effectiveness.

- **Enhanced Productivity, Quality, and Engagement:** A strong organizational culture that emphasizes productivity and high-quality standards fosters a workforce that is motivated

Engaged, and committed to achieving organizational goals. This leads to increased productivity and improved overall performance.

- **Encouragement of Creativity and Innovation:** An organizational culture that encourages and supports creative thinking and innovation empowers employees to generate new ideas, products, and processes. This fosters a culture of continuous improvement and helps organizations gain a competitive edge.
- **Compatibility in Mergers and Acquisitions:** The compatibility of organizational cultures is a critical factor in the success of mergers and acquisitions. When the cultures of merging entities align and complement each other, it promotes smooth integration and enhances the chances of achieving synergies.
- **Person-Organization Fit:** Finding a strong alignment between an individual's values, beliefs, and personality traits with the organizational culture contributes to job satisfaction, employee engagement, and individual success within the organization.
- **Influence on Leadership Activity:** Organizational culture significantly shapes the attitudes and values of employees at all levels. Leaders play a vital role in creating and maintaining the desired culture, as their actions and behaviors set the tone for the organization and influence employee performance.
- **Emotional and Physical Safety of Workers:** An organizational culture that discourages negative behaviors such as rudeness, incivility, and harassment creates a safe and secure environment for employees. This promotes employee well-being, job satisfaction, and overall organizational effectiveness.

These impacts highlight the importance of organizational culture in driving competitive advantage and organizational effectiveness. By fostering a positive culture that aligns with the organization's goals and values, firms can enhance their performance, attract top talent, and adapt to the dynamic business environment more effectively.

2.1.6 Models of Organizational Culture

Organizational culture, the invisible driving force behind employee behavior and organizational success, has captivated the minds of researchers and practitioners alike. To navigate this complex phenomenon, various models have emerged, offering frameworks to understand, analyze, and

even shape culture within organizations. The prominent scholars exploring organizations culture are as follow:

2.1.6.1 Edgar Schein's Model of Organizational Culture:

Edgar Schein's Three-Level Model stands as a cornerstone in the realm of organizational culture studies. Introduced in his seminal work, *Organizational Culture and Leadership* (1992), this model posits that organizational culture manifests in three distinct layers, offering a nuanced understanding of the forces shaping employee behavior and organizational dynamics.

Level1: Artifacts

The outermost layer comprises readily observable elements, akin to the tip of an iceberg. These artifacts encompass the tangible aspects of an organization that employees and outsiders alike can readily perceive. Think office layout, dress code, technology, language, rituals, and even company logos (Schein, 1992).

Level2: Espoused Values

Moving beneath the surface, we encounter espoused values, which refer to the stated philosophies, goals, and principles that an organization publicly declares as important (Schein, 1992). These values are often articulated in mission statements, official pronouncements, and even informal conversations between employees. However, it's crucial to recognize the potential discrepancy between espoused and enacted values. As Schein (1992) emphasizes, organizations may proclaim certain values without truly embodying them in their daily practices. Observing how employees actually behave and make decisions often reveals the true values guiding their actions, which may differ from the official pronouncements.

Level3: Basic Assumptions

At the core of Schein's model lie the basic assumptions, representing the deeply held, often unconscious beliefs that shape the very foundation of an organization's culture (Schein, 1992). These assumptions are typically taken for granted and rarely articulated explicitly. They encompass fundamental beliefs about human nature, the nature of reality within the organization, and the appropriate ways to relate to one another and the environment.

Uncovering these basic assumptions requires careful observation and analysis of organizational practices, rituals, and decision-making patterns. For instance, an organization that readily

empowers employees and encourages open communication might hold a basic assumption about trust and human potential. Conversely, an organization with rigid hierarchies and strict control mechanisms might be driven by an underlying assumption about the need for external control and order.

Schein's Three-Level Model offers a powerful framework for understanding the complex and multifaceted nature of organizational culture. By recognizing the interplay between artifacts, espoused values, and basic assumptions, organizations can gain deeper insights into their own culture, identify areas for improvement, and navigate cultural change initiatives effectively.

Leaders can utilize the model to assess whether espoused values align with enacted behaviors and address any discrepancies. Human resource professionals can leverage the model to design interventions that reinforce desired cultural values and shape employee behavior. Organizational consultants can employ the model to diagnose cultural issues and guide organizations through cultural transformation processes. Ultimately, Schein's Three-Level Model serves as a valuable tool for both researchers and practitioners seeking to unlock the secrets of organizational culture and harness its power to drive success and thrive in today's dynamic environment.

2.1.6.2 Handy's Four Cultural Types model

In the ever-evolving landscape of organizational dynamics, Charles Handy's Four Cultural Types framework stands as a cornerstone, offering valuable insights into the interplay between power distribution, information control, and the resulting cultural landscape. By analyzing these two key dimensions, Handy (1981) identified four distinct cultural types, each with its own unique characteristics and implications for decision-making, employee behavior, and overall organizational functioning.

- **Club Culture:** Imagine a close-knit group where loyalty, tradition, and shared history holds way. This is the essence of the club culture, characterized by tightly knit power structures and shared control of information (Handy, 1981). Think of a family-owned business where decisions are made collectively, based on trust and established norms, with information readily accessible to all members.
- **Role Culture:** Picture a well-oiled machine with defined roles, hierarchies, and procedures. The role culture, defined by decentralized power distributed across roles and formalized control of information (Handy, 1981), thrives on specialization, expertise, and adherence to

established rules. Imagine a large multinational corporation where employees operate within clearly defined roles, with information flowing through designated channels.

- **Task Culture:** Buckle up for a dynamic environment where expertise reigns supreme and project-based teams take center stage. The task culture, characterized by fluid power structures shifting based on project needs and open control of information relevant to specific tasks (Handy, 1981), prioritizes flexibility, adaptability, and collaboration around specific goals. Think of a consulting firm where teams are formed and disbanded based on project requirements, and information relevant to each task is readily shared within the team.
- **Person Culture:** Picture a landscape where individual autonomy and entrepreneurial spirit flourish. The person culture, defined by individualized power vested in specialists and independent control of personal expertise (Handy, 1981), values individual freedom, initiative, and market-driven approaches. Think of a group of freelance professionals who leverage their unique skills to pursue independent projects, controlling and utilizing their expertise as they see fit.

Handy's framework highlights the inherent tensions between these dimensions. For instance, a club culture might struggle to adapt to rapid change due to its emphasis on tradition, while a task culture could face challenges with employee loyalty due to its focus on project-specific relationships. Recognizing these tensions allows organizations to find appropriate structures and information flow mechanisms to foster cultural effectiveness.

The Four Cultural Types framework finds valuable application in various organizational contexts:

- **Organizational Design:** Choosing the most suitable structure and information systems based on desired culture.
- **Leadership Development:** Equipping leaders to adapt their styles to different cultural contexts.
- **Motivation and Engagement:** Understanding what motivates employees within each cultural type.
- **Change Management:** Facilitating cultural change initiatives effectively by considering existing power dynamics and information flows.

2.1.6.3 Denison's Organizational Culture Model:

Daniel Denison's Organizational Culture Model stands as a prominent framework for understanding and assessing organizational culture, particularly its link to organizational effectiveness. Developed through extensive research and validated by numerous studies (Denison, 1990; Denison et al., 1995), the model focuses on four core dimensions that drive high performance:

- **Mission:** This dimension refers to the organization's clarity of purpose, direction, and strategic goals. A strong mission culture is characterized by shared understanding of the organization's "why" and its ability to inspire employees to contribute to its success (Denison, 1990).
- **Adaptability:** This dimension captures the organization's ability to respond effectively to external changes and internal challenges. A highly adaptable culture fosters flexibility, innovation, and continuous learning, enabling the organization to thrive in dynamic environments (Denison, 1990).
- **Involvement:** This dimension emphasizes employee participation, psychological ownership, and empowerment. A strong involvement culture encourages employee engagement, initiative, and ownership of their work, leading to increased productivity and commitment (Denison, 1990).
- **Consistency:** This dimension focuses on the alignment between the organization's espoused values and its actual practices. A consistent culture ensures that stated values are reflected in decision-making, behaviors, and systems, leading to trust, predictability, and a sense of fairness (Denison, 1990).

These dimensions collectively provide a comprehensive framework for assessing and improving service quality, enabling organizations to meet customer expectations and enhance their overall service experiences. The model further expands on each core dimension with three sub-dimensions, providing a more nuanced understanding of the cultural landscape. For example, mission encompasses strategic clarity, shared vision, and results orientation; adaptability includes customer focus, organizational learning, and change agility (Denison, 1990). This comprehensive framework allows for deeper analysis and targeted interventions to strengthen specific aspects of the culture.

The Denison Model is a valuable framework for understanding and assessing organizational

culture. It focuses on four core dimensions that drive high performance: mission, adaptability, involvement, and consistency. Each dimension has sub-dimensions that provide a more nuanced understanding of the cultural landscape.

The model offers valuable applications in various organizational contexts, such as organizational assessment, strategic alignment, leadership development, change management, and talent management. By implementing the Denison Model, organizations can reap numerous benefits, including enhanced employee engagement and productivity, improved customer satisfaction and loyalty, increased innovation and adaptability to change, and stronger financial performance and competitive advantage.

2.1.6 The Relationship between the Organizational Culture dimension and the Job Performance of Employees

2.1.6.1 Adaptability in Organizational Culture and Its Impact on Employee Performance

Recognized as a pivotal element in organizational strategy development, adaptability plays a vital role in shaping decision-making among key stakeholders (Denison, 2020). The ability to formulate effective strategies hinges on an organization's capacity to make adaptive choices in response to dynamic contextual variables (Cameron & Quinn, 2006). Serving as a driving force behind strategic decisions, the organizational culture of adaptability ensures alignment with the ever-evolving business landscape. The Adaptive Cycle Model (Tushman & O'Reilly, 1996) suggests that thriving organizations in turbulent environments showcase a continual adaptation capacity, underscoring adaptability's importance in strategy development.

Beyond being a mere reaction to change, adaptability embodies shared organizational values that significantly influence the strategic decision-making process (Cameron & Quinn, 2021). Recent studies highlight the role of cultural values in shaping an organization's response to environmental changes (Mowday, 2020). A culture of adaptability fosters an environment where strategic choices are guided by these shared values, contributing to organizational resilience and success in dynamic markets (Denison, 2020).

The impact of adaptability extends to the organizational climate, creating an environment conducive to optimal job performance (Cameron & Quinn, 2011). Recent research within the Competing Values Framework emphasizes the dynamic culture's emphasis on flexibility and

innovation, contributing to appositive organizational climate (Cameron&Quinn,2021). Organizations fostering an adaptable culture provide employees with the psychological safety and support necessary for effective job performance (Edmondson, 2019).

Facilitating employee job performance within an adaptable culture necessitates a commitment to continuous learning (Argote et al., 2020). Recent studies underscore the importance of on going skill development for employees to remain competitive (Bapuji et al., 2018). The organizational culture of adaptability encourages a proactive approach to learning, fostering an environment supportive of continuous skill acquisition and development (Schneider & Barbera, 2017).

An adaptable culture requires a versatile work force that is open to change and tolerant of uncertainty (Ashforth & Mael, 2020). Recent research emphasizes the role of openness to experience in predicting employee adapt ability (Rafferty&Griffin,2021). Employees demonstrating these traits are more likely to navigate and embrace changes within the job environment, contributing to increased efficiency and effectiveness in job performance (Rafferty & Griffin, 2021).

2.1.6.2 Employees Involvement and Employee Job Performance

In the contemporary workplace, the organizational culture of involvement has emerged as a critical aspect influencing employee job performance. The concept of involvement extends beyond mere participation; it encompasses regular engagement in decision-making, goal-setting, planning, and performance monitoring (Macleod&Brady,2008).This intricate connection between organizational culture and employee performance is rooted in the belief that fostering a culture of involvement can lead to remarkable results. Organizations that prioritize a performance-oriented culture view their employees as invaluable assets, treating them with dignity and respect, and according them a higher degree of autonomy (Achua & Lussier,2013).

A high-performance culture is built upon the shared aspiration to exceed expectations, and this aspiration begins with individual employees. According to Achua and Lussier(2013), organizations with such cultures recognize the pivotal role played by employees in achieving remarkable outcomes. This recognition is translated into tangible actions, such as involving employees in decision-making processes, celebrating individual and team achievements, and employing arrange of rewards and penalties to up hold high performance standards. This approach, grounded in the acknowledgment of employees as the organization's number one asset,

sets the stage for appositive and productive work environment.

Enhancing employee job performance is a multifaceted process, and one effective strategy involves actively involving employees in the decision-making processes of the organization. (Manyonyi,2012). While certain decisions may require confidentiality due to their nature, Manyonyi (2012) advocates for a balance that includes decisions affecting employees in the involvement process. This entails seeking their input through consultation and discussions, allowing them to express their views and contribute to the generation of innovative ideas. By actively involving employees indecision-making, organizations can tap into the collective intelligence of their workforce, fostering a sense of ownership among employees.

An organization that embraces a culture of involvement tends to perform well because employees feel a sense of responsibility for the decisions made collectively. This shared responsibility translates into a higher level of commitment and accountability among employees, contributing to improved job performance. The notion of involving employees in decision-making is not only about seeking their opinions but also about creating a workplace where employees are valued contributors to the organization's success.

While certain decisions may require confidentiality, and not every decision can be subject to collective input, striking the right balance is essential. The success of organizational decisions often hinges on the extent to which they are aligned with the perspectives and experiences of those they impact the most - the employees. Failure to consult employees during decision-making processes can lead to a lack of buy-in, resistance, and decreased morale, ultimately affecting job performance negatively.

2.1.6.3 Organizational Culture of consistency and Employee Job Performance

Consistency, in the organizational context, encompasses the extent to which values, beliefs, and standards of behavior are shared among employees (Denison, 1990). It establishes a normative order that serves as a source of consistent behavior within an organization (Achua & Lussier,2013). This consistency is pivotal for the effective functioning of an organization, where shared values contribute to a cohesive and productive work environment.

Highly functioning organizations thrive on the shared values embraced by the majority of their members. The alignment of individual and group behaviors with organizational values is crucial

for maintaining motivation and productivity (Khan, 2015). Notably, overt behaviors consistent with covert values characterize individuals within high-performing organizations (Khan, 2015). This alignment is of paramount importance to managers, as it directly influences the organizational climate and, consequently, job performance.

Senior executives play a key role in setting the cultural tone of an organization. Their actions and decisions articulate the core values that form the overarching culture shared by the majority of the organizational members (Achua & Lussier, 2013). The stories leaders tell, the decisions they make, and the actions they take reveal implicit cultural expectations for followers. The consistency between leaders' behavior and organizational values communicates clear expectations for every member of the organization (Achua & Lussier, 2013). Leaders, as the voice of the organization, must ensure their behavior aligns with organizational values and communicates clear expectations.

Creating a consistent culture involves the deliberate efforts of leaders to be role models and design the physical work environment to reflect desired values (Achua & Lussier, 2013). For instance, a commitment to equality can be reflected in common facilities for all employees without special privileges. An open office layout, with fewer physical barriers, can signify a commitment to open communication. This intentional design of the work environment reinforces the cultural values leaders wish to promote.

Consistency in organizational culture also extends to human resource practices, such as recruitment. Organizations with a high-performance culture maintain consistency in the recruitment processes, hiring individuals who align with the company's values and qualifications (Kotter & Heskett, 2012). This approach ensures that the workforce is comprised of individuals whose values match those of the organization, contributing to a cohesive and consistent culture.

The matching of individual values with organizational culture is crucial for establishing a shared purpose and achieving collective goals (Khan, 2015). Organizations benefit when there is a harmonious alignment between employee values and the organization's values, creating a culture of shared purpose and commitment. This shared purpose, driven by consistent values, cements positive aspects in an organization and contributes to its overall high performance (Gordon, 2008).

In the face of a rapidly changing business environment, organizational cultures that prioritize consistency provide a stable reference point for employees. The challenges presented by dynamic changes, whether imposed externally or necessitated by internal growth, are more manageable within a stable culture. A consistent culture begets a fast-moving, flexible organization capable of navigating mind-bending changes with agility (Gordon, 2008).

Consistency is as an integral element of organizational culture, shapes positive aspects within an organization and contributes to establishing a strong, high-performance culture. The alignment of individual and organizational values, consistent human resource practices, and intentional design of the work environment collectively create a culture that fosters motivation, productivity, and adaptability in the face of change. Organizations that prioritize consistency in their culture are better positioned to navigate the challenges of a dynamic business landscape and foster a resilient and high-performing workforce.

2.1.6.4 Organizational Culture of Mission and Employee Job Performance

The organizational culture of mission revolves around the establishment and communication of a compelling and unifying mission that guides the actions and decisions of all members within the organization. The significance of organizational culture, as emphasized by Achua and Lussier (2013), lies in its uniqueness and the value it provides to an organization. A distinctive corporate culture is challenging to duplicate or imitate, contributing to the establishment and sustenance of a firm's competitive advantage. This uniqueness is particularly crucial for fostering innovation and encouraging high employee job performance.

A central element in cultivating a unique organizational culture is the formulation and communication of a meaningful mission statement and values (Achua & Lussier, 2013). This mission statement goes beyond being a mere proclamation; it serves as a powerful guide for every day actions within the organization. It reflects a set of overarching beliefs that permeate the organization in various symbolic and substantive ways. Such a mission statement creates a foundation for organizational identity and provides employees with a clear direction and purpose in their work.

The role of a mission statement is not limited to a symbolic declaration; it influences the behaviors and performance of employees. Organizations that prioritize innovation often see increased employee job performance because the pursuit of innovation inherently promotes

healthy competition among employees. In such environments, individuals strive to bring out their best, aiming for recognition and rewards.

The terms "creed," "purpose," or "statement of corporate philosophy and values" (Forest & David, 2003) are often used interchangeably with a mission statement. This statement is more than a document; it reflects the values and beliefs of top managers within an organization. Leadership plays a crucial role in defining these values and helping employees understand how their personal values align with and are validated by the organizational values (Achua & Lussier, 2013).

Gordon (2008) asserts that this alignment between personal and corporate values enhances staff engagement, leading to greater fulfillment and motivation among employees. When employees perceive a congruence between their values and the organization's mission, they are more likely to be committed to their work and motivated to contribute their best efforts. Runy (2007) reinforces this perspective by highlighting that high-performing organizations typically have a committed workforce aligned with the mission, vision, and values of the organization, all of which contribute to organizational success.

Achua and Lussier (2013) underscore the role of culture in providing a shared understanding of an organization's identity. The right organizational culture can make employees feel valued and appreciated as participants, fostering self-motivation to take on the challenges of realizing the organization's mission. Moreover, a positive culture can transform the workforce into a source of creativity and innovative solutions, aligning individual efforts with organizational goals.

2.1.6 Employee Job Performance

The concept of employee job performance has been a central theme in organizational literature, reflecting the multifaceted nature of performance evaluation within the workplace. In exploring this topic, various dimensions, key elements, and diverse perspectives have been identified, shedding light on the intricate relationship between individual contributions and organizational success.

Performance, within organizational settings, is commonly defined as the extent to which a member contributes to achieving the goals of the organization (Daft, 2000). This definition extends to employee job performance, emphasizing the ability of employees to efficiently and effectively utilize resources to attain both personal and organizational objectives. Within this context, employee performance is not limited to task completion but encompasses a spectrum of actions, behaviors, and impacts on organizational outcomes.

Becker and Gerhart (1996) provide a comprehensive perspective on employee performance, highlighting the importance of considering individual capabilities, motivation, and the alignment of personal goals with organizational objectives. This holistic approach underscores the complexity of performance evaluation and the need to assess not only the 'what' but also the 'how' of employee contributions.

Several key elements constitute the framework for evaluating employee job performance. Actions and behaviors in the workplace, efficient resource utilization, and the subsequent impact on organizational effectiveness emerge as central components (Daft, 2000). Efficient resource utilization, encompassing time, skills, and efforts, is particularly crucial in gauging the effectiveness of employee contributions.

Armstrong and Baron (2004) introduce the strategic dimension of employee performance, emphasizing the importance of cultivating a high-performance culture within organizations. This perspective positions human resources as a strategic asset, contributing to organizational competitiveness in dynamic environments. It underscores the idea that employee job performance extends beyond individual actions, influencing the overall performance culture of the organization.

Qureshi and Ramay (2006) highlight the universal concern of organizations regarding employee

job performance. Regardless of external factors and conditions, organizations consistently prioritize the evaluation and enhancement of employee performance. This emphasis stems from the recognition of employees as vital assets, with their motivation and performance directly impacting organizational success. (Qureshi and Ramay (2006)

2.2 Empirical literature review

Denison (1990) proposed a model of organizational culture that includes four key dimensions: involvement, consistency, adaptability, and mission. Involvement emphasizes employee participation, empowerment, and a sense of ownership. Consistency refers to the stability and uniformity of organizational processes and policies. Adaptability measures an organization's ability to respond to changes in the external environment, while mission captures the clarity of purpose and strategic direction. Numerous studies have found a positive relationship between these cultural dimensions and employee performance.

For instance, Zain et al. (2009) examined the impact of organizational culture on employee performance in the Malaysian manufacturing sector. They found that involvement, consistency, adaptability, and mission were all significantly correlated with employee performance, with involvement being the strongest predictor.

Similarly, Shahzad et al. (2012) investigated the relationship between organizational culture and employee performance in the Pakistani software industry. Their findings revealed that organizational culture, particularly the dimensions of involvement and consistency, had a significant positive effect on employee performance.

Belias and Koustelios (2014) conducted a review of the literature on the impact of organizational culture on job satisfaction and employee performance. They concluded that a strong organizational culture characterized by clear values, effective communication, and employee empowerment can lead to higher levels of job satisfaction and improved employee performance. Rai and Verma (2023) explored the relationship between quality of work life, fear of COVID-19, job satisfaction, and organizational commitment. Their study highlighted the importance of fostering a positive organizational culture that prioritizes employee well-being and job satisfaction, which in turn can enhance organizational commitment and performance.

Ramlall (2008) emphasized the role of positive organizational behavior in enhancing employee

performance. Positive organizational behavior focuses on developing and leveraging employees' strengths, resilience, and psychological capital to improve performance and well-being. Said et al. (2022) investigated the relationship between organizational culture and employee performance in the utility industry. Their findings underscored the significance of adaptability and consistency in driving employee performance, emphasizing the need for organizations to foster a culture that is responsive to change and maintains standardized processes. Elifneh, Y., & Embilo, T. (2023).

Research on the Development Bank of Ethiopia also found that organizational culture was positively related to employee performance, although the effect was not as strong as other factors like leadership style and remuneration.(Woinshet Taye,2013) The study recommended that the bank focus on strengthening competence indicators of organizational culture to improve individual employee performance. At Ethio telecom, a telecommunications company in Ethiopia, a study found statistically significant positive correlations between employee performance and each of the four Denison model cultural dimensions(Demeke Abebaw,2023).. The results suggested that organizations can improve employee performance by emphasizing involvement, consistency, adaptability, and mission. Involvement had the strongest positive relationship with performance, followed by mission, adaptability, and consistency.

A study of Bank of Abyssinia in Ethiopia used a mixed methods approach to examine the effect of organizational culture perception on employee job performance.(Tinbite Seffiw,2022) The quantitative survey found that organizational culture traits like empowerment, team orientation, capability development, core values, agreement, coordination and integration, creating change, customer focus, and organizational learning all had positive impacts on employee performance. Qualitative interviews with management provided further insights into the bank's culture and its influence on employees. In summary, the research from Ethiopia using the Denison model demonstrates that organizational culture is a key determinant of employee job performance across various industries. Fostering cultural traits like involvement, consistency, adaptability, and a strong organizational mission can lead to improved individual and organizational outcomes. The clan culture type appears to be particularly influential in the Ethiopian context.

This literature review highlights the significance of organizational culture in enhancing employee job performance in different contexts. The studies demonstrate that focusing on the

Denison model dimensions of involvement, consistency, adaptability, and mission can be effective in improving employee performance. For Balezaf Alcohol & Liquors Factory, understanding and implementing these strategies can help create a culture that supports employee performance and contributes to the organization's success.

Research Hypotheses

To provide answers to the research questions the following hypotheses was tested in this research:

H1. Adaptability has a positive effect on employee job performance

H2. Involvement has a significant effect on employee job performance

H3. Consistency culture has a significant and positive effect on employee job performance

H4. Organization mission culture has a significant effect on employee job performance

2.6 Conceptual framework

The independent variables are the four cultural traits in Denison's model of organizational culture:

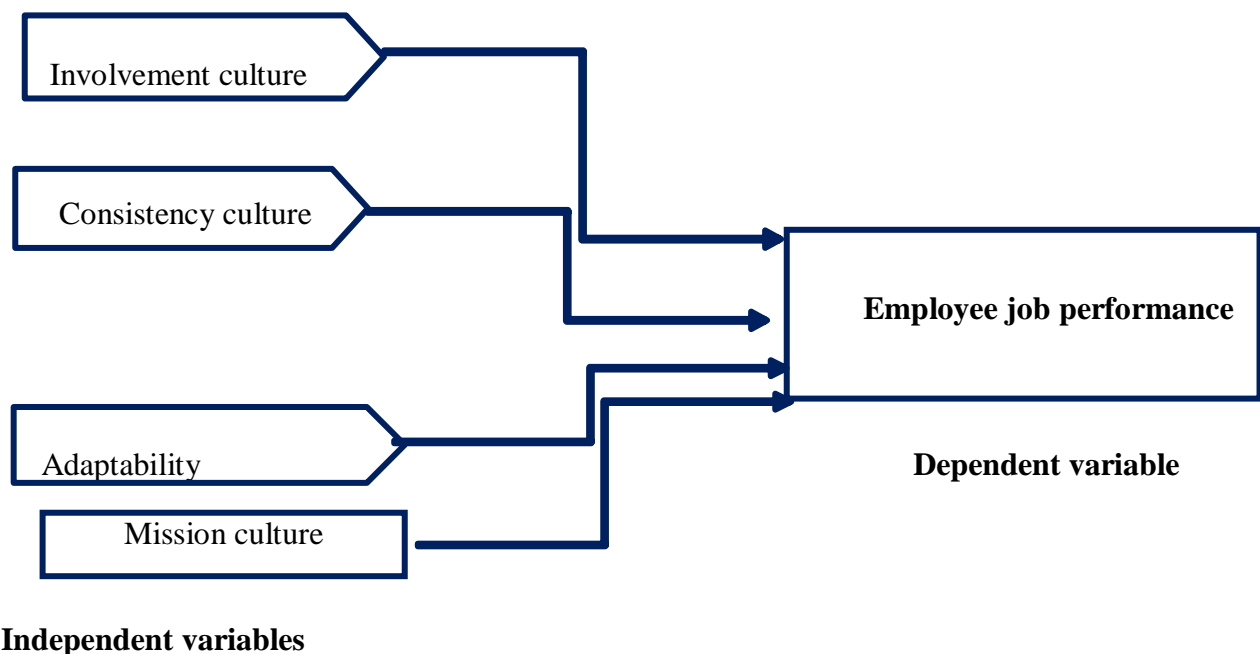


Figure 1 conceptual framework (source: Denison`s organizational culture model)

CHAPTER THREE

RESEARCH METHODOLOGY

The research methodology outlined the systematic approach used to investigate the research problem. It encompassed the overall research design, techniques, and procedures that applied to obtain valid, objective data that addressed the research questions(Kothari, 2004).

This chapter detailed the methodology adopted for examining the impact of organizational culture on employee performance at Balezaf Alcohol and Liquors Factory PLC. It delineated the research design selected, data sources and collection methods, study population and sampling techniques, instruments for measuring variables, and data analysis procedures.

The chapter aimed to provide a comprehensive account of the methodological framework adopted to ensure a rigorous, scientific approach to data collection and analysis. It described the rationale for the chosen methods and techniques to allow assessment of the appropriateness of the methodology for the study. Details had also been provided on the specific measures undertaken to address validity, reliability, and ethical considerations in the research process. This engendered confidence in the credibility and integrity of the methodology.

3.1 Research Approach

This study employed a quantitative-methods research approach to investigate the influence of organizational culture on employee performance at Balezaf Alcohol and Liquors Factory PLC. The quantitative-methods design involved quantitative components to provide a comprehensive understanding of the research problem. The quantitative component focused on assessing the four key dimensions of organizational culture identified in the Denison Organizational Culture Model: adaptability, involvement, consistency, and mission. This had been done through a survey-based approach using a validated organizational culture assessment instrument.

The survey also included measures of employee performance, such as productivity, quality of work, and goal achievement. This allowed the researchers to examine the relationship between the dimensions of organizational culture and employee performance.

3.2 Research Design

For this study, an explanatory research design was utilized to comprehensively understand the organizational culture and its impact on employee performance at Balezaf Alcohol & Liquors Factory, Addis Ababa. This design allowed for the thorough exploration and description of the phenomena under investigation, providing insights into the specific dimensions of organizational culture and their effects on employee job performance.

3.3 Population of the Study

The theoretical population for this study encompassed the entire workforce of Balezaf Alcohol and Liquors Factory PLC. Acknowledging the impracticality and infeasibility of conducting a census, the researcher opted for a sample. According to Emory (1995), the foundational principle of sampling is that by selecting a portion of elements from a population, conclusions can be drawn about the entire population. In this context, an element represented the subject under measurement, serving as the unit of the study. Given the anticipated challenges associated with conducting a complete census, the researcher employed sampling techniques to derive a representative sample that could offer insights applicable to the entire population. To ensure both effective coverage and cost efficiency, the focus was exclusively on selected samples from the pool of permanent employees. At the time, the workforce consisted of 560 permanent employees and over 100 contract employees.

3.4 Sample Size

For the purpose of this study, representative samples have been chosen, aligning with its defined scope. To gather primary data, the questionnaire survey method was employed. According to Roscoe (1975), sample sizes larger than 30 and less than 500 are deemed suitable for most research endeavors. Considering this guideline and the outlined limitations, the statistical sampling formula introduced by Yamane (1967) was applied to facilitate a proportionate sampling approach.

In determining the sample size, the statistical formula by Yamane (1967) was adopted, maintaining a confidence level of 95%. The formula is represented as:

$$n = N / (1 + N(e^2))$$

Where n= sample size

N=population size

e=level of precision

$$\text{Thus, } n = 560 \div [1 + (560 \times (5\%)^2)] = 233$$

In the specific context of Balezaf Alcohol and Liquors Factory PLC, where the total work force comprised of 560 permanent employees and over 100 contract employees, the calculation was performed considering only the permanent employees. The resulting sample size was approximately 233, reflecting the number of employees deemed necessary for the study. This systematic approach ensured a representative and statistically valid sample for the research at Balezaf Alcohol and Liquors Factory PLC.

3.5. Sources of Data

Primary data was collected through the distribution of questionnaires to 233 employees (respondents) at Balezaf Alcohol and Liquors Factory PLC. This encompassed a diverse mix of employees with various responsibilities within the organization. The questionnaire, designed for surveys on organizational culture and employee performance, included Like scale-based questions.

Secondary data was gathered from a variety of sources, including journals, books, the company's official website, and the researcher's observations. These sources contributed additional insights and context to complement the primary data collected through the surveys. The questionnaire served as a valuable tool for systematically assessing organizational culture and employee performance within the specific context of Balezaf Alcohol and Liquors Factory PLC.

3.6 Method of Data Analysis

The method of data analysis involved editing, coding, and tabulation of data into manageable summaries. For ease of analysis, the questionnaires were coded according to each variable of the study to ensure accuracy during the analysis process. The analysis was conducted using the Statistical Package for Social Sciences (SPSS). The computed data was analyzed using descriptive statistics, including frequencies, mean, and percentages. Multiple linear regression analysis was employed to draw inferences between the dependent variable and independent variables. Correlation analysis, specifically Pearson correlation, was used to measure the degree

of association between organizational culture and employees' performance. This systematic approach facilitated a comprehensive understanding of the relationship between the variables under investigation.

3.7. Validity and Reliability

The reliability and validity of the data in the study were ensured through pre-testing the research instrument with a small group of participants before the main survey and using Cronbach's alpha to test the internal consistency of the survey questions. These measures aimed to enhance the accuracy and consistency of the data collected, ensuring that the survey questions effectively measured the intended constructs and provided reliable insights into the organizational culture and its impact on employee performance.

3.8 Ethical Considerations

The study adhered to ethical research practices, including obtaining informed consent from all participants, ensuring confidentiality and anonymity, and securing the storage and handling of data. The research protocol was reviewed and approved by the appropriate institutional review board or ethics committee before the study commences. This comprehensive research design provided a robust and multifaceted approach to investigating the influence of organizational culture on employee performance at Balezaf Alcohol and Liquors Factory PLC. The mixed-methods approach generated both quantitative and qualitative insights, allowing for a deeper understanding of the research problem and the development of actionable recommendations for the organization.

3.9 Reliability test

The reliability test, also known as the alpha coefficient, is a measure of internal consistency or reliability, particularly useful in multiple regression analysis and other statistical techniques. It evaluates how well a set of items or variables measures a single, underlying construct or latent variable, making it valuable in survey or questionnaire data analysis. reliability values range from 0 to 1, with higher values indicating greater internal consistency or reliability. Typically, a value of 0.7 or higher is considered acceptable for most research purposes. reliability can assess the reliability of the independent or predictor variables included in the model. A high reliability

suggests that these variables measure a coherent, underlying construct, enhancing the interpretability and validity of the regression results. However, it is important to note that reliability does not measure the validity of the regression model or the appropriateness of the independent variables. It solely assesses the internal consistency or reliability of the variables used in the analysis.

Table 3.1 Cronbach's alpha test

Reliability Statistics	
Cronbach's Alpha	N of Items
.799	5

$\alpha \geq 0.9$ - Excellent

$0.9 > \alpha \geq 0.8$ - Good

$0.8 > \alpha \geq 0.7$ - Acceptable

$0.7 > \alpha \geq 0.6$ - Questionable

$0.6 > \alpha \geq 0.5$ - Poor

$0.5 > \alpha$ - Unacceptable

Reliability Statistics

Cronbach's Alpha=0.799

N of Item, 5

A Cronbach's alpha of 0.794 falls within the "acceptable" range, which is a good result. This suggests that the set of 5 items is measuring a single, coherent underlying construct reasonably well.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRIETATION

Introduction

This chapter is concerned with the final findings of the study by analyzing, interpreting and presenting gathered data on the effect of cultural organizational on employee job performance at Balzaf Alcohol and Liquor factory. In this chapter, the data collected through quantitative methods was analyzed to address the research objectives, problem statements, and research questions outlined in the methodology section. The quantitative data had been analyzed using regression analysis to determine the strength and direction of the relationships between the organizational culture dimensions and employee performance. This provided empirical evidence on the specific aspects of organizational culture that have the most significant impact on employee performance. The analysis utilized various statistical techniques, including descriptive statistics such as percentages, means, and frequencies, as well as inferential statistics and multiple line a regressions. The data presentation, analysis, and detailed interpretation were based on the information gathered from the questionnaires. Out of 233 questioners 213 where correctly filled and out returned this shows that 92% respondent rate which was made possible respondents significant level of concern. The findings were organized and reported in a systematic manner to provide a comprehensive understanding of the research outcomes.

4.1 Background of Respondents

To comprehensively investigate the relationship between organizational culture and employee performance at Balezaf Alcohol & Liquors Factory, this study gathered data from a diverse sample of the company's workforce. Employees across various departments, job levels, educational backgrounds, tenure, and demographic profiles were surveyed to capture an accurate cross-section of perspectives and experiences. The background information presented includes details on respondents' gender, age, educational qualifications, organizational tenure, and departmental affiliations within the company. These parameters were deliberately captured to facilitate insightful analyses examining how employee perceptions of organizational culture and performance may vary based on personal profiles and organizational roles.

Table 4.1 summary of the background of the respondent's

		Frequency	Percent
Gender	Male	148	69.5%
	Female	65	30.5%
Total		213	
Age	18-24	37	17.4%
	25-34	57	26.8%
	35-44	41	19.2%
	45-54	44	20.7%
	Above 55	34	16%
Total		213	100%
Education qualification	High school	150	70%
	Bachelor degree	28	13%
	Master degree	7	0.03%
	Doctorate degree	0	0 %
	Other	28	13.1%
Total		213	100%
Employment status	Managerial	27	0.13%
	Non-managerial	186	0.87%
Total		213	100%
Job position	Production/Operation	57	26.8%
	Human resource	29	13.6%
	Finance	6	2.8%
	Sales and Marketing	16	7.5%
	Administration	11	5.2%
	Customer service	43	20.2%
	Other	51	23.9
Total		213	100%
Years of experience	Below 1 year	19	8.9%
	1-3	27	12.7%
	4-6	38	17.8%
	7-10	47	22.1%
	More than 10 years	82	38.5%
Total		213	100%

4.2. Descriptive data Analysis

In this section, a brief descriptive data analysis is presented which were results from the questionnaire provided for the respondents. Accordingly, the respondents were guided and assisted in responding to the items in the questionnaire. The following Likert scale approach was listed for the questionnaire: Strongly Disagree (SDA) =1, Disagree (DA) =2, Neutral (N) =3, Agree (A) = 4 and Strongly Agree (SA) =5.

Job performance

Recognized as a pivotal element in organizational strategy development, adaptability plays a vital role in shaping decision-making among key stakeholders (Denison, 2020). The ability to formulate effective strategies hinges on an organization's capacity to make adaptive choices in response to dynamic contextual variables (Cameron & Quinn, 2006). Serving as a driving force behind strategic decisions, the organizational culture of adaptability ensures alignment with the ever-evolving business landscape

Table 4.2 Table for Job performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am able to complete my assigned tasks and responsibilities effectively within the given time lines	213	2	5	3.31	.678
I consentingly meet or exceed the performance standards and goals set for my role	213	2	5	3.52	.615
I demonstrate the necessary skills and knowledge to perform my job duties successfully	213	2	5	3.20	.766
I proactively identify and resolve work relate disuses or problems	213	2	5	3.28	.690
I receive positive feedback on my work performance from my superior manager	213	2	5	3.51	.566
I maintain high quality standards in my work outputs and deliverables	213	2	5	3.07	.807
Job Performance	213	2.73	3.88	3.3153	.25017
Valid N(list wise)	213				

Looking at the individual variables, we can see that the employees generally rate themselves positively on various aspects of job performance. The mean scores for "Able to complete assigned tasks effectively within timelines" (3.31), "Consistently meet or exceed performance standards" (3.52), and "Proactively identify and resolve work issues" (3.20) all fall within the "above average" range, indicating that employees perceive themselves as performing well in these areas.

However, the mean scores for "Demonstrate necessary skills and knowledge" (3.28) and "Maintain high quality work standards" (3.51) are slightly above the average, suggesting that employees may have some room for improvement in these domains. The relatively higher moderate deviations for these two variables (0.766 and 0.807 respectively) also indicate more variability in employee perceptions compared to the other variables.

When considering the composite "Job Performance" variable, the mean score is 3.3153, which falls within the "above average" range. The relatively low standard deviation of 0.2017 suggests that the overall job performance ratings are fairly consistent among the employees surveyed.

These findings indicate that the employees generally perceive themselves as performing their jobs effectively, with some areas, such as demonstrating skills/knowledge and maintaining high quality standards, showing opportunities for improvement. The relatively consistent ratings on the composite "Job Performance" variable suggest that the employees have a positive overall assessment of their job performance within the organization.

These insights can help the organization identify areas to focus on for performance management and development initiatives, ensuring that employees continue to meet or exceed expectations and contribute to the organization's success.

Adaptability

This dimension captures the organization's ability to respond effectively to external changes and internal challenges. A highly adaptable culture fosters flexibility, innovation, and continuous learning, enabling the organization to thrive in dynamic environments (Denison, 1990).

Table 4.3 Table for Adaptability

Descriptive Statistics					
	N	Mean	Minimum	Maximum	Std. Deviation
Balezaf is quick to respond to changes in customer needs and market trends.	213	3.50	2	5	.462
New ideas and technologies are readily accepted and implemented at Balezaf.	213	3.03	2	4	.521
Our organization quickly adapts its processes and systems to meet new demands	213	3.19	2	4	.390
Employees are given the flexibility to adjust their work methods to improve efficiency	213	3.44	2	5	.437
In Balezaf Alcohol & Liquors Factory, improvements related to work are constantly adopted.	213	3.52	2	5	.500
Balezaf Alcohol & Liquors Factory accepts customer recommendations and suggestions as positive feedback.	213	3.00	1	5	.777
Adaptability	213	3.2810	2.63	3.92	.24951
Valid N(list wise)	213				

The results indicate that the organization is generally viewed as adaptable, with a composite "Adaptability" means core of 3.2810, which falls within the "above average" range. This suggests that the employees have a positive perception of the organization's ability to respond to changes in customer needs, market trends, and new demands.

Looking at the individual variables, the organization appears to excel in certain areas of adaptability. For instance, the mean scores for "Balezaf is quick to respond to changes in customer needs and market trends" (3.50) and "Balezaf Alcohol & Liquors Factory accepts customer recommendations and suggestions as positive feedback"(3.44) Employees are given the flexibility to adjust their work methods to improve efficiency.

Similarly, the mean score for " Balezaf Alcohol & Liquors Factory accepts customer recommendations and suggestions as positive feedback." (3.0) suggests that the organization empowers its employees to proactively adapt their work processes, which can contribute to overall organizational adaptability.

However, the mean score for "New ideas and technologies are readily accepted and implemented

at Balezaf" (3.03) is slightly lower, although still within the "above average" range. This may indicate that there is room for improvement in the organization's ability to quickly embrace and implement innovative ideas and technologies.

The relatively low standard deviations across the variables (ranging from 0.215 to 0.658) suggest a fairly consistent perception of Balezaf's adaptability among the respondents, further reinforcing the overall positive assessment.

These findings highlight Balezaf's strengths in adapting to customer needs, incorporating feedback, and empowering employees, while also identifying a potential area for improvement in the adoption of new ideas and technologies. These insights can inform the organization's strategies to enhance its adaptability and responsiveness to the changing market conditions, ultimately strengthening its competitive position.

Involvement

This dimension emphasizes employee participation, psychological ownership, and empowerment. A strong involvement culture encourages employee engagement, initiative, and ownership of their work, leading to increased productivity and commitment (Denison, 1990).

Table 4.4 for Involvement

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Authority is properly delegated in Balezaf Alcohol and Liquors Factory PLC	213	2	5	3.54	.556
The capability of employees in Balezaf Alcohol and Liquors Factory PLC is constantly improving by providing them adequate training	213	2	5	3.21	.556
Employees of Balezaf Alcohol and Liquors Factory PLC have the Sufficient skills to do their jobs, so problems arise only occasionally.	213	2	4	3.00	.663
All the departments in Balezaf Alcohol and Liquors Factory PLC have a high degree of cooperation.	213	2	5	3.28	.690
The culture of Balezaf Alcohol and Liquors Factory PLC provides every employee with the feeling that they are part of a team	213	2	5	3.51	.566
Cooperative team work is a primary building block of Balezaf Alcohol and Liquors Factory PLC.	213	1	5	2.96	.837
Involvement	213	2.60	3.95	3.2490	.27615
Valid N (list wise)	213				

Examining the individual variables, the data reveals some strengths and potential areas for improvement. The mean score for "Authority is properly delegated in Balezaf Alcohol and Liquors Factory PLC" (3.54) indicates that the organization effectively empowers its employees through appropriate delegation of authority, which can contribute to greater involvement and ownership of work.

Similarly, the mean score for "The culture of Balezaf Alcohol and Liquors Factory PLC provide every employee with the feeling that they are part of a team"(3.51) suggests that the organizational culture promotes a sense of belonging and teamwork among the employees. The mean scores for "The capability of employees in Balezaf Alcohol and Liquors Factory PLC is

constantly improving by providing them adequate training" (3.51).

However "Employees of Balezaf Alcohol and Liquors Factory PLC have the sufficient skills to do their jobs, so problems arise only occasionally" (3.0) is relatively lower, indicating that there may be opportunities to enhance employee training and skills development to further improve involvement and problem-solving capabilities.

Additionally, the mean score for "Cooperative teamwork is a primary building block of Balezaf Alcohol and Liquors Factory PLC" (2.96) is also slightly below the overall "Involvement" mean, suggesting that there is room for improvement in fostering a stronger culture of cooperative team work within the organization.

The relatively low standard deviations across the variables (ranging from 0.566 to 0.837) indicate a consistent perception of employee involvement among the respondents, further supporting the overall positive assessment.

The composite "Involvement" mean score is 3.2490, which falls within the "above average" range, suggesting that the organization generally fosters a positive environment of employee engagement and collaborative team work.

These findings highlight the organization's strengths in delegating authority and promoting a sense of team belonging, while also identifying areas for potential improvement, such as enhancing employee training, skills development, and fostering a more collaborative team work culture. Addressing these areas can help Balezaf Alcohol and Liquors Factory PLC further strengthen employee involvement and engagement, ultimately improving organizational performance and effectiveness.

Consistency

Consistency: One of the four dimensions of organizational culture proposed by Zain (2009) referring to stable, standardized and uniform organizational processes and policies. Consistency provides predictability and structure.

Table 4.5 Table for Consistency

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The organization has well-defined and standardized processes for key activities (e.g. production, quality control, customer service).	213	2	5	3.30	.562
Policies and procedures are consistently applied across all departments and employees	213	2	5	3.51	.531
There is a high level of coordination and integration between different functional areas of the organization.	213	2	5	3.20	.728
The organization maintains clear and consistent communication of its expectations, rules, and regulations to all employees.	213	2	5	3.28	.690
Employees are provided with clear and consistent guidance on how to perform their job responsibilities.	213	2	5	3.52	.500
The organization has a stable and predictable work environment, with minimal disruptions or changes to established processes.	213	1	5	3.07	.756
Consistency	213	2.53	4.01	3.3143	.28178
Valid N (list wise)	213				

Examining the individual variables, the data reveals several areas of strength. The organization has well-defined and standardized processes for key activities (e.g., production, quality control, customer service), (3.33) The mean scores for ", "Policies and procedures are consistently applied across all departments and employees"(3.51), "Employees are provided with clear and consistent guidance on how to perform their job responsibilities" (3.52)."The organization has a stable and predictable work environment, with minimal disruptions or changes to established processes"(3.07) are all relatively high, indicating that the organization has well-established and consistently applied processes, policies, and work environment.

However, the mean score for "There is a high level of coordination and integration between different functional areas of the organization"(2.92) is lower compared to the other variables,

suggesting that there may be opportunities for improvement in cross-functional collaboration and integration within the organization.

The organization has well-defined and standardized processes for key activities (e.g., production, quality control, customer service)" (3.28).

The organization has a stable and predictable work environment, with minimal disruptions or changes to established processes"(3.07) is also slightly lower than the other high-scoring variables, indicating that there may be room for enhancement in the clarity and consistency of communication to all employees. The relatively low standard deviations across the variables (ranging from 0.531 to 0.756) suggest a consistent perception of organizational consistency among the respondents, further reinforcing the overall positive assessment.

The composite "Consistency" mean score is 3.3143, which falls within the "above average" range, suggesting that the organization is generally viewed as having a high degree of consistency in its operations.

These findings highlight Balezaf Alcohol and Liquors Factory PLC's strengths in maintaining well-defined and standardized processes, consistently applied policies, and a stable work environment. However, the data also points to potential areas for improvement, such as enhancing cross-functional coordination and communication of expectations and regulations to all employees. Addressing these are as can help the organization further strengthen its organizational consistency, which can contribute to improved efficiency, reliability, and overall performance.

Mission:

This dimension refers to the organization's clarity of purpose, direction, and strategic goals. A strong mission culture is characterized by shared understanding of the organization's "why" and its ability to inspire employees to contribute to its success (Denison,1990).

Table 4.6 Table for mission

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am clear about Balezaf's goals and strategic objectives	213	2	5	3.53	.485
The company mission inspires me to do my best work.	213	2	5	3.59	.531
Achieving our mission is a top priority in my daily work.	213	1	5	3.14	.660
I understand how my work contributes to the company mission.	213	1	5	3.25	.613
I feel proud to work for a company with this mission.	213	2	5	3.51	.566
The organization's mission aligns with my personal values and beliefs	213	1	5	2.98	.815
Mission	213	2.68	3.97	3.3324	.22865
Valid N (list wise)	213				

The mean scores for clarity about the company's goals (3.53), inspiration from the company's mission (3.59), understanding of how individual work contributes to the mission(3.51), and pride in the company's mission (3.51) are all moderately high, indicating generally positive feelings among employees in these areas. However, achieving the mission as a top priority in daily work has a lower mean score of 3.14,suggesting some room for improvement in integrating the mission into everyday tasks.

The alignment of the organization's mission with personal values and beliefs scored a mean of 2.98, which is slightly below the midpoint, indicating that this aspect might be less strongly felt among employees compared to other aspects of the mission. The overall mean for the Mission construct is 3.3324, with a relatively low standard deviation (0.22865), suggesting a general consensus among employees about the company's mission-related aspects.

The standard deviations for individual items range from 0.485 to 0.815, indicating varying degrees of agreement among employees. The highest standard deviation is for the alignment of the organization's mission with personal values and beliefs, suggesting more diverse opinions on this topic.

In summary, while employees generally have a positive perception of the mission-related aspects of Balezaf, there are areas such as making the mission a top priority in daily work and ensuring the mission aligns with personal values that could benefit from targeted improvements. Strengthening these areas could enhance overall employee alignment with the company's mission and objectives.

4.3 Correlation analysis

The study employed bivariate Pearson correlation analysis to examine the relationship between the dependent variable (employee performance) and the independent variables. According to Robert (2008), Pearson correlation coefficients can range from -1 to +1, where 0 indicates no relationship, -1.00 indicates a perfect negative relationship, and +1.00 indicates a perfect positive relationship. The study relied on Pallant's (2010) guidelines to interpret the strength of the correlations, where values less than 0.1 indicate a weak correlation, 0.1 to 0.29 indicate a small correlation, 0.3 to 0.49 indicate a medium/moderate correlation, and 0.50 to 1.00 indicate a large correlation. The co-relation analysis is performed between adaptability, involvement, consistency, mission and performance

Table 4.7 Correlation analysis

		Correlations				
		Adaptability	Involvement	Consistency	Mission	Job Performance
Adaptability	Pearson Correlation	1	.389**	.421**	.434**	.349**
	Sig.(2-tailed)		<.001	<.001	<.001	<.001
	N	213	213	213	213	213
Involvement	Pearson Correlation	.389**	1	.540**	.419**	.647**
	Sig.(2-tailed)	<.001		<.001	<.001	<.001
	N	213	213	213	213	213
Consistency	Pearson Correlation	.421**	.540**	1	.314**	.502**
	Sig.(2-tailed)	<.001	<.001		<.001	<.001
	N	213	213	213	213	213
Mission	Pearson Correlation	.434**	.419**	.314**	1	.398**
	Sig.(2-tailed)	<.001	<.001	<.001		<.001
	N	213	213	213	213	213
Job Performances	Pearson Correlation	.349**	.647**	.502**	.398**	1
	Sig.(2-tailed)	<.001	<.001	<.001	<.001	
	N	213	213	213	213	213
**.Correlation is significant at the 0.01 level(2-tailed).						

Let's analyze and explain the key findings:

Adaptability:

Adaptability has a significant positive correlation with Involvement ($r = 0.389$, $p < 0.001$), Consistency ($r = 0.421$, $p < 0.001$), and Mission ($r = 0.434$, $p < 0.001$). This suggests that as an individual's adaptability increases, their level of involvement, consistency, and alignment with the organization's mission also tend to increase. Adaptability also has a significant positive correlation with Job Performance ($r = 0.349$, $p < 0.001$), indicating that individuals with higher adaptability tend to exhibit better job performance.

Involvement:

Involvement has a strong positive correlation with Consistency ($r = 0.540$, $p < 0.001$) and Job Performance ($r = 0.647$, $p < 0.001$). This implies that individuals who are more involved in their work tend to exhibit higher levels of consistency and better job performance. Involvement also has a positive correlation with Mission ($r = 0.419$, $p < 0.001$), suggesting that individuals who

are more involved in their work tend to have a stronger alignment with the organization's mission.

Consistency:

Consistency has a significant positive correlation with Mission ($r = 0.314$, $p < 0.001$) and Job Performance ($r = 0.502$, $p < 0.001$). This indicates that individuals who exhibit higher levels of consistency in their work tend to have a stronger alignment with the organization's mission and demonstrate better job performance.

Mission:

Mission has a significant positive correlation with Job Performance ($r = 0.398$, $p < 0.001$), suggesting that individuals who have a stronger alignment with the organization's mission tend to exhibit better job performance.

Overall, the correlation table reveals several important relationships among the variables:

Adaptability, Involvement, Consistency, and Mission are all positively correlated with each other, indicating that these organizational characteristics are interconnected. Adaptability, Involvement, Consistency, and Mission are all positively correlated with Job Performance, suggesting that these organizational characteristics contribute to improved job performance. The strongest correlations are observed between Involvement and Job Performance ($r = 0.647$), and between Involvement and Consistency ($r = 0.540$), highlighting the importance of employee involvement and consistency in driving organizational performance. These findings provide valuable insights for organizations to understand the relationships between these key organizational characteristics and their impact on employee job performance.

4.4 Regression Analysis

Multiple linear regression analysis is a constructive statistical technique that can be used to analyze the association between variables. With this general principle this particular study tried to employ linear multiple regressions to analyze the effect of working culture on employees' performance. The researcher conducted the four assumption that have to be fulfilled before testing multiple linear regression which otherwise be impossible to run the regression. The tests for the four assumptions of multiple regressions are presented below:

Multi-collinearity Test

According to Gujarati(2003), multi-collinearity tests help to identify the high correlation between explanatory variables and to avoid the double effect of the independent variable from the model. The predictor variable should be strongly related to the dependent variable. Variance inflation factor and tolerance test were used to check Multi co-linearity for variables if the value of VIF is less than 10 there is no Multi-collinearity and on the other way and if VIF is greater than or equal to 10 there is a serious Multi co linearity problem. In addition, tolerance is an indicator of how much of the variability of the independent variable is not explained by the other independent variable in the model and is calculated using the formula $1-R^2$ for each variable.

VIF= variance influence factor. The variance influence factor for all the dependent variables is below 10 and it deduces that there is no multi-correlation between the independent variables.

Table 4.8 Multi collinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Adaptability	.713	1.403
	Involvement	.631	1.584
	Consistency	.656	1.525
	Mission	.738	1.356

Collinearity Statistics:

Tolerance:

Tolerance values range from 0 to 1, with values closer to 1 indicating lower levels of multi collinearity. The Tolerance values for Adaptability, Involvement, Consistency, and Mission are all above 0.6, suggesting that there is no major multi collinearity concern among these variables.

Variance Inflation Factor (VIF):

VIF is the inverse of the Tolerance value, and it measures the degree of multi collinearity among the independent variables. VIF values less than 5 are generally considered acceptable, indicating low levels of multi collinearity. The VIF values for Adaptability, Involvement, Consistency, and Mission are all below 2, which is well within the acceptable range. This further confirms that there is no significant multi collinearity among these variables.

The Collinearity Statistics provided in the table suggest that the independent variables (Adaptability, Involvement, Consistency, and Mission) in the regression model do not exhibit high levels of multi collinearity. Specifically:

Adaptability:

The Tolerance value of 0.713 and the VIF of 1.403 indicate that Adaptability has a relatively low level of multi collinearity with the other independent variables.

Involvement:

The Tolerance value of 0.631 and the VIF of 1.584 suggest that Involvement has a slightly higher level of multi collinearity compared to Adaptability, but still within the acceptable range.

Consistency:

The Tolerance value of 0.656 and the VIF of 1.525 indicate that Consistency has a moderate level of multi collinearity with the other variables.

Mission:

The Tolerance value of 0.738 and the VIF of 1.356 suggest that Mission has the lowest level of multi collinearity among the independent variables.

Overall, the Collinearity Statistics demonstrate that the independent variables in the regression model are not highly correlated with each other, which is a desirable characteristic for reliable and stable regression analysis. The low levels of multi collinearity among the variables suggest that the model can accurately estimate the individual effects of each independent variable on the dependent variable (e.g., job performance) without the confounding influence of excessive multi collinearity

Normality

Normality assumption is around the mean of the residuals is zero and used to determine whether a data set is well modeled by a normal distribution or not and also to indicate whether underlying random variable is to be normally distributed (Gujarati,2009).

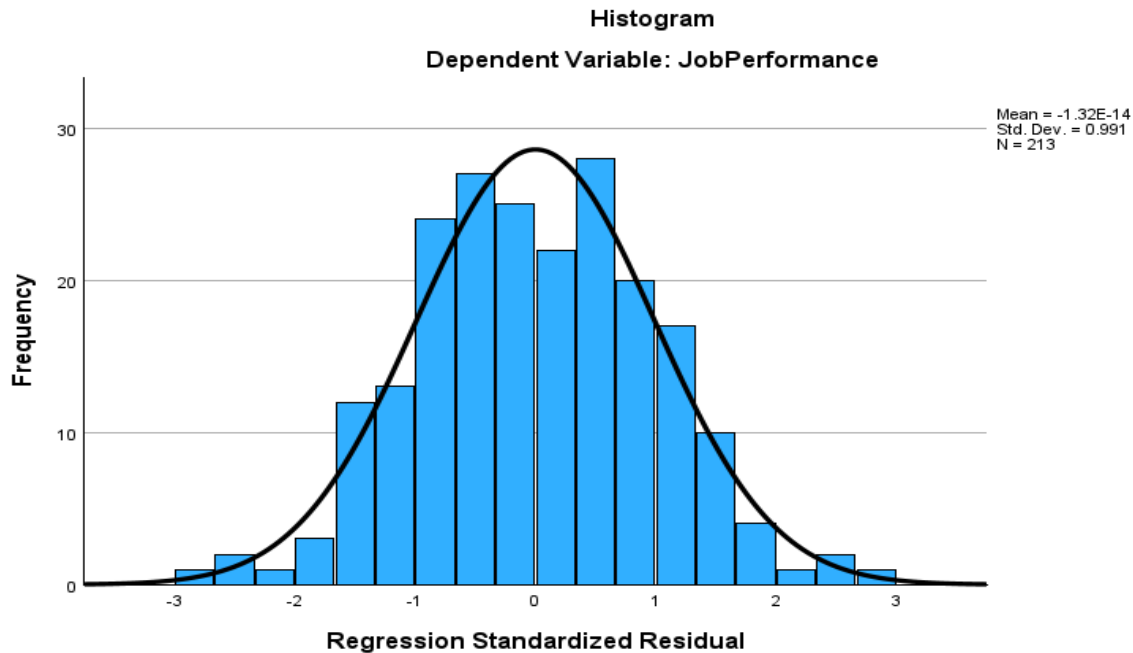


Figure 2 Normalityplot for job performance

Overall, the histogram suggests that the regression standardized residuals for the Job Performance variable are approximately normally distributed, with a mean close to zero and a moderate level of variability. This supports the statistical assumptions underlying the regression analysis and indicates that the model is well-specified.

Linearity test

Linearity is used to check whether all the regression estimates including regression coefficients, standard errors, and statistical significance tests are biased (Keith, 2006). There is no linearity problem with the data for this study residual follows at straight line.



Heteroscedasticity test

Heteroscedasticity is the equality or violation of the residuals for every set of values for independent variable.

So, the research assumes that errors are spread out constantly between the variables.

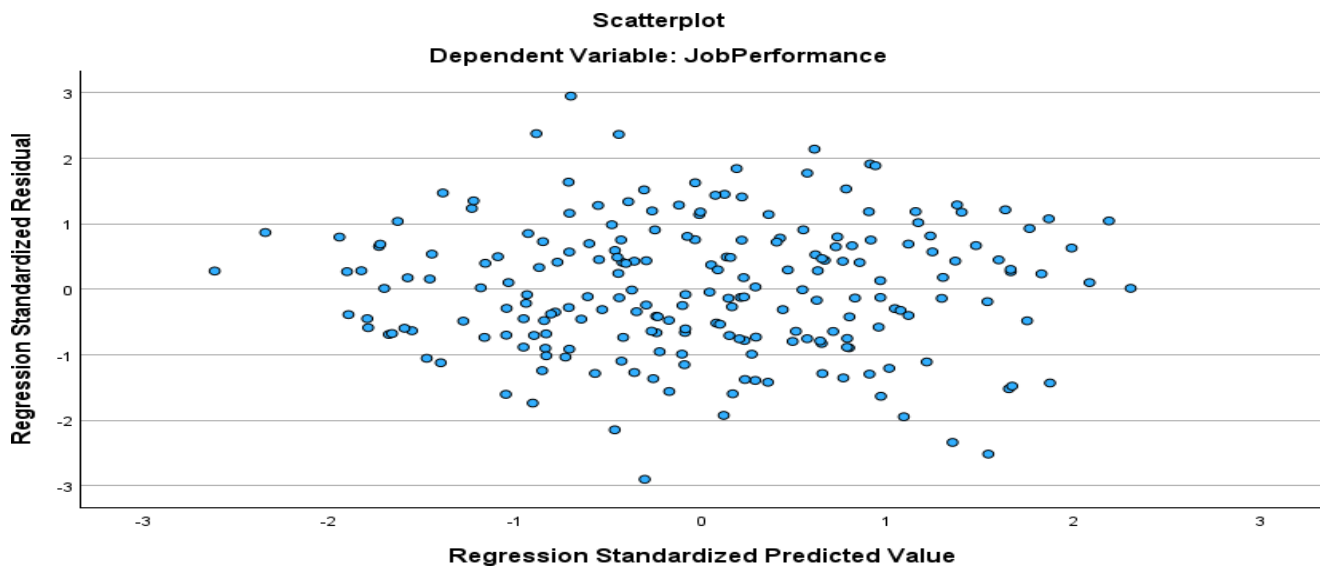


Figure 3 Heteroscedastic plot for job performance

The scatter plot shows a relatively normal distribution of the data points. While the points appear scattered, they generally follow a pattern clustered around the regression line, indicating a moderately strong linear relationship between the regression standardized predicted values and the dependent variable, job performance.

4.6 Regression Analysis Results

Through a correlation analysis it is identified that there is a significant relationship between the variables. To what extent the variance in the dependent variables will be explained by the independent variable is discussed here.

Model summary

Table 4.9 table for model summary

Model Summary ^b						
Mo	R	R	Adjusted	Std. Error	Change Statistics	

del		Square	R Square	of the Estimate	R Square Change	F Chang e	df1	df2	Sig. F Change	
1	.683 ^a	.467	.457	.18442	.467	45.527	4	208	<.001	
a. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement										
b. Dependent Variable: Job Performance										

Multiple R (R):The multiple correlation coefficient (R) is 0.683, indicating a strong positive correlation between the independent variables (Adaptability, Involvement, Consistency, and Mission) and the dependent variable (Job Performance).

R-Square (R²):The R-Square value is 0.467, which means the model explains 46.7% of the variance in the dependent variable (Job Performance).

Adjusted R-Square: The Adjusted R-Square is 0.457, which is slightly lower than the R-Square. This suggests that the model may have slightly over fitted the data, but the difference is small.

Standard Error of the Estimate: The standard error of the estimate is 0.18442, which represents the average amount that the observed values vary from the predicted values.

The R-Square Change: is 0.467, indicating that the addition of the four independent variables to the model resulted in a 46.7% increase in the explained variance of Job Performance.

The F-Change statistic is 45.527, which is statistically significant ($p < 0.001$), meaning the addition of the independent variables significantly improved the model's ability to predict Job Performance.

In summary, the Model Summary table indicates that the regression model, with Adaptability, Involvement, Consistency, and Mission as the independent variables, has a strong overall fit and explains a substantial portion (46.7%) of the variance in Job Performance. The model appears to be well-specified, with no major issues related to autocorrelation

ANOVA analysis

Table 4.10 ANOVA table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.194	4	1.548	45.527	<.001 ^b
	Residual	7.074	208	.034		
	Total	13.268	212			
a. Dependent Variable: Job Performance						
b. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement						

Sum of Squares: The Regression sum of squares is 6.194, representing the amount of variation in the dependent variable (Job Performance) explained by the regression model.

The Residual sum of squares: is 7.074, representing the amount of variation in the dependent variable that is not explained by the regression model.

The Total sum of squares: is 13.268, which is the total variation in the dependent variable.

Degrees of Freedom (df):The Regression has 4 degrees of freedom, corresponding to the number of independent variables in the model.

The Residual: has 208 degrees of freedom, which is the number of observations minus the number of independent variables. The Total has 212 degrees of freedom, which is the number of observations minus 1.

Mean Square: The Regression Mean Square is 1.548, which is the Regression Sum of Squares divided by the Regression Degrees of Freedom.

The Residual Mean Square is 0.034: which is the Residual Sum of Squares divided by the Residual Degrees of Freedom.

F-statistic: The F-statistic is 45.527, which is the Regression Mean Square divided by the Residual Mean Square.

The p-value: associated with the F-statistic is <.001, indicating that the regression model as a whole is statistically significant at the 0.001 level.

In summary, the ANOVA table shows that the regression model, with Adaptability, Involvement, Consistency, and Mission as the independent variables, is statistically significant in explaining the variation in the dependent variable, Job Performance. The high F-statistic and low p-value

(<.001) suggest that the model has a good overall fit and can be considered a reliable predictor of Job Performance

Table 4.11 Table of coefficients

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.791	.221		3.574	<.001		
	Adaptability	.027	.060	.027	.449	.654	.713	1.403
	Involvement	.436	.058	.481	7.546	<.001	.631	1.584
	Consistency	.171	.056	.192	3.073	.002	.656	1.525
	Mission	.137	.065	.125	2.117	.035	.738	1.356
Dependent Variable: Job Performance								

Unstandardized Coefficients (B):

The unstandardized coefficient for Involvement is 0.436, which means that a one-unit increase in Involvement is associated with a 0.436 increase in Job Performance, holding the other variables constant.

The unstandardized coefficient for Consistency is 0.171, indicating that a one-unit increase in Consistency is associated with a 0.171 increase in Job Performance, holding the other variables constant.

The unstandardized coefficient for Mission is 0.137, suggesting that a one-unit increase in Mission is associated with a 0.137 increase in Job Performance, holding the other variables constant.

The unstandardized coefficient for Adaptability is 0.027, which means that a one-unit increase in Adaptability is associated with a 0.027 increase in Job Performance, holding the other variables constant.

Standardized Coefficients (Beta):

The standardized coefficient for Involvement is 0.481, indicating that it has the strongest unique contribution to explaining Job Performance among the predictors. The standardized coefficients for Consistency (0.192) and Mission (0.125) also suggest they make significant unique contributions to the model. The standardized coefficient for Adaptability (0.027) is the lowest, suggesting it has the weakest unique contribution to explaining Job Performance.

Statistical Significance:

The **p-values for Involvement, Consistency, and Mission** are all less than 0.05, indicating that these predictors are statistically significant at the 95% confidence level.

The **p-value for Adaptability** is 0.654, which is greater than 0.05, suggesting that Adaptability is not statistically significant in predicting Job Performance when the other variables are included in the model.

The result obtained from the linear regression is presented below:

$$Y = \{ (a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + b_nx_n) \}$$

Y=Jobs performance

a=constant

X1=Involvement

X2=Consistency

X3=Mission

X4=Adaptability

X5=Empathy

$$Y = 0.791 + 0.436 * (\text{Involvement}) + 0.171 * (\text{Consistency}) + 0.137 * (\text{Mission})$$

4.7 Discussion

The findings of this study suggest that cultural organizational has a significant impact on employee job performance at Balzaf Alcohol and Liquor factory. The data shows that the company is generally adaptable and provides adequate training and opportunities for skill development, which are important factors in employee job performance. However, there is some variability in the responses, with some respondents indicating that the company could improve in certain areas.

The adaptability dimension is particularly important in this study, as it captures the organization's ability to respond effectively to external changes and internal challenges. The data shows that the respondents generally agree that the company is adaptable. This suggests that the company is able to respond quickly to changes in the market and customer needs, which is important for maintaining a competitive edge. The company is generally adaptable, quickly responding to changes in customer needs and readily implementing new ideas. However, there are areas for improvement in constantly adopting work-related improvements and accepting customer recommendations

The involvement dimension is also important in this study, as it emphasizes employee participation, psychological ownership, and empowerment. The data shows that the respondents generally agree that the company provides adequate training and opportunities for skill development. This suggests that the company is committed to the development and growth of its employees, which is important for maintaining a high level of employee job performance. Involvement: While employees feel a strong sense of team work and being part of the organization, there are issues with adequately delegating authority and providing sufficient training to improve employee skills.

The consistency dimension is also important in this study, as it refers to stable, standardized, and uniform organizational processes and policies. The data shows that the respondents generally agree that the company has well-defined and standardized processes for key activities. This suggests that the company has a clear and consistent approach to its operations, which is important for maintaining a high level of employee job performance. The company has well-defined processes, clear communication of expectations, and provides guidance to employees. However, there is variability in how consistently policies are applied across departments.

The overall mean for all mission-related statements indicates that employees, on average, have a positive view of the company's mission and how it integrates with their work. The relatively lower overall standard deviation compared to individual items suggests that, while there are differences in perceptions, these are somewhat less pronounced when considering the overall mission alignment. The difference in standard deviation suggests that there is gap in the way the company allows the workers actively engage in the company's mission and needs a way to improve the open communication between the company and the workers.

The correlation analysis suggests that there is a significant positive correlation between employee performance and adaptability involvement, consistency as well as between employee performance and mission. This suggests that the company's ability to adapt to changes and its commitment to employee development and growth are important factors in employee job performance.

The regression analysis provides a nuanced understanding of how different factors influence the dependent variable. Involvement emerges as the most influential positive factor, suggesting that fostering a culture of involvement within the organization can lead to substantial improvements in performance or satisfaction. Although adaptability has acceptance among the worker it clearly suggests that needs a lot of improvement from the company's side for adaptability to have a positive impact in the case of Balzaf factory. Consistency and Mission are also important, contributing positively to the dependent variable. Overall, this analysis highlights the importance of balancing different organizational attributes to optimize performance and employee satisfaction.

The findings of this study suggest that cultural organizational has a significant impact on employee job performance at Balzaf Alcohol and Liquor factory. The data shows that the company is generally mission oriented and provides adequate training and opportunities for skill development, which are important factors in employee job performance.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

Adaptability in Organizational Culture and Its Impact on Employee Performance:

The study found that adaptability in the organization's culture had a positive and significant impact on employee job performance. Organizations that are able to quickly adapt to changes, new challenges, and emerging opportunities tend to foster higher levels of employee performance. A culture that encourages flexibility, innovation, and responsiveness enables employees to be more productive and effective in their roles.

Organizational Culture of Involvement and Employee Job Performance:

The level of employee involvement in decision-making, problem-solving, and other key organizational processes was also found to be positively and significantly correlated with employee job performance. When employees feel empowered to participate in important decisions and have a voice in the organization, it leads to greater commitment, motivation, and ultimately, better job performance. A culture of involvement fosters a sense of ownership and accountability among employees.

Consistency in Organizational Culture and Its Influence on Employee Performance:

Consistency in the organization's policies, procedures, and core values was shown to have a positive influence on employee job performance. Clear and stable organizational systems, processes, and expectations enable employees to work more efficiently and effectively. A culture of consistency provides the necessary structure and stability for employees to focus on their tasks and responsibilities.

The effect of Organizational Mission on Employee Job Performance:

The organization's mission and the clarity of its strategic objectives were found to be positively related to employee job performance. When employees have a clear understanding of the organization's purpose, goals, and direction, it helps guide their efforts and aligns their individual contributions towards common objectives. A compelling organizational mission that is well-

communicated can motivate and inspire employees to perform at a higher level.

Overall, the study concluded that the four cultural dimensions of the Denison model - adaptability, involvement, consistency, and mission - all have a significant impact on shaping employee job performance within the Balezaf Alcohol & Liquors Factory. Strengthening these aspects of the organizational culture can lead to improved employee outcomes in terms of productivity, efficiency, and overall effectiveness.

5.2 Conclusion

The regression analysis provides valuable insights in to the key factors that influence the dependent variable performance. The results highlight that a combination of organizational and employee-centric factors play a significant role in determining the desired outcome.

On the positive side, the analysis indicates that higher levels of Consistency, Mission, and Involvement are associated with higher values of Performance. This suggests that organizations should focus on fostering a consistent and aligned work environment, strengthening the perception of the organization's mission, and cultivating empathetic leadership and interpersonal dynamics among employees.

By understanding these relationships, the organization can prioritize and manage the key drivers to optimize the desired outcome. This may involve targeted interventions to enhance the positive factors and address the negative ones, such as training and development programs, process improvements, and strategic decision-making.

Ultimately, the regression analysis provides a comprehensive framework for the organization to make data-driven decisions, allocate resources effectively, and continuously monitor and improve its performance. By leveraging these insights, the organization can position itself for long-term success and sustainable growth.

5.3 Recommendation

Based on the detailed analysis presented in Chapter 4 of the report on the effect of cultural organizational factors on employee job performance at Balzaf Alcohol and Liquor factory, the following recommendations can be made to address the identified issues and improve organizational outcomes:

Adaptability:

Although the workers are thinking the adaptability increase performance the company really need to work on so that it can influence it positively. Enhance customer feedback mechanisms by developing a structured process for gathering, evaluating, and implementing customer suggestions. Strengthen internal communication channels to ensure feedback is effectively communicated and acted upon. Promote a culture of openness and continuous improvement to foster adaptability and responsiveness to changes in customer needs and market trends.

Involvement:

The company also needs to work on its involvement policy. Improve the delegation of authority within the organization to empower employees and enhance decision-making processes. Develop targeted training programs to address skill gaps and improve employee capabilities. Foster a stronger sense of team work and cooperation among departments to enhance overall organizational performance.

Consistency:

Ensure that policies and procedures are consistently applied across all departments and employees.

Enhance coordination and integration between different functional areas of the organization.

Maintain clear and consistent communication of expectations, rules, and regulations to all employees to provide a stable and predictable work environment.

Mission Alignment:

Implement training programs focused on enhancing empathy, active listening, and customer-centric approaches to improve understanding of customer needs among managers. Ensure that

employees understand how their work contributes to the company's mission to enhance alignment and motivation. Foster a sense of pride among employees in working for a company with a clear and inspiring mission.

Overall:

Regularly monitor and evaluate organizational processes to ensure continuous improvement and alignment with company goals.

Provide continuous training for employees to enhance skills and adaptability.

Strengthen internal communication channels to promote a culture of openness, collaboration, and continuous learning.

By implementing these recommendations, Balzaf Alcohol and Liquor factory can enhance employee job performance, customer satisfaction, and overall organizational effectiveness.

5.4 Implication for future study

While this study provides valuable insights into relationship between organizational culture and employee job performance at Balezaf Alcohol and Liquors factory, some limitations should be acknowledged:

5.4.1 Cross-Sectional Design

The study uses a cross-sectional design, which captures data at a single point in time.

Longitudinal studies that track changes in organizational culture and employee job performance over time could provide deeper insights into the dynamics of these relationships.

5.4.2 Exploring Other Factors

Future research could explore other factors that influence Job performance and from the dimensions adaptability for job performance needs further research to provide more nuanced understanding of their impact. By examining additional factors, future studies can gain a more comprehensive understanding of the drivers of job performance and develop more effective organizational culture. Exploring the interplay between different factors will also help identify relationship between organizational culture.

Reference

- Abate,G.(2021). Effect Of Organizational Culture on Employee Performance: (A Case Study Of Development Bank Of Ethiopia) (Doctoral Dissertation, St.Mary's University).
- Abdala, E.C., Morais, G.G. and Rebelatto, D. N. (2021). Remuneration Strategies related to Charles Handy's cultural typology: A case study in a small digital market business in pandemic times. *Brazilian Journal of Operations & Production Management*, Vol.18,No.2,O'Riordan, J. (2015), Organizational culture and the public service. State of the public service series, An For as Riarachá Institute of Public Administration,
- Abdala, E.C., Morais, G.G. and Rebelatto, D. N. (2021). Remuneration Strategies related to Charles Handy's cultural typology: A case study in a small digital market business in pandemic times. *Brazilian Journal of Operations & Production Management*, Vol.18,No.2,
- Ahmed, B. Shad,I.,Mumtaz,R.,& Tanveer, Z.(2012).Organizational ethics and job satisfaction: Evidence from Pakistan. *African Journal of Business Management*, 6(8), 2966.
- Bart, C.K.,Bontis, N.,&Taggar, S.(2001).A model of the impact of mission statements on firm performance. *Management Decision*, 39(1), 19-35.
- Bayanova, A. R., Vodopyanova, N. E., Gajdamashko,I.V., Smirnova, E.A., Mikhaylova,I.V., & Guseva,T.S.(2019). Key factors of job burnout and engagement of teachers. *Revista Inclusiones*, 6, 72-88.
- Bayanova, A.R., Vodenko, K.V., Sizova, Z.M., Chistyakov, A.A., Prokopyev, A.I. and Vashbieva, D.G. (2019), "A Philosophical view of organizational culture policy in contemporary universities", *European Journal of Science and Theology*, Vol.15,No.3,
- Collins,J.C.,&Porras, J.I.(2005).Built to last: Success ful habits of visionary companies. Harper Business.
- Denison,D.R.(1990).Corporate culture and organizational effectiveness. John Wiley & Sons.
- Denison,D.R.,&Mishra,A.K.(1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204-223.
- Hartnell,C.A.,Kinicki,A.J.,Lambert,L.S.,Fugate,M.,&DoyleCorner, P.(2016).Do similarities or differences between CEO leadership and organizational culture have a more positive effect on firm performance? A test of competing predictions. *Journal of Applied Psychology*,

Here are the citations in APA format:

Hofstede, G. (2011). Dimensional zing cultures: The Hofstede model in context. On line

readings in psychology and culture, 2(1), 8.

- Jiddah,S.A.,Rayyan,S.M.B.andUmar,M.I.(2016),“Impact of organizational culture on employee performance in Nigeria”, International Journal of Novel Research in Marketing Management and Economics, Vol. 3,No. 3,
- Kandula,S.R.(2006).Performance Management: Strategies, Interventions, Drivers. Prentice-Hall.
- Kotter,J.P.,&Heskett,J.L. (2011). Corporate culture and performance. Simon and Schuster.
- Lawler,E.E.(2008).High-involvement management: Participative strategies for improving organizational performance. Jossey-Bass.
- Lok, P., & Crawford, J. (2004). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: Across national comparison. Journal of management development, 23(4), 321-338.
- Mahendra, A.,Sirait,R.T.M.,and Sitepu,B.O.(2022),“Effect Of Organizational Culture And Work Environment On Employee Performance Of PT. Nafasindo Medan”, Jurnal Mantik, Vol.6, No. 1
- Meng, J., & Berger, B. K. (2019). The impact of organizational culture and leadership performance on PR professionals 'job satisfaction: Testing the joint mediating effects of engagement and trust. Public Relations Review, 45(1), 64-75.
- Meyer, J. P., Kam, C., Goldenberg, I., & Bremner, N. L. (2013). Organizational commitment in the military: Application of a profile approach. Military Psychology,25(4),381-401.
- mohdzain, Zahariah & Ishak, Razanita & KGhani,Erlane.(2009).The Influence of Corporate Culture on Organizational Commitment: A Study on a Malaysian Listed Company. European Journal of Economics, Finance and Administrative Sciences.
- Nassazi,A. (2013). Effects of training on employee performance: Evidence from Uganda.Vaasan Ammattikorkeakoulu University of Applied Sciences.
- Rai, G. D., & Verma, S. (2023). Quality of work life, fear of COVID-19, job satisfaction, and commitment: a moderate dmediation model. International Journal of Productivity and Performance Management,
- Rai,S.(2022).A Correlational Study between job burnout & job satisfaction (Doctoral dissertation, Dublin, National College of Ireland).
- Ramlall,S.(2008).Enhancing employee performance through positive organizational behavior. Journal of Applied Social Psychology, 38(6), 1580-1600.
- Ramlall,S.J.(2008).Enhancing employee performance through positive organizational behavior. Journal of Applied Social Psychology, 38(6), 1580-1600.
- Saffold, G. S. (2007). Culture traits, strength, and organizational performance: Moving beyond

- "strong" culture. *Academy of Management Review*, 13(4),546-558.
- Said,N.S.M.,Yusof,R.,Ali,S.R.O.,Mat,K.A.andMansor,F.A.(2022),“Employees’Performance and Organizational Culture in the Utility Sector”, *JurnalIntelek*, Vol. 17,No. 1,
- Schein,E.H. (2010).*Organizational culture and leadership*(Vol. 2).John Wiley &Sons.
- Schein,E.H.(1992),*Organizational cultureandleadership*(2nd ed).San Francisco: Jossey-Bass
- Shahzad,F.,Luqman,R.A.,Khan,A.R.,&Shabbir,L.(2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary journal of contemporary research in business*.
- Shahzad,F.,Luqman,R.A.,Khan,A.R., & Shabbir,L.(2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 975-985.
- Shivam Gupta, Subhas C. Misra, Ned Kock, David Roubaud, (2018) "Organizational, technological and extrinsic factors in the implementation of cloud ERP in SMEs" *Journal of Organizational Change Management*, Vol. 31Issue:1,
- Thokozani, S.B. (2017), “Strong vs. weak organizational culture: Assessing the impact on employee motivation”, *Arabian Journal of Business and Management Review*,Vol.7,No. 1,
- Tushman, M. L., & O'Reilly, C. A. (2013). *Winning through innovation: A practical guide to leading organizational change and renewal*. Harvard Business School Press.
- Vroom,V.H.,& Jago,A.G. (2007).The role of the situation in leadership. *American Psychologist*,62(1), 17-24.
- Walters,G.,&Rodriguez,J.A.(2017).The workforce engagement model and employee energy: Providing clarity and direction to increase engagement. *The Journal of Business and Psychology*, 32(6), 683-704.
- Warrick, D.D. (2017), “What leaders need to know about organizational culture”,*BusinessHorizons*,Vol.60,No.3,Schein, E.H. and Schein,P.A.(2017) *Organizational Culture and Leadership*.5th Edition, Wiley & Sons, San Francisco.
- Zheng,Wei & Yang, Baiyin & McLean, GaryN., 2010."Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management, " *Journal of Business Research*, Elsevier, vol. 63(7),

Appendix1

SAINT MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES MBA Program

This research is being conducted as part of the requirements for the Master of Business Administration (MBA) program at Saint Mary's University. The study aims to investigate the influence of organizational culture on employee job performance at Balezaf Alcohol & Liquors Factory, located in Addis Ababa.

To ensure the success of this research, your support and cooperation in responding to the questionnaire in a timely manner would be highly appreciated. Rest assured that the information you provide will be used solely for academic purposes and will be treated as confidential. The reliability and validity of the findings greatly depend on your genuine and reliable responses.

Based on the attached research titled "The Effect of Organizational Culture on Employees' Job Performance at Balezaf Alcohol & Liquors Factory, Addis Ababa," here is an example of demographic information for the survey questionnaire:

Section 1. Demographic Information:

1. Age:

- 18-24 years ☐
- 25-34 years ☐
- 35-44 years ☐
- 45-54 years ☐
- 55 years and above ☐

2. Gender:

- Male ☐
- Female ☐

3. Educational Background:

- High School or below ☐
- Master's Degree ☐
- Bachelor's Degree ☐
- Doctorate Degree ☐
- Other (please specify) ☐

4. Employment Status:

Managerial ☐

Non-Managerial ☐

5. Years of Experience in the Organization:

- Less than 1 year ☐

- 4-6 years ☐

- 1-3 years ☐

- 7-10 years ☐

- More than 10 years ☐

6. Job Position/Department:

- Production/Operations ☐

- Human Resources ☐

- Finance ☐

- Sales and Marketing ☐

- Administration ☐

- Customer Service ☐

- Other (please specify) ☐

Thank you in advance for your valuable time and consideration!

SECTION II: Questions about Organizational Culture

The statements below aim to assess the organizational culture characteristics within your organization. Please indicate your level of agreement with each statement by selecting the appropriate box and placing a checkmark (✓) inside.

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

S/No	Response	SA (5)	A (4)	N (3)	D (2)	SD (1)
ADAPTABILITY						
1	The organization is quick to respond to changes in customer needs and market trends					
2	New ideas and technologies are readily accepted and implemented in the organization					
3	The organization quickly adapts its processes and systems to meet new demands					
4	Employees are given the flexibility to adjust their work methods to improve efficiency					
5	Balezaf Alcohol & Liquors Factory accepts customer recommendations and suggestions as positive feedback.					
6	The organization encourages continuous learning and development to enhance adaptability among employees.					

S/No	Response	SA (5)	A (4)	N (3)	D (2)	SD (1)
INVOLVEMENT						
1	Employees are given the authority to make decisions in their work.					
2	Employees receive adequate training to continuously improve their capabilities.					
3	Employees have the necessary skills and knowledge to perform their jobs effectively.					
4	There is a high degree of cooperation and coordination between departments					
5	Employees feel a strong sense of belonging and being part of a team.					
6	Information is widely shared in Balezaf Alcohol and Liquors Factory PLC with employees in times of need.					

S/No	Response	SA (5)	A (4)	N (3)	D (2)	SD (1)
CONSISTENCY						
1	The organization has well-defined and standardized processes for key activities (e.g., production, quality control, customer service).					
2	Policies and procedures are consistently applied across all departments and employees.					
3	The organization maintains clear and consistent communication of its expectations, rules, and regulations to all employees.					
4	The company implements its system for evaluating employee performance and providing rewards/recognition in a fair and uniform way across all departments and employees.					
5	The organization's decision-making processes are transparent and consistent, with clear guidelines and criteria.					
6	The organization's systems and procedures are regularly reviewed and updated to maintain consistency and relevance.					

S/No	Response		SA (5)	A (4)	N (3)	D (2)	SD (1)
MISSION							
1	Balezaf Alcohol & Liquors Factory clearly communicates its goals and strategic objectives to employees.						
2	The goals and strategic objectives of Balezaf Alcohol & Liquors Factory foster a culture that motivates me to perform at a high level.						
3	The company's stated mission cultivates an organizational culture that values employee contributions and performance.						
4	The mission of Balezaf Alcohol & Liquors Factory promotes a culture of continuous improvement and adaptability that positively impacts my job performance.						
5	Balezaf's mission cultivates a collaborative and team-oriented work environment.						
6	The organization's mission aligns with my personal values and beliefs.						

S/No	Response	SA (5)	A (4)	N (3)	D (2)	SD (1)
Job performance						
1	I am able to complete my assigned tasks and responsibilities effectively within the given timelines.					
2	I consistently meet or exceed the performance standards and goals set for my role					
3	I demonstrate the necessary skills and knowledge to perform my job duties successfully					
4	I proactively identify and resolve work-related issues or problems.					
5	I receive positive feedback on my work performance from my supervisor/manager.					
6	I maintain high quality standards in my work outputs and deliverables.					

Thank you for your valuable time and cooperation in completing this survey. Your responses will contribute to a better understanding of the relationship between organizational culture and employee job performance.