



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**PERCEIVED EFFECTS OF ORGANIZATIONAL
CULTURE ON EMPLOYEES JOB PERFORMANCE:
THE CASE OF BERHAN ENGINEERING P.L.C.**

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Addis Ababa, Ethiopia

June, 2023

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MASTER OF BUSINESS ADMINISTRATION**

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**A Thesis Submitted to the School of Postgraduate Studies Presented in Partial
Fulfilment of the Requirements for the Master Degree o in Human Resource
Management**

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June, 2023**

DECLARATION

The undersigned, declare that, “**Perceived Effects Of Organizational Culture on Employees Job Performance. In The Case of Berhan Engineering PLC**” is my own original work, and has been done under the guidance and support of the research supervisor. All the sources that I have used or quoted have been indicated and acknowledged by means of complete references. This study has not been submitted for any degree in any university. It is conducted for the partial fulfillment of the Master of Human resource management.

Betelhem Seifu

Name of Student

Signature

Date

ENDORSEMENT

This is to certify that the thesis entitled: “**Perceived Effects Of Organizational Culture on Employees Job Performance. In The Case of Berhan Engineering PLC**”, submitted in partial fulfilment of the requirements for Master Degree in Human Resource Management program of the Postgraduate Studies, St. Mary’s University and is a record of original research carried out by Betelhem Seifu, under my supervision, and no part of the thesis has been submitted for any other degree or diploma. The assistance and help received during the course of this investigation have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

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Date

CERTIFICATE OF APPROVAL

This is to certify that the thesis prepared by Betelhem Seifu, entitled “**Perceived Effects Of Organizational Culture on Employees Job Performance. In The Case of Berhan Engineering PLC**” and submitted in partial fulfilment of the requirements for Master Degree in Human Resource Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
HR	Human Resource
HRM	Human Resource Management
ICT	Information Communication Technology
IT	Information Technology
OLS	Ordinary Least Square
OCD	Organizational Cultural Dimensions
SPSS	Statistical Package for the Social Sciences
US	United States
VIF	Variance Inflation Factor

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ABSTRACT

The aim of this study was to investigate the effects of organizational culture on employees' performance at Berhan Engineering plc. The conceptual framework was designed by

treating organizational culture as an independent variable and employee performance as dependent variable. Organizational culture was further expressed using specific culture dimensions such as involvement, consistency, adaptability and mission. To address the objective, an explanatory survey design was used. The target population of the study was the staff members who are working in Berhan Engineering plc in Addis Ababa and the company has a total size of 93 employees at Head Office in Addis Ababa which were captured in the sampling frame. While a questionnaire was used to gather primary data. The data collected was analyzed with the aid of descriptive statistical techniques such as mean score. More so, multiple linear regressions were used to establish the relationship between study variables using Statistical Package of Social Sciences Version 22. The result of regression indicates that three out of four predictor variables or organizational cultural dimensions (involvement, consistency, and adaptability) have statistically significant influence on employee performance. Whereas mission as one element of organizational culture dimension did not significant influence on employee performance. The result shows that the four independent variables involvement, consistency, adaptability and mission that were studied explain 47.4% of variation employees' performance as represented by the R^2 value. The study concluded that improved organizational cultural practices is an increasingly important tool for the higher employees' performance. Therefore, the management of company should influence these four organizational cultural dimensions as a way of improving its employees' performance.

Key Words: *Adaptability, Consistency, Employee Performance Involvement, Mission, Organizational Culture, Berhan Engineering plc.*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

As businesses evolve, to keep ahead of competition, so do their expectations for their employee's performance. An employee is a key element of an organization and the success or failure of the organization depends on individual employee performance which affects positively or negatively the organization performance at large (Gunaraja, 2014). According to Baker (2004), every business has their own specific way of doing things, has developed norms and procedures over time and has different atmosphere and feeling and this is the organization culture. Organization culture adopts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfaction which in turn influence the employee's performance (Kim, et. al., 2011). The effect of organizational culture on organizational and employee performance is an essential topic to be considered for researchers in business management.

Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Organizational culture is shared values, beliefs and norms that influence the way employees think, feel and behave in the organization. It assumes that a positive organizational culture will enhance employees job performance. The research objectives addressed the extent of the relationship between organizational culture and employee's job performance. Culture in any organization is defined by the organization's shared vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits among all members of that organization (Needle, 2004). It also includes expectation, experiences, philosophy, as well as the value that guide member behavior, and is expressed in member self-image, inner workings, and interactions with outside the organization.

According to Ittner & Larcker (2012), to understand the association between employee's job performance and culture of the organization is an imperative research subject because it is proven by different studies that individuals work performance is crucial for success of organization. Researchers have linked a culture in the organization with many different organizational behaviors. They have also recognized the correlation between culture of organization & employee job performance (Sokro, 2012), decision making (Gamble & Gibson,

1999) and productivity (Kopelman, 1990). As per statement of Ratnawat (2014), organizational culture has always presented within the organization, but most of the time businesses paid less attention towards it.

As Omoregbe & Umemezia (2017) suggest, most recent researches in the field of management and behavioral studies have an influence on conceptual and empirical linkage of organizational culture with organizational performance, as well as with individual job performance. Based on Kandula (2006) argument, the key element to good employee performance is the existence of a strong culture and due to variations in the practice of organizational cultures; same strategies do not yield same results for two organizations in the same industry and in the same location. According to Sokro (2012), positive and strong culture can make an average individual perform and achieve exceptionally whereas a negative and weak culture can be the cause of outstanding employees to be discouraged and to underperform and end up with no achievement. Ratnawat (2014) also added that the way of life of every organization which is instituted through the norms influences all those involved in the organization. These norms become important for organizations who aim to achieve competitive and distinctive advantage. Gallagher and Brown (2007) pointed that the culture of organizations influences what the company does, how it operates, According to Alharbi (2013), proper understanding and deep knowledge of organizational culture will improve employees' performance.

It is widely acknowledged in current discussion of organizational performance that managers have to widen an understanding of their cultural settings if their organizations are to perform effectively (Sokro, 2012). Increased competition and globalization have led to a greater need for a performance-based organizational culture. One of the most determinant factors for achievement of employees' performance is organizational culture and organizations should be aware of their culture in order to survive successfully in unstable business environment (Ratnawat, 2014). Colyer (2000) suggest that performance can be understood better by analyzing organizational culture as firms respond to changing circumstances based on their established culture.

The paper discussed organizational culture and employees' performance in the Development of Berhann Engineering P.L.C. It views organizational culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace. Berhan Engineering

plc is the main ISO certified Engineering Company. The main focus of the center of best service provider companies in Ethiopia the field of Mechanical Engineering. The mission of the company is dominant the mechanical engineering sectors and to be recognized as a modern, high tech, innovative and reliable Ethiopian company that pass down to generations providing high quality mechanical engineering service for our esteemed domestic and foreign customers by creating innovative working environment to employees and that generate adequate return to owner's investment. As per the data obtained from HRM department, the companies have educated, qualified, experienced and multidisciplinary human resource. This paper focuses on the organizational culture which is seen as the important factor for the organization success and gives an identity to the employees. To this end, the paper investigates the relationship between organizational culture and the employee job performance of Berhan Engineering Company.

1.2 Statement of the Problem

Every organization is assumed to have its own culture. However, organizational culture is hidden and difficult to identify (Kandula, 2006). According to Kopelman (1990), culture does not reveal itself easily. It is clearly there, but to articulate it and to describe it requires great patience and effort. However, the ability to identify the culture traits of an organization provides a platform for better understanding of the operations of the organization for a better performance (Kim, et. al., 2004). Unfortunately, most often organizational cultural issues are disregarded, while attention is directed towards activities that may have little or no positive effect on performance (Davidson 2003). According to Kandula (2006) most organizations put more efforts on the focus of only intrinsic and extrinsic reward systems give less concern on the traditional cultural activities. Many factors influence people in organizations, but not all are considered when trying to understand the behavior of people at work; the most frequently overlooked factor is the effect of organizational culture on employees' performance (Ittner & Larcker, 2012).

In the contemporary business environment, managers have more challenges in establishing an effective organizational culture, which is an essential element to improve performance (Ojo, 2009). Organizations are struggling with the stiff competition in the market and increase of competition; globalization and alliances have led them to a great need for building a performance based organizational culture (Oyafunke, et. al., 2014). However, they are still facing challenges related to performance: lack of employees' efficiency in productivity, performance, commitment,

self-confidence, work habits and profitability (Linnenluecke & Griffiths, 2010). This has become necessary because organizations are encumbered with a lot of management crises that stem from their organizational culture (Ratnawat, 2014). These problems tend to impede progress toward achieving high employees' performance. In a corporate group, lack of effective organizational culture and poor cultural integration affect organizational performance and decrease shareholders return (Iqbal, 2013). For that reason, more research is needed in understanding and establishing relationship between organizational culture and employees' performance.

Regarding the literature gaps identified, the researcher was able to realize that even if a lot of attention has been given in exploring the extent of the relationship between organizational culture and employees' performance (Ojo, 2010; Mariama, 2013; Ratnawat, 2014), there has been little evidence to prove the effect of organization culture on organization performance (Omoregbe, 2017). Whereas majority of the studies (Morgan & Vorhies, 2018; Yesil & Kaya, 2013, Zain et al. 2009, Mahmudah 2012) demonstrate a positive effect of organization culture on performance, other scholars (Nnamani and Agu, 2012; Kokila, 2015) indicated a weak association between organization culture and performance. Therefore, the empirical evidence adduced in literature linking organizational culture with performance does not unequivocally rule out context-dependence results. With the hanging clouds of inconsistencies, it is difficult, without multiple evidences across different contexts and over time to conclusively affirm the nature and strength of influence organizational culture has on performance (Owino and Francis, 2019).

No matter how this topic is rich in studies, many researchers concur on the fact that there is no agreement on the precise nature of the relationship between corporate culture and performance. Furthermore, Ojo (2010) argues that there is no clear conclusion on the exact relationship between organizational culture and employees' performance. Similarly, Ogbonna and Harris (2000) claim that despite many research works done in this area and contributions from various fields, there is no generally acceptable causal relationship between organizational culture and employees' performance.

Berhan Engineering Company has been struggling to build strong corporate culture, but the corporate culture of the company is still not reached to required level. Due to high dynamism,

increasing turbulence, complexity, and unpredictability of the external environments in which company operate have escalated importance of culture as well as managing cultural change. To cope up with the external environment and the competition in industry, the company has undertaken various changes. Among other thing this organizational change requires effective management of culture because organizational culture creates both stability, creativity and adaptability for organizations when competition, change, and pressure intensify for organizations. Clarifying core competence and strategic intent are prerequisites to organizational adaptability, creativity and innovativeness, which are grounded squarely in the organization's unique culture. Therefore, organizational culture assessment that has significantly influencing performance of its employees at Berhan Engineering Company is timely and important because of the need to change and maintain stability in the face of increasingly challenge. Hence based on the aforementioned problems the research will aim to assess the effect of organizational cultures on employee performance of Berhan Engineering Company.

Moreover, the quantitative studies that have been conducted on organizational culture have generally been performed in the developed countries and very little has been done in developing countries (Owino and Francis, 2019) such as Ethiopia, especially in the private Engineering Company. Therefore, the above-mentioned key issues have triggered the researcher to investigate the effect of organizational cultures on performance of employees of Engineering Company.

1.3. Research Questions

On the basis of the problem, the study was framed to answer the following research questions:

- 1) What is the nature and extent of relationship between organizational culture and employee job performance in Berhan Engineering plc?
- 2) What is the dominant and preferred organizational culture of Berhan Engineering plc?
- 3) To What extent the Employee Performance Variables affect the Performance level of Employees of Berhan Engineering plc?

1.4. Objectives of study

1.3.1 General objective

The general objective of this study was to investigate the effects of organizational culture on employees' performance at Berhan Engineering PLC.

1.3.2 Specific objectives

The specific objectives of this study are-

- ✓ To assess organizational culture practice in Berhan Engineering P.L.C.
- ✓ To explore the relationship between performance and organizational culture.
- ✓ To examine the effects of organizational culture dimensions (Involvement, Mission, Adaptability and Consistency) on employees' performance

1.5 Significance of Study

The study would provide vital information to the company on the influences of organization culture on performances of employees with specific reference to Berhan Engineering P.L.C. Hence, the findings of this study contribute to the company's top, middle, and supervisory managements and will able to get an insight to understand the implications of those cultures on employees' performance. This in turn help the company to revisit which organizational culture dimensions most dominantly affects their employees' performance and the company may design practical strategies on how to take appropriate improvement action on building such cultures and that might facilitate its long-term success and well-being. More so, the study would be important to researchers and future scholars as it would provide empirical literature on organizational culture and employee performance. In addition, the study would suggest areas for further research where future scholars can carry out research on.

1.6 Limitation of the study

In carrying out the study, several limitations were encountered among which, during data collection the researcher face problems such as, shortage of finance, shortage of sufficient sources documents, shortage of time. Moreover, since respondents mainly senior officers, was so busy and the data collection was taken long time and was very difficult. Anyway, beyond these and other constraints that rose during the research, the researcher tried to find sound results pertaining to the objectives of the study.

1.7 Scope of the Study

The scope of this study was delimited in terms of subject (concept) and area (geography). The conceptual scope of this study is focus on the model of organizational culture as defined by Daniel Denison (2010). This is mainly for the reason that the model is designed and created within the business environment, uses business language to explore business-level issues, linked to bottom-line business results and applicable to all levels of the organization. In view of that, the model comprises four major organizational culture dimensions: involvement, consistency, adaptability and mission and these again comprises three sub components or elements within. Regarding the geographical area coverage, the study was limited to Berhan Engineering plc at Addis Ababa. The time scope of study was intended to cover views of current team staff members of the to Berhan Engineering plc at Addis Ababa. Lastly, the methodological scope of the study was limited to quantitative research approach.

1.8. Definition of terms

The terms in the study includes those that related to organizational culture and employee performance. The definition of terms helps the readers to understand the meaning of the term based on the study context. The study mainly includes the following key operational terms.

Culture: is the shared norms, values, belief, assumptions, and patterns of behavior of particular organization or group of people (Denison, 1995).

Norm: is the unwritten rule of behavior (Armstrong, 2011)

Value: is what is believed to be important about how people and organizations behave (Hofstede 2000).

Attitude: is temporal belief based on evaluative interpretation of current condition (Hofstede 2000).

Belief: is strong feeling that something existence or is true. It represented the individual perception of reality (Denison, 1995).

Organizational Culture: is a statement of beliefs and values of an organization and contributes for organizations a sense of identity and establishes, through the organization's rituals, legends, values, norms, meanings, beliefs, and languages, the manner in which functions are carried out.

Organizational culture is the way that managers and employees solve problems in the organization (Schein, 2006).

Employee performance: refers to the degree of an achievement to which an employee fulfills the organizational mission at workplace (Cascio, 2006).

Involvement: Involvement can be defined as creating an environment in which an employee participates more in the day-to-day decision making which leads to a better relationship with the manager (Schein, 2006).

Consistency: It is values and systems that are the basis of a strong culture (Schein, 2006)..

Adaptability: is the willingness to change your behavior or strategy as needed to adjust to a changing environment (Schein, 2006)..

1.9 Organization of the study

The final paper of this study will organize into five chapters. Chapter one discusses the introduction part. It contains the background to the research study, presents the statement of problem, and research objectives. Also, the chapter has the significance, scope, and limitations of the study. Chapter two contains theoretical review, empirical review of previous studies and conceptual framework of study. Chapter three outlines the research methodology adopted in this study. Chapter four discusses about the data analysis and interpretation of the outputs. Chapter five outlines the summary of the finding, conclusions, recommendations and further research suggestions.

CHAPTER TWO

2. LITERATURE REVIEW

In this chapter the researcher reviews relevant literature on theoretical, empirical and conceptual framework issues which are found to be essential to the research inquiry. Thus, the first section discussed theoretical framework related to the study variables which were considered in order to lay solid foundation for the research. Thereafter, various models of organizational culture are discussed with focus is accorded particularly to the Denison (1990) culture model as the research is based on this model and the reasons for using (adopting) Denison organizational culture model are presented. Then a brief summary of some of the related previous work on this study were discussed. In the final analysis, the chapter reviewed the literature related to the key study variables as presented in the conceptual framework.

2.1 Theoretical Literature Review

2.1.1. The Concept of Culture

First of all, it is essential to understand what is meant by ‘culture’. Many authors have defined culture in several ways. Here after going to discuss the various definition of culture.

Hoy and Miskel (2008) argue that the notion of culture brings with it the conceptual complexity and confusion. As there is no intact definition for culture, one may find numerous and diverse definitions of the concept. Culture is both an important concept, and an inclusive one. The word culture is derived from the Latin, meaning to till the soil (Hotsede, 1994, p. 95). The term “culture” originally comes from social anthropology to represent, in a very broad and holistic sense, the qualities of specific human group that are passed from one generation to the next (Kotter & Heskett, 1992, p. 3). Even though the concept is borrowed from anthropology though anthropologists disagree among themselves what culture means (Smirich, 1983, p. 175). There are more than 300 definitions of the concept of culture.

However, formal definitions of culture focus on ideologies, norms, customs, shared values and beliefs which characterize an organization. Jaques (1952), for example, defines culture as the “customary and traditional way of thinking and doing things, which is shared to greater or lesser degree by all members, and which new members must learn and at least partially accept in order

to be accepted”. The American Heritage Dictionary defines “culture”, more formally as “the totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought characteristics of a community or population” (Kotter & Heskett 1992). According to Reid & Hubbell (2005), culture is elusive, intangible, implicit, and taken for granted. He further argued that every organization develops a core set of assumptions, understandings, and implicit rules that govern day-to-day behavior in work place (Robbins, 2005).

A more modern definition depicts culture as the ‘software of mind’. That is, ‘the collective programming of the mind which distinguishes the members of one group or category of people from another (Hofstede, 1994). According to him, culture is learned rather than inherited (unlike personality which is partly inherited and partly learned) and human nature which is entirely inherited. Perhaps, yet how is this ‘software’ written, and who writes it?

While there are several definitions of culture in the literature, one of the best has been offered by Hofstede (1998), who states: “Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behavior that provides guidance to people.” In same taken, Kerr & Slocum (2005) defined culture as an established set of beliefs, norms, attitudes and behaviors of a defined set of group or society. In more concise terms, culture can also consider to be acknowledge that is gained, with explanation, the value systems, communication and the behavior of a set of large groups of individuals at the same place with common ideology.

By summarizing the above given definitions, and in lines of the definition provided by Denison (1995) which is accepted for the purpose of this research, culture is defined as the shared norms, values, belief, assumptions, and patterns of behavior of particular organization or group of people.

2.1.2. Organizational Culture

Like culture’s definition, organizational culture has also been defined in several ways. Notwithstanding its widespread use by researchers, managers, and policy makers, the concept of organizational culture is far from being conceptualized universally. For example, of (1089) list 74 elements of organization culture which have been put forward by various authors, while a

review of the organization culture literature by Vender Post et al (1997) identified over 100 dimensions associated with notion. Any such definitional problems are confounded by the fact that there is little agreement on the meaning of either of the underlying concept.

For instance, for Watson (2006), organizational culture is a widely used term but one that seems to give rise to a degree of ambiguity. Watson (2006) emphasizes that the concept of culture originally derived from a metaphor of the organization as 'something cultivated'. For the past number of decades, most academics and practitioners studying organizations suggest the concept of culture is the climate and practices that organizations develop around their handling of people, or to the promoted values and statement of beliefs of an organization (Schein, 2004).

According to Magee (2002) organizational culture is the set of assumptions that members of an organization subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that are shared by everyone in the organization. This in turn controls the way these people intermingle with each other and with outsiders. The sharing of these beliefs and values create a business culture (Azhar, 2003). Robbins (2012) views organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other.

Business managers use organizational culture and corporate culture interchangeably because both terms refer to the same underlying phenomenon (Childress, 2013). For Schneider et al. (2013), organizational culture includes the norms that the members of an organization experience and describe as their work settings. Such norms shape how members behave and adapt to get results in the organization. According to Simoneaux & Stroud (2014), organizational culture is how the members of an organization interact with each other and other stakeholders. Similarly, organizational culture is a set of values, beliefs, and behavior patterns that differentiate one organization from other organizations (Ortega-Parra & Sastre-Castillo, 2013). King (2012) also defined organizational cultures as a system of values that subconsciously and silently drives people to make each choice and decision in the organization.

For Kotter and Heskett (1992), organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees. Gordon and Cummins (1979) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Hofstede (1980: 25) summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one. Thus, the above concept asserts that organizational culture could be the means of keeping employees in line and exhilarating them towards organizational objectives.

In Hofstede's (2007) view, the actions of an individual at work are often dependent on national, industrial and organizational cultures. Organizations often have their own distinctive cultures, however unlike a society, an organization is defined largely by its purpose and this is a further influence on its culture. According to Peters and Waterman (2011) the dominance and coherence of culture is an essential feature of an organizational culture. In most cases, cultures often function based on a structure of invisible, theoretical and emotional forms which enable workers to meet their physical and social needs. Besides increasing employee's commitment, organizational culture gives workers a sense of identity, reinforces work-based values and serves as a control mechanism for work-based ethics (Nelson & Quick, 2011). This facilitates acceptable solution to known problems as employees learn to set principles, norms and patterns of behavior that promote work accomplishment (Schein, 2011).

As we can see from the above definitions, organizational culture has been variously defined (Kroeber and Kluckhohn, 1963; O'Reilly and Chatman, 1996; Sudarsanam, 2010). This may be because of the ambiguous nature of the concept of the organization (Schein, 1990) and the different understandings of what culture is (Brown (1995). The culture of an organization can be defined as the embodiment of its collective systems, beliefs, norms, ideologies, myths and rituals. They can motivate people and can become valuable source of efficiency and effectiveness (Sudarsanam, 2010). A clear distinction can however, be made between those who think of culture as a metaphor which allows for the understanding of organizations in terms of other complex entities such as the machine and the organism (Davidson, 2003) and those who think of culture as an objective entity with personality (Van de Post et al, 1998).

Hoy and Miskel (2008) conclude that organizational culture is a system of shared orientations that has held the unit together and give it a distinctive identity. But substantial disagreement arises about what are shared – norms, values, philosophies, perspectives, beliefs, expectations, attitudes, myths, or ceremonies. Another problem is determining the intensity of shared orientation of organizational members. For example, a question: ‘Do organizations have a basic culture or much culture?’ Moreover, there is disagreement on the extent to which organizational culture is conscious and overt or unconscious and covert.

While there is no consensus on the components of organizational culture, most authors agree that it is: holistic, inter-subjective and emotional, rather than strictly rational (Christensen, and Gordon, 1999); historically determined and needs to be taught to new members as the „correct way“ to perceive things (McGregor, 1960; Schein, 1990); related to anthropological concepts (McNamara, 2000); a collective phenomenon, socially constructed and shared by members of groups (Davis, 1984; Sergiovanni and Corbally, 1984); primarily ideational in character, having to do with meanings, understandings, beliefs, knowledge and other intangibles which govern peoples“ lives and behavior patterns (Kennedy, 1982, Kotter and Heskett, 1992; Pettigrew, 1979).

Overall, all of the definitions listed above revolve around what organizational members have in common. Thus, it can be said that organizational culture is a bound that holds members together; it is what makes them think and act as one. For the purpose of this study, the researcher adopted the definition of organizational culture provided by Luenburg and Ornstein (2009) because it is found that the definition has encompassed most aspects of organizational culture and some other detailed ones. Accordingly, in lines of the definition provided by Schein (2006) and accepted for the purpose of this research, an organizational culture is a statement of beliefs and values of an organization and contributes for organizations a sense of identity and establishes, through the organization’s rituals, legends, values, norms, meanings, beliefs, and languages, the manner in which functions are carried out.

2.1.3. Employee Performance

The word ‘performance’ is the multi-dimensional concept that can be used to describe different aspects such as societal performance, organizational performance, employee performance, and

individual performance etc. Here the concept performance is used to represent employee performance.

The views expressed in specialist literature regarding the precise definition of the term 'employee performance' are varied and, in part, differ from each other. For instance, for Awadh & Sadd (2013) employee performance is the degree of an achievement to which an employee fulfills the organizational mission at workplace. Kotter and Heskett (1992) identify employee performance as the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. For Cascio (2006), employee performance refers to the degree of achievement of the mission at work place that builds up an employee job

More so, Coulter (2006) explains employee performance as the aggregate or total output of an employee's actions and activities in an organization. She further goes to declare that the level of employee performance could be characterized as low performance levels and moderate performance levels. She agrees that the performance of employees in an organization is normally measured using attributes such as efficiency, effectiveness, quality, creativity, innovation, satisfaction, commitments, flexibility, cohesiveness, communication patterns, customer relations, and employee efforts towards the organizational goals.

From Gardner's & Deadrick (1997) positions, employee performance can be described as the documentation of results attained for every job function within a given time period. If seen this way, employee performance can be depicted as a dispensation of end results attained and could be measured with the use of different parameters that portray an individual's performance pattern over the clock (Luthans and Stajkovic, 1999). Further, Babin and Darden (1994) voiced employee performance as a rating structure utilized in most organizations to determine the productivity and abilities of members of an organization. He further points out that great employee performance has been associated with increased purchaser impression of service standard, while inferior performance of employees has been associated with higher brand switching and client complaints.

Even though Employee performance has been perceived differently by various researchers, most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Stannack, 1996). More so, from the above

definitions, one can understand that performance of employees can be simply understood as the corresponding actions expected of an individual and how well the activities are accomplished. Overall, by summarizing the above given definitions, for the purpose of this study employee performance is defined as the degree of an achievement to which an employee fulfills the organizational mission at workplace (Cascio, 2006).

2.2. Models of Organizational Culture

Different researchers have developed several theoretical models to explain organizational culture which incorporate different traits or behaviors driven by beliefs and assumptions that create an organizational culture. Some of the prominent models are discussed here under.

2.2.1. Schein's theory of organizational culture

Schein's (1975), model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. The Schein model adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

According to the author, understanding the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and deeper, the assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior (Schein, 2004).

Schneider and Synder (1975) presented three different levels of an organizational culture and according to them the first level that is called artifacts represented as the most visible level which is easily observable but sometimes hard from understanding or interpretation point of view. It

shows an outward view of an iceberg and contains elements like products, behaviors, arts, ceremonies, and norms etc. The second level is called values and beliefs that provide an inward view which is not visible and represents the part of an iceberg underwater. It is related to the individual thinking, feelings, beliefs, ethics, mind sets and ideologies. The third level is called underlying assumptions which are the basic foundation of a culture, that also provide an inward view and these assumptions provide pathways for basic aspects of life and society (Schneider and Synder, 1975).

According to Schein (2004), the most visible symbols should not be the only aspects used to interpret culture, due to the ease with which they can be misinterpreted. Focusing only on visible symbols will result in a failure to grasp the underlying basic assumptions that are fundamental to understanding the culture. Similarly, it is important to recognize that even espoused beliefs and values may only reflect the aspirations of a culture, and not the actuality.

2.2.2. Hofstede's Model of Organizational Culture

According to Hofstede (1980), organization culture involves the various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks. Accordingly, he has identified six factors which influence the culture of the workplace.

The first factor, Power Distance Orientation, refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members (Hofstede, 1980). The second factor, Masculinity vs. Femininity, refers to the impact of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision-making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and soft-hearted (Hofstede, 1980).

The third factor, Individualism Vs Collectivism: the degree to which an organization integrates a group mentality and promotes a strong sense of community (as opposed to independence) within the organization. There are some organizations which strongly rely on team work. Here individuals with a common interest come together and work as a team. The fourth factor, Uncertainty Avoidance: an organization's comfort level with risk-taking. As risk and return are largely correlative in the business environment, it is particularly important for organizations to instill a consistent level of comfort with taking risks (Hofstede, 1980).

The fifth factor, Long Term Orientation: the degree to which an organization or culture plans pragmatically for the future or attempts to create short-term gains. There are some organizations which focus on long term relationship with the employees. The sixth factor is Tolerance vs. Restraint: this pertains to the amount of spending and fulfillment of needs. For example, a restrained culture may have strict rules and regulations for tapping company resources (Hofstede, 1980).

2.2.3. Cameron and Quinn Model

The culture model presented by Cameron and Quinn (2011) places organizations in a continuum of four core values, called Flexibility, Stability, Differentiation, and Integration. “What is notable about these four core values is that they represent opposite or competing assumptions. Each continuum highlights a core value that is opposite from the value on the other end of the continuum” (Cameron & Quinn 2011). The authors have named the quadrants in a way that vibrates well with managers and researchers alike that have some knowledge in organizational culture frameworks. The authors identified four types of cultures which includes: clan culture, adhocracy culture,

Clan Culture which is full of shared values and common goals, an atmosphere of collectivity and mutual help, and an emphasis on empowerment and employee involvement. A kind of organizational culture where the sense of family is strongly exists. Teamwork is emphasized and leader's role is as a mentor, market culture, and hierarchy culture. The Adhocracy Culture is like a temporary institution, which is dismissed whenever the organizational tasks are ended, and reloaded rapidly whenever new tasks emerge. Adhocracy is an organizational culture which gives a lot more opportunity for individuals to develop in their own way, as long as they are

consistent with the organization goals, The Market Culture focuses on the transactions with the environment outside the organization instead on the internal management. The organizational goal is to earn profits through market competition. Market culture is a type of culture which stresses on the impactiveness on goal achieving. The fourth category; the Hierarchy Culture has a clear organizational structure, standardized rules and procedures, strict control, and well defined responsibilities. This culture can be simply identified through the domination of rule, system and procedure. Stability inside the organization is a prime orientation which should be maintained through a set of fixed and tight rules (Cameron & Quinn 2011).

2.2.4. Charles Handy Model

A model which is called Charles Handy is developed by Dolan & Lingham (2012), Organizational structure is the foundation for this model to classify organizational culture into four categories: Power Culture, Role Culture, Task Culture and Person Culture.

The Power Culture describes the concentration of power within few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy. The Role Culture is characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, power derives from a person's position and little scope exists for expert power. In a Task Culture team are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure. The Person Culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the concept of an organization suggests that a group of like-minded individuals pursue the organizational goals (Dolan & Lingham, 2012).

2.2.5. Denison Organizational Culture Model

This study was based upon the Denison's organizational culture model. It is developed based on 20 years of studies and research. The Denison Model of organizational culture describes a theory of organizational behavior that emphasizes the strong link between culture and performance. The American Professor Denison, the creator of this model, has emphasized the following cultural dimensions: Involvement, Consistency, Adaptability and Mission.

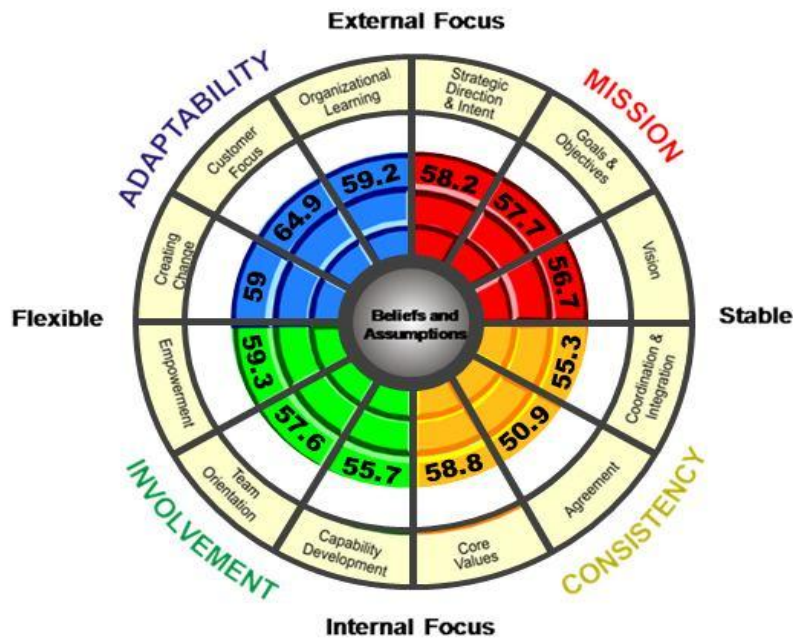


Figure 2.1: The Denison Organizational Culture Model

Source: Denison (1995)

2.5.1.1. Involvement Theory

This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership and hence organizational performance and loyalty (Baker, 2002). Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964). Executives, managers and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization (Kochan, et al, 1999).

2.5.1.2. Consistency Theory

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well integrated (Davenport, 1993; Saffold 1988). Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

2.5.1.3. Adaptability Theory

This theory is based on the idea that norms and beliefs that enhance an organization's ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth and development. Ironically, organizations that are well integrated are often the most difficult ones to change due to the deep levels of adaptability acquired over time (Kanter, 1993). Adaptable organizations are driven by their customers, take risks and learn from their mistakes and have the capability and experience at creating change (Nadler, 1998; Senge, 1990). Such organizations are continuously changing their systems to promote improvements and provide value for their customers (Stalk, 1988).

2.5.1.4. Mission Theory

A shared sense of purpose, direction and strategy can coordinate and galvanize organizational members toward collective goals (Baker, 2002). Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzbert, 1994; Ohmae, 1982; Hamel & Prahalad, 1994). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture (Ahmad, 2012).

Over all, these theories focus on different aspects of culture but more importantly, they stress different functions of culture. Consistency theory and mission theory tend to promote stability whereas involvement theory and adaptability theory allow for change and adaptability. Consistency theory and involvement theory see culture as focusing on internal organizational dynamics while mission theory and adaptability theory see culture as addressing the relation of the organization to its external environment (Baker, 2002).

Therefore; the researcher was adopted the Denison's organizational culture model for this research study. As the primary objective of this study was to investigate the influence of the organizational culture on employees' perception about their performance in terms of the Denison's four cultural dimensions: Involvement, Consistency, Adaptability and Mission. The reason why this model was preferred is that: the Denison Organizational Culture Model describes a theory of organizational behavior that links the strength of corporate culture to bottom-line performance and also highlights both the need of the employees' internal integration

and the importance of the external adaptation process, providing an opportunity to shape a certain cultural profile of the organization. It also selected for the reason that the model is designed and created within the business environment, uses business language to explore business-level issues and applicable to all levels of the organization.

From the above theory the researcher select Denison organizational culture model because the Denison model is oriented toward assessing culture as it relates to financial performance, the other two are oriented toward assessing culture as it relates to organizational effectiveness. The Denison Model assesses strengths in four key areas of your corporate culture: Adaptability, Mission, Involvement, and Consistency. Mission. Do you know where you're going? Do you have clear goals and a strategy to reach them? Adaptability, are you listening to the marketplace, to customers? How well do you identify and respond to their changing needs? Involvement, how well do you empower employees, build teams, and develop the human capability in your organization? Consistency, have you established coordinated systems that enable you to build agreement based on your core values?

2.3. Empirical Review

In order to strengthen the study, various research reports were reviewed. This section highlights some literature and findings from previous researches regarding the relationship (impact) between organizational culture and employees' performance.

The significance of organizational culture and its impact on performance has drawn special attention to the study of organizations and their cultures. Empirical studies of organizational culture have been carried out across various countries and industries; several empirical studies have supported the positive link between culture and performance. Even though the relationship of organizational culture and employees' performance are naturally proven, it was mixed up in many studies (Kopelman, Brief, & Guzzo, 1990). Studies have also shown that the relationship between many cultural attributes and employees' performance has not been consistent over time (Denison 1990 & Sorenson, 2002)

Even though there were lots of empirical studies concerning the effects of organizational culture on the performance of employees, the existing literatures provides mixed evidences and reached

to inconclusive results. Most study observed positive impact and other found negative impact, while some other observed mixed impact. This section reviews literature from previous research regarding the effect of organizational culture on employee performance.

2.3.1 Empirical studies on developed and emerging market countries

There are plenty of empirical studies in developed and emerging market countries concerning the impact of organizational culture on the employees' performance. Most of the previous study found empirical findings of positive impact of organizational culture on the performance of the employees. The empirical evidences from developed and emerging market countries are summarized and presented below.

In USA context, a study by Wallach (1983) recognizes the dominant features of organizational culture, and it also explains and simplifies the findings of (Hofstede, 1980) concerning the culture. Similarly, in USA context Peter & Waterman (1982) found that culture and high financial performance are significantly and strongly linked to each other. Another study conducted in USA by (Kotter & Heskett, 1992) states that the activities of an individual in culture scenery reproduce the configuration of the learned mind course during the period of their lives which will result in to variations among performers. The socioeconomic value of an organization is effectively related to the coexistence of organizational culture and organizational performance. In the same way, Schein (2006) highlights that one of the critical factors which gives the company ability to overcome the challenges, adjust managerial procedures and achieve effectiveness is appropriate and solid corporate culture.

In Britain context, Magee (2002) found that the organization culture is fundamentally associated with the employee performance. He further suggested that the understanding of the organization of the culture sustainability will encourage the firm to a large extent to improve its performance in the long term. Likewise, a study by Dorman (2010) on the factors influencing employee performance in Britain revealed that organizational culture that embraced job satisfaction often declined with increase in employees' level of education. This suggests that employees' level of education negatively impacted on job satisfaction.

In emerging market countries context, study related to organizational culture has been conducted by Mujeeb, et al., (2011) in Pakistans. The purpose of the research is to find out the relationship between the components of the organizational culture and performance management practices. The result of the study has indicated that involvement of the employees within the organization is highly interrelated with the uniformity and flexibility. The components of the organizational culture have also positive relationship with the performance management practices as, the more comfortable culture has been given to the employees the more satisfaction among the performance will occur. In similar context, Fakhar, et al., (2012) have written an article on the describing and determining the organizational culture and their impact on the organizational performance in Pakistan. The research has indicated that if the employees have the same norms and values that organization have then they can shows the good impact on the performance of the organizational culture. Another focus of the research is also on the balance between the organizational culture and the performance as, this balance is helpful in maintaining a satisfactory level of the performance among the organizations.

In Indian context, Gunaraja (2014) presented his empirical study which was mainly made on the effectiveness of organizational corporate culture on employee performance as well as employee's productivity using Indian banking industry. And his findings confirmed that a large number of respondents almost more than 50% of the respondents strongly agreed that organizational corporate culture has an influence on employee work performance and the study further shows that there is a positive relationship between corporate culture and employee's job performance. Research was also conducted in the telecommunication sector in Singapore by Paschal and Nizam (2016). Each of the elements in Hofstede's model was applied to study the relationship between organizational culture and employees' performance, namely, ritual, heroes, values, and symbols. Except symbol, the result of the study has demonstrated that another three elements are proven to have an extreme and significant effect on employees' job performance.

There are also recent studies in emerging countries that confirm a positive and statistically significant association connecting organizational culture and employee performance (Salehipour & Ahmand, 2018). A recent study titled culture and employee performance, found that the culture has a meaningful impact on personality as well as the commitment of the employee but it does not have a statistical significant influence on the worker performance (Sahertian, Setiawan,

& Sunnaryo, 2019). A crucial dimension of organizational culture, namely innovative culture exerts a significant and beneficial influence on the employee performance (Nwakoby, Okoye, & Anugwu, 2019). Another study conducted by Mohammed and Mohsin (2020) shows the effectiveness of the organizational culture and how the organizational culture helps to achieve management requirements. Moreover, organizational culture also influences the managerial performance and knowledge management in various organizations (Rashid & Bin Yeop, 2020).

2.3.2. Empirical studies in Sub-Saharan Africa countries

The majority of these studies have found a positive relationship between organizational culture and employee performance. In the Kenyan context, a study by Korir (2012) about the factors determining employee performance in commercial banks in Uasin Gishu County reported that organizational culture as one of the many explanations for human behavior including job performance. The study also suggested that organizational culture was related to employees' felt duty of helping the organization but the responsibility was superior among employees who approved the tradition of reciprocity in employee-employer relationship. Similarly, in Kenyan context Wamalwa's (2011) study the effect of organizational culture on work outcomes in selected commercial banks in Bungoma County demonstrated the need for financial institutions to support employees. The study also found that employee response to organizational culture depended on the levels of employee commitment, professional needs and attitudes.

There was also empirical evidence found in organizational culture and Organizational Performance, conducted in Ghana by Mariama (2013) and applied organizational culture and Performance variables were measured using five-point Likert scale and using the Denison's Organizational Survey Instruments. The researcher reached to a conclusion that there was a positive relationship between Organizational Culture and Performance in the case of construction Industry in Ghana. Among the Organizational dimensions, Mission was the Culture Trait with the strongest potential of impacting positively on Performance.

In the same way in Nigerian context, Agwu, (2014) undertook a study to determine the effect of organizational Culture on Employees Performance in the National Agency for Food and Drugs Administration and Control (NAFDAC) Nigeria. According to Agwu (2014), the researcher has proved that there is a significant relationship between organizational culture and employees'

performance and a good culture indicates the improvement of the working efficiency and effectiveness of employees. Some suitable training, team building activities, and funding are encouraged to be given to support employees in terms of their performance. Similarly, a researcher Omorodion (2017) made analysis is on the extent of influence of organizational culture on selected Nigerian hotel and the findings were confirmed that there is a high level of relationship between organizational culture practices and employee performance in the Nigerian hotel sector. Organizational culture dimensions all had positive effects on employee's performance.

In Somalia context, the research conducted in a university by Khalif, et al., (2017). The study was carried out to assess the respective relationship between competitive, consensual, entrepreneurial culture and performance. Correlation analysis brings to light that those three types of cultures mentioned above are deduced to impact positively on employees' job performance in the university in Mogadishu. Organizational commitment has a close relationship with a performance where employees who perform well reflect good performance.

2.3.3 Empirical studies in Ethiopia

In Ethiopia, although many researchers have been studied in the field of organizational behavior, very little research has been done to understand the impact of organizational culture on employee performance.

Dereje, et al., (2020) conducted research to examine the to understand healthcare workers perception of organization culture and its correlation with their job satisfaction level and also it will try to pinpoint specific dimensions of strong culture within the primary hospitals and area of weakness which will require culture change strategies in order to improve the performance of the employees. It was indicated from the finding that, the dominant existing organizational culture typology in the primary hospitals was Hierarchy culture ($MS = 22.31, \pm 2.82$).and the preferred organizational culture typology was Innovative culture ($MS = 26.09, \pm 4.72$). The health workers had low to medium level of job satisfaction where only (29.40%) of the health workers were very satisfied with their hospital physical working environment. Existing perceived clan culture had positive and significant correlation with health workers' satisfaction in relation to work relation dimension ($r = .16, p < 0.002$). While acknowledging all limitation of observational

study the researchers reached to the conclusion that an employees of the respective primary hospitals would prefer to work in environment characterized by innovative and clan culture and their satisfaction level is medium so that the managers should undertake major cultural transformation and must work to improve the job satisfaction level of health workers within their respective hospitals.

Besides, Mahilet (2020) undertook a study to examine the effect of organizational culture on employee commitment in the case of Ethio Telecom at Debre Berhan Town. The finding of the study depicted that adaptability and involvement culture were strong relationship and effect on employee commitment. Mission was moderate relationship with employee commitment. However, consistency culture was poor correlation with employee commitment. The finding of the study indicated that involvement culture was the dominant culture of Ethio Telecom. The level of employee commitment was moderate. The overall finding of the study suggests that except consistency, all had statistically positive significant effect on employee commitment. Based on this finding the study recommended that, Ethio Telecom should actively involved in decision making, employees' capability development through training, encourage innovation and teamwork, and clearly define the mission to improve the level of employee commitment.

It is also evident from the above review that very little research is done to understand the impact of organizational culture on employee performance in Ethiopian context in general and financial sector in particular. This leaves many rooms for new research to be under-taken to examine the influence of organizational culture on performance. There is also need to establish the impact of specific culture related factors on organizational performance particularly in the financial sector in Ethiopia. Hence, a major gap in relevant literature is missing. The research intends to bridge this gap by establishing the influence of organizational culture on organizational performance with in Context of financial sector with case of Berhan engineering plc S.C

2.4. Conceptual Framework

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

measurement of organizational culture dimensions, it is a detailed model. This model has a direct impact on organizational culture and provides a novel framework over the other organizational culture models and lastly the Denison's model has been extensively employed by various organizations in other countries in order to diagnosis organizational culture.

Figure 2.1 Conceptual Framework

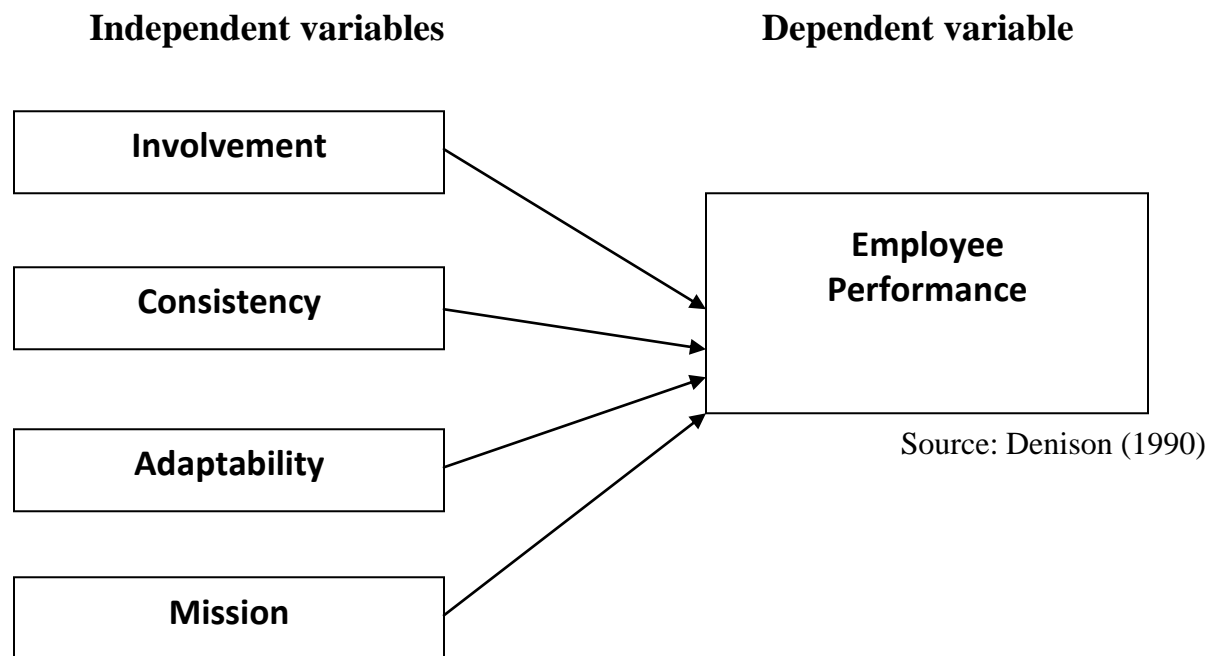


Figure 2.1 present the conceptual framework of the study which adopted from Denison (1990). In this framework, organizational cultural dimensions are independent variable and employee performance is dependent variable. The independent variable organizational cultural is operational zed through: involvement, consistency, adaptability and mission.

2.4. Research Hypothesis

i. Involvement and employees' performance:

According to Sokro (2012), organizations that uphold an involvement culture emphasize the input and participation of its members. Involvement in this context is to be understood as a regular participation of employees in deciding how their work is done, making suggestions for improvement, goal-setting, planning, and monitoring of their performance. A performance culture is built around shared desire to exceed expectations and achieve remarkable results. Baker (2004), observed that high-involvement work practice aims to provide employees with the

opportunity, skills and motivation to contribute to organizational success in environments demanding greater levels of commitment and involvement. In order to verify this theory, the first hypothesis was empirically tested.

H1: Involvement has significant impact on employees' performance at Berhan engineering plc.

ii. Consistency and employees' performance:

According to Ittner & Larcker (2012), organizations tend to be impactive because they have strong cultures that are highly consistent, well-coordinated and well-integrated. Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Baker, 2004). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity. According to Salehipour & Ahmand (2018), empirical evidence it confirmed the acceptance of the hypothesis formulated as: Consistency has positive relationship with organizational culture with the Pearson correlation matrix value of ($r=0.751$, p value of 0.0021). Accordingly, the following hypothesis (2) was empirically tested.

H2: Consistency has a significant impact on employees' performance at Berhan engineering plc.

iii. Adaptability and employees' performance

According to (Baker, 2004), most often organizations that are considered to be adaptable are usually control and driven by the customers, prefer to confront challenges of which lesson will be drawn from the risk prepare to work towards correcting such mistake in order not to have them repeated. Hence frequently impacting changes in the system so as to improve on the organizations delivery system so that they can impactively and efficiently satisfied their customers profitably through collective ability in view of providing value to their customers even in the long run Sokro (2012). Consequently; the following hypothesis (3) was empirically tested.

H3. Adaptability has significant impact on employees' performance at Berhan engineering plc.

iv. Mission and employees' performance

According to Salehipour & Ahmand (2018), organizations that are into serious business and wish to survive have a clear and well-defined mission that state and stress on the purpose and where

the organization is going. This shows the objectives, the mission and the strategies in place to achieve the objectives and find means to survive as well. Anytime the underlying mission of the organizations shifted or changes, there bounds to be changes in other aspect of the organization culture as well. Leskaj, et al. (2013), affirmed that culture offers a shared understanding about the identity of an organization. The right culture can make employees feel that they are valued participants and, as such, become self-motivated to take on the challenge of realizing the organization's mission and work together as a team. In order to check the theory, the following hypothesis (4) was empirically tested.

H4: Mission has significant impact on employees' performance at Berhan engineering plc.

CHAPTER THREE

3. RESEARCH METHODOLOGY

In this chapter, the researcher describes the procedures to ensure a methodical and well-informed investigation, focusing on sampling procedure, data collection and analysis methods. Thus, research design, research approach, population of the study, sampling design, source of data & methods of data collection and method of data analysis are presented as flows each heading respectively.

3.1. Research Approach

According to Wilson (2010), a deductive approach is concerned with "developing a hypothesis (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis" (Wilson, 2010). Deductive approaches are strongly supported by positivist philosophers. In this research, the study begins from the existing theories, models and literature concerning organizational culture. The study used quantitative approach because the study requires an analysis of the organizational culture dimensions which impact on employees' performance in Berhan engineering plc. The relationships among variables statistically tested, which required a quantitative approach and also used hypothesis testing to determine the relationship among the study variables. Furthermore, this study employed qualitative approach.

3.2. Research Design

The choice of research design is based on the goals the researchers want achieve (Newing, 2011). Examining how organizational culture affects employee performance at Berhan Engineering Plc was the main goal of this study. The researcher used both a descriptive and an explanatory type of research methodology through a survey questionnaire to accomplish this goal. Using instruments made up of closed-ended and/or open-ended questions, observations, and interviews, Lavrakas (2008) defines a descriptive survey study design as a systematic research strategy for gathering data from a representative sample of people. It is one of the most popular non-experimental research strategies used in many disciplines to gather a significant amount of survey data from a representative sample of people chosen from the target population.

More so, the study also employed explanatory research design in order to empirically test the formulated hypothesis. Explanatory research design is focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables. It helps to understand the nature of the relationship between the independent and dependent variables. The purpose of using explanatory research is to know the cause and effect of organizational culture on employees' performance. More so, survey design used for its economy, ease of data collection and interpretation through structured questionnaire, and ability to understand the characteristics of the population under study.

3.4. Data Types and Sources

Primary source of information were employed in this study. Kothari (2004) describes primary data as those which are collected a fresh and for the first time and thus happen to be original in character. The study utilized questionnaire as major instrument for collecting primary data. A questionnaire is research instrument that is used in data collection when dealing with a large sample (Kombo, et al.2002). A questionnaire is preferred because of its convenience and ease of administration. In view of the advantages and the need to gather more information, questionnaires were administered to employees and to solicit their views concerning the effect of organizational culture on performance of employees of Berhan engineering plc.

3.4. Target Population

Target population of survey is the entire set of units for which the survey data are used to make inferences (Smyth, 2004). It is the population that a researcher wants to generalize the results of the study. The target population of the study consisted of all employees of Berhan engineering plc. The total number of employees of Berhan engineering plc reached around 93 which constitutes the target population of the study. Since the target population small to manage, the study adopted survey research approach instead of sampling.

Table 3-1 Total Population of the Study in each Departments of Berhan Engineering plc

S/N	Department Name	Number of Employees
1	HR and Administration	6
2	Finance	5
3	Lawyer	1
4	IT	2

5	Quality assurance	1
6	Production planner	2
7	Customer care and technical service	6
8	Department heads	4
9	Manufacturing department	30
10	Engine maintenance department	18
11	Store	3
12	Purchaser	3
13	Load and unload	2
14	Janitor	4
15	Security	6
Total	15	93

Source: (HR Department of Berhan Engineering plc, 2023)

3.5 Data Collection Instrument

For this study primary source of data are used. The study utilized questionnaire as major instrument for collecting primary data. Employees of the company are given questionnaires to complete in order to get their opinions regarding how organizational culture affects their performance in considering its advantages and the need for more data.

The questionnaire was divided into three sections: (1) Demographic data of the respondent employees, (2) Questionnaires on Organizational Culture dimensions and (3) Questionnaires on employee performance. The demographic data is used to obtain information about members of staff of the company. For the purpose of measuring the organizational culture, 38 item survey questionnaire is adopted from the Denison Organizational Culture Survey, which included the four cultural traits of involvement, consistency, adaptability and mission and for each of these four traits, the model defined three sub dimensions. On the other hand, in order to measure the perception of employees towards their performance, 10 item questionnaires is adopted from Onyango (2014). The questionnaire responses were expected to fall on the five-point Likert scale of (Strongly agree (5) Agree (4), Neutral (3), Disagree (2), StronglyDisagree (1).

3.6. Data Processing and Analyzing

In this study, the primary data is collected from distributed questionnaire. After the questionnaires are collected, the data needs to be edited, cleaned, encoded, and checked for errors. This is a question on data processing. Data processing is a series of actions or steps

performed on data to verify, organize, transform, integrate, and extract data in an appropriate output form for subsequent use. Because of this, the data processing of the questionnaire that was collected is comprehensive. This made the data easier to examine and analyze by compressing and grouping it into smaller portions. The primary data from the questionnaire that has been gathered and processed is next analyzed with multiple linear regression analysis and descriptive statistics. To explain the features of the variables of interest in the study, descriptive statistics including mean scores, percentages, frequency distribution, and standard deviations are generated. Additionally, inferential statistics such as correlation analysis and multiple linear regression analysis is used to test the hypothesized relationships and to determine the relative importance of each independent variable in explaining the variation performance of employees of Berhan engineering plc S.C.

3.7. Model Specification

Model specification refers to the determination of which independent variables should be included in or excluded from a regression equation. Model specification is the first and most critical stage of regression analysis; followed by estimation of parameters and interpretation of those parameters. Our estimates of the parameters of a model and our interpretation of them depend on the correct specification of the model (Allen, 1997). The econometric model that is adopted for the study is Classical Linear Regression Model. It is a statistical tool for the investigation of relationships between variables. It is valuable for quantifying the impact of various simultaneous influences upon a single dependent variable. The general objective of the study is to examine if organizational culture dimensions influence performance of employees of Berhan engineering plc. The following multiple linear regression equation is used to examine the effect of organizational culture dimension on performance of employees of Berhan engineering plc.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where “Y” represent employees’ performance, while “X₁, X₂, X₃, and X₄” represent the independent variables organizational culture dimensions which are: organization’s mission, involvement, adaptability and consistency. “β₀” is the constant, while “β₁, β₂ β₃ and β₄” represent corresponding coefficients or parameters for the respective independent variables to be

estimated and e represent the error term that captures all relevant variables not included in the model.

3.8. Instrument Reliability and Validity

3.8.1 Instrument Validity

Validity refers to the extent to which the scores from a measure represent the variable they are intended (Gakure, 2010). A validity test of the questionnaires was done on its content. Content validity measures the extent to which a test acts to measure a concept analysis of the items so as to confirm adequate coverage of the scope of the study by the measuring instrument (Oyerinde, 2011). In order to ascertain the relevance of each question to variables being measured and to ensure that the content of the instrument provide answers to the objectives of the study and the formulated hypotheses, content validity of the pilot questionnaire was tested. The clarity of the instrument items to the respondents was established so as to enhance the instrument's validity. To establish the validity of the research instrument the researcher required opinions of experts in the field of study especially the feedback obtained from the advisor of this research, who assessed and reviewed the appropriateness of questions and the scales of measurement. Moreover, pilot test has been made to check the questionnaires.

3.8.2 Instrument Reliability

In addition, reliability test was carried out in order to ensure the consistency of the instruments used in main administration. The reliability is consistency of the measurement; that is, to what extent a measuring device will produce the same results when applied multiple times to the same person under similar conditions (Gakure & Ngumi, 2010). The study was employed Cronbach's alpha to assess reliability of the questionnaire. Cronbach's co-efficient alpha is the most common way of measuring internal consistency. Cronbach's coefficient (alpha) may range between 0 to 1, with 0 indicating an instrument full of errors and 1 indicating total absence of error. The closer Cronbach's alpha coefficient is to 1, the higher the internal consistency reliability (Oyerinde, 2011). A reliability coefficient (alpha) of 0.70 is considered acceptable, reliable and recommended for new questionnaire. The reliability of the questionnaire was tested using the Cronbach's alpha correlation coefficient with the aid of Statistical Package for Social Sciences (SPSS) software. Accordingly, the organizational culture dimensions and the sub items of the

respective dimension, organizational culture and employee performance were tested as depicted below.

Table: 3.2: Reliability Test Result

Variables	Cronbach Alpha	No. of Items
Involvement	0.832	14
Consistency	0.829	9
Adaptability	0.858	9
Mission	0.77	6
Employee Performance	0.766	10

Source: Survey Data (2023)

As Tavakol (2001) stated that, there are different reports about the acceptable values of alpha, ranging from 0.70 to 0.95. Hence, the Cronbach ‘s alpha coefficient of all the above variables was fall within the stated range and concluded that there is consistency among each question in the questionnaire

3.9. Ethical Consideration

The ethical issue is among the main focus of research. Before the data collection process all the necessary information about the study like who is conducting the study and for what purpose is the study conducted and other necessary information that respondents like to know were provided to all respondents so that it can help them to decide whether to participate or not in this study. They are also guaranteed the anonymity and confidentiality of their response.

CHAPTER FOUR

4. RESULT AND DISCUSSION

This chapter deals with presentation, analysis and interpretation of data collected from respondents using questionnaires. The data collected was analyzed and interpreted in line with the objective of the study which was; to investigate the effects of organizational culture on employees' performance at Berhan engineering plc. It gives the empirical findings and results following the application of these variables using the techniques indicated in the third chapter.

4.1 Response Rate

The researcher distributed 89 questionnaires. Out of these 89 were completed and returned. This represents a response rate of 95.7%. This is a commendable response rate basing on Kothari (2004), who pointed that 50% response rate is adequate, 60% is good, while 70% and above is rated to be very good. In addition, Richardson (2005) asserts that an overall response rate for a research questionnaire of at least 60% is both desirable and achievable. As such, 95.7% response rate is regarded an excellent response rate warranting the researcher to continue with the analysis and interpretation

Table 4.1: Response Rate

Response rate	Sample size	Percentage (%)
Returned questionnaires	89	95.7
Un-returned questionnaires	4	4.3
Total	93	100

Source, survey data, 2023

4.2 Demographic Information of Respondents

This section assesses demographic characteristics of respondents. Respondents were asked about their gender, age, level of education attained, position and tenure in present organization. Demographic characteristics of respondents provided important information that helps the researcher to determine the ability of the respondent to contribute meaningfully to the investigation. The result is presented in Table 4.2.

Table 4.2 General Information of the respondent

Factor level	Frequency	Percentage
1. Gender		
Male	69	74.2
Female	24	25.8
Total	93	100
2. Age		
18 – 25 years	9	9.7
26 - 40 years	39	41.9
41-50 years	37	39.8
Over 50 years	8	8.6
Total	93	100
3. Educational qualification		
Primary	8	8.6
Secondary	9	9.7
Diploma	17	18.3
Degree	31	33.3
Master and above	28	31.1
Total	93	100.0
4. For how long have you been employed in this company?		
Under 3 years	20	21.5
3 - 6 years	42	45.2
6 - 10 years	20	21.5
above 10 years	11	11.8
Total	93	100.0

Source, (Survey Data, 2023)

Table 4.2 above shows the gender distribution of the respondents who participated in the study. From table 4.2 show that 74.2% were males while 25.8% were females. The findings showed that male respondents were more than with female a representation and this finding indicated that males were dominated in the company. Respondents represented customers from a range of ages. The age distribution was 39 respondents (41.9%) age between 26 - 40 years, 37 respondents (39.8%) were age between 41 - 50 years, 9 respondents (9.7%) were age between 18-25 years and 8 respondents (8.6%) were above 50 years.

Regarding the educational qualification, 33.3% of the respondents had First Degree and 31.1% respondents had Second Degree and above, 18.3% of the respondents had Diploma, 9.7% of respondent achieved secondary education and the remaining 8.6% of respondent had primary education. This therefore means that majority of the respondents who participated in this study were well informed to fill the questionnaire by themselves.

Respondents were also asked their length of service year in the company, accordingly, 45.2% of the respondents were stayed in the company from a range of 3 -6 years, 21.5% were stayed for less than three years and 21.5% were stayed for 6 -10 years. This may have implied that the tenure distribution is fairly represented.

4.3 Organizational Culture Dimensions

Descriptive statistics were used to explain the basic features of the data that was collected from the field. With the aim of understanding the existing organizational culture at Berhan engineering plc, employees were asked to give their extent of agreement to the statements with regard to the four organizational culture dimensions of Involvement, Consistency, Adaptability and Mission in a five-point Likert scale and then analyzed with descriptive statistics of mean score and standard deviation. Accordingly, the composite mean value shows the average of all respondents' perceptions on each question.

According to Zaidaton & Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considers as high. While, standard deviation shows how diverse are the perceptions of respondents for a given questions. Thus, detail of the analysis was presented as follows.

Table 4.3. Summary of descriptive statistics for organizational culture dimensions

Variables	Mean	Stdv
Involvement	3.89	0.72
Empowerment	4.01	0.59
Team orientation	3.8	0.82
Capability development	3.85	0.76
Consistency	3.72	0.93
Core values	3.78	0.93
Agreement	3.63	1.09

Coordination and integration	3.76	0.89
Adaptability	3.81	0.92
Creating change	3.76	0.86
Customer focus	3.85	.944
Organizational learning	3.82	0.94
Mission	3.87	0.93
Purpose and strategy	3.97	0.84
Goal and objectives	3.91	0.82
Vision	3.71	1.01

Source, (Survey Data, 2023)

4.3.1. Involvement

The first dimension of organizational culture that this study assessed was involvement. Effective organizations having involvement culture empower their people, build their organizations around teams, and develop human capability at all levels. Executives, managers and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization. In recognition of this fact, the study was intended to evaluate the existence of involvement culture dimension in Berhan engineering plc. The study sought information on sub components of involvement culture such as; employee empowerment, team orientation and capability development.

As shown in table 4.3, empowerment received the highest grand mean score ($M=4.01$ with $SD=0.59$) of the three sub dimensions, indicating that the empowerment culture practice is well embraced in the company. When looking at the responses to the capability subdimension, a mean score of ($M=3.89$ and $SD=0.76$) was found, indicating that staff capability development initiatives are present and to some extent known by company workers as a culture. Furthermore, the mean responses obtained from respondents concerning team development was high ($M=3.8$, $SD=0.82$), indicating that team orientation is also available and to some extent understood by company personnel as a culture. The company's grand mean score for involvement is 3.89, indicating that it has made an effort to empower its employees, organize around teams, and develop human capability at all levels.

4.3.2. Consistency

The second dimension of organizational culture that this study assessed was consistency. Organizations having consistency culture s tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well-integrated. Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity. In recognition of this fact, the study evaluated the existence of consistency culture dimension in Berhan engineering plc in terms of three sub items namely: Core values, Agreement and Coordination and Integration.

As indicated in table 4.3 above, from the three sub dimensions: core value has got the highest grand mean score of ($M=3.78$ with $SD=0.93$) confirmed that the core value as one element of consistency culture practiced at moderate level in the company. While reviewing responses provided to coordination and integration sub dimension, it had a mean score of ($M=3.76$ and $SD=0.89$), which is an indication that the coordination and integration sub-dimension is moderately practices in the company as a culture. More so, the responses which were collected from respondents regarding agreement sub-dimension was also moderate mean value ($M=6.3$, $SD=1.09$) confirmed that the agreement as one element of consistency culture practiced at moderate level in the company. The overall grand mean score for involvement is 3.72 which is an indication that the company's consistency culture in terms of three sub items namely: Core values, Agreement and Coordination and Integration is good condition were practiced at moderate level in the company.

4.3.3. Adaptability

The third dimension of organizational culture that this study assessed was adaptability. Organizations having adaptability culture have develop norms and beliefs that enhance an organization's ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes that will promote its survival, growth and development. Adaptable organizations are driven by their customers, take risks and learn from their mistakes and have the capability and experience at creating change. In recognition of this

fact, the study was intended to evaluate the existence of adaptability culture dimension in Berhan engineering plc in terms of three sub items namely: creating change, customer focus, and organizational learning.

As shown in table 4.3, among the three sub dimensions, customer focus has the highest grand mean score ($M=3.85$ with $SD=.944$), indicating that customer focus as part of the company's adaptability culture is well implemented. More so, the responses which were collected from respondents regarding organizational learning was also high mean value ($M=3.81$ $SD=0.92$) which is an indication that the existence of organizational learning culture in the company. A mean score of ($M=3.76$ and $SD=0.86$) was found while examining responses to the creating change sub-dimension, indicating that the sub-dimension is evident in the company as a culture. The company's adaptability culture in terms of three sub-items, namely creating change, customer focus, and organizational learning, has a grand mean score of 3.81, indicating that it is in decent form in terms of adaptability culture. In many literatures (Schein, et al., 2011) were explained the main distinguishing factors for high performing organizations from low performing organizations is their strength of the culture of an organization and its adaptive ability to understand and react to the competitive environment are the main factors that enable organizations to attain its performance goals.

4.3.4. Mission

The fourth dimension of organizational culture that this study assessed was vision culture. Organizations having mission culture have a shared sense of purpose, direction and strategy that can coordinate and galvanize organizational members toward collective goals. As indicated in table 4.6 above, from the three sub dimensions; purpose and direction has relatively got the highest grand mean score of ($M=3.97$ with $SD=0.84$) confirmed that the purpose and direction as one element of vision cultural sub dimension is well adopted in the company. While reviewing responses provided to goal and objective sub dimension, a mean score of ($M=3.91$ and $SD=0.82$), which is an indication that creating organizational goals and objectives is available in the company as a culture. More so, the responses which were collected from respondents regarding vision sub dimension had moderately high mean score ($M=3.71$, $SD=1.01$) which is an indication that the company vision is also modestly shared among its work as a culture. The

company's mission culture in terms of three sub-dimensions, namely purpose and direction, aim and target, and vision, has an overall grand mean score of 3.87, indicating that it is in good shape in terms of mission culture.

4.4. Level of Employees' Performance at Berhan Engineering PLC

Employees job performance of Berhan Engineering PLC was assessed with 12 performance indicators. The sampled employees were asked to rate with a five-scale agreement and the mean response for each item was presented in the table 4.4.

Table 4.4: Employees' Performance at Berhan Engineering PLC

No .	Indicators	Mean	STD
1.	I perform well in my overall job by carrying out tasks as expected.	3.75	.812
2.	I could manage more responsibility in my job than is typically assigned to me	3.38	.933
3.	I have a complete knowledge and understanding while performing my tasks	3.84	.862
4.	I always reach my performance target.	3.78	.908
5.	I perform my work to the expected standards.	3.85	.846
6.	I am able to judge a given work situation & respond to it.	3.68	.968
7.	I am able to perform my work well with minimal time and effort.	3.82	.892
8.	I do my job independently (without waiting for specific instruction from my supervisor)	3.72	.815
9.	I delivered my work Assignments timely.	3.84	.876
10.	Compared to last year, I judge the quality of my work in the past six months to be much better	3.59	.883
11.	I am able and willing to work in collaboration with others.	3.68	0.73
12.	I actively looked for ways to improve my performance at work.	3.41	0.98
	Average	3.70	0.87

Source, (Survey data, 2023)

The overall response rate which was found computing over twelve items requested about employee performance was grand mean score of 3.70, indicating employees have high level of performance. The total standard deviation aggregate was also found to be 0.87 implying that at most of the responses were spread within 0.78 standard deviation of the mean. This indicates that when respondents were questioned about the level of their job performance, there was little variation in their answers.

Whereas among the questions requested whether employees perform the work to the expected standards got the highest mean score (3.85). This indicates that the majority of sample respondents were thought to complete the work to the required standards. The query presented regarding whether employees have a complete knowledge and understanding while performing their tasks has mean score value of 3.84. Similarly, query whether respondents delivered their work assignments timely got mean score value of 3.84. On other hands, query regarding whether respondents could manage more responsibility in their job than is typically assigned to them, got lowest mean score of value 3.38. Similarly, query whether respondents actively looked for ways to improve their performance at work also got mean score value of 3.41.

Overall, the respondents' perception of their performance level is high, with a grand mean score of 3.70, indicating that most respondents are more in agreement with the statements included in the 12 questions used to measure their performance level.

4.5. The Correlation Analysis of organizational culture dimensions and employee performance

The study conducted correlation analysis to test the strength of relationship or association between the research variables from the primary data. Correlation is the measure of the relationship or association between two continuous numeric variables (Kothari, 2004). The value of correlation coefficient ranges between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear. A correlation of -1 indicates that two variables are negatively linearly related and a correlation coefficient of 0 indicates that there is no linear relationship between two variables. Accordingly, in order to assess the relationship between organizational culture dimensions and employee performance, the correlation analysis was conducted and the result was presented in Table 4.5.

Table 4.5: Correlation organizational culture practices and employee performance

		Involvement	Consistency	Adaptability	mission	Employee Performance
involvement	Pearson Correlation	1	.343**	.228**	.056	.603**
	Sig. (2-tailed)		.000	.003	.478	.000
Consistency	Pearson Correlation	.343**	1	.205**	.275**	.618**
	Sig. (2-tailed)	.000		.008	.000	.000
Adaptability	Pearson Correlation	.228**	.205**	1	.408**	.629**

	Sig. (2-tailed)	.003	.008		.000	.000
Mission	Pearson Correlation	.056	.275**	.408**	1	.517**
	Sig. (2-tailed)	.478	.000	.000		.000
Employee Performance	Pearson Correlation	.603**	.618**	.629**	.517**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

Source, (Survey Data, 2023)

In order to determine the significance level of the correlation and to evaluate and measure the strength of this relationship, a Pearson Correlation Coefficient was conducted. According to Bartz (2009) Correlation Coefficient greater than 0.8 was considered high, 0.6 – 0.8 is strong, 0.4 – 0.6 is moderate and 0.2 – 0.4 is low and below 0.2 was considered as very low.

Accordingly, the findings of the study are presented in Table 4.6. The result shows that there is positive and strong relationship between the four organizational culture dimensions (involvement, consistency, adaptability and mission) and employees' performance. The results show that adaptability as organizational culture dimensions were positively correlated to employee performance with a Pearson's Correlation Coefficient of $r = 0.629$ and at level of significance of 0.000. This relationship was strong. The results also revealed that there is a strong positive relationship between the involvement and consistency and employee performance with a Pearson's Correlation Coefficient of $r = 0.603$ and 0.618 respectively. These relationships were considered strong. The results also revealed that mission has moderate and positive relationship with employee performance with a Pearson's Correlation Coefficient of $r = 0.517$.

Over all, all the four organizational culture dimensions (involvement, consistency, adaptability and mission) are positively strong relation with employee performance with a Pearson's Correlation Coefficient of $r > 0.5$ in all case. This indicates that organizational culture dimensions had a positive correlation with the employees' performance and the relationship is strong. The finding has previous empirical support as empirical evidence investigated by Shahzad (2014) showed that the relationship of overall organizational culture with employee performance with the result the correlation matrix value of Pearson's correlation was 0.415, which falls between "0.4 to 0.6", and interpreted as organizational culture has a moderate relationship with employee performance. Similarly, according to Emeka and Philemon (2012),

an empirical study was made on the impact of organizational culture on employee performance in Nigeria, and their study findings confirmed that 57.7% strongly agreed that organizational culture has relationship with employee performance

4.6. Testing the Statistical Significance of the effect of organizational culture on employee performance of Berhan Engineering PLC

This section describes the regression statistical analysis that was derived from the collected data and models. The purpose of this study was to see how organizational cultural dimensions affected employee motivation and performance of Berhan Engineering PLC. Regression analysis were used to accomplish this. It starts with results basic assumption test and then precedes to results of the multiple linear regression models

4.6.1. Assumptions/Diagnostic Test for Multiple Linear Regressions

Multiple linear regressions are based on the assumptions of Ordinary Least Square (OLS). When one decides to analyze data by means of multiple regressions, part of the process involves checking to make sure that the data need to analyze can in fact be analyzed using multiple regression. One could do this for the reason that it is only appropriate to use multiple regressions if the data "passes" those assumptions that are required for multiple regressions to give a valid result. So, in the following section necessary diagnostic tests were carried out on the variables.

i) Multicollinearity

According to Myers (1990), multicollinearity refers to very high inter-correlation among predictor variables. A perfect linear relationship among the independent variables implies difficulty of computing unique estimates for a regression model. Variance inflation factor (VIF) was used to check the seriousness of multicollinearity among explanatory variables. As a rule of thumb, multi-collinearity is a potential problem when VIF is greater than 4; and, a serious problem when it is greater than 10 (Field, 2013). Table 4.6 present the collinearity statistics of the predictor variables. The results in table 1 indicated the collinearity statistics were within the allowable values. As indicated in Table 4.6, the observed variance inflation factor (VIF) values from all predictor variables were less than 10, and the tolerance values were below 1.0, indicating an absence of multicollinearity (Field, 2013).

Table 4.6: Multicollinearity test for the Study Variables

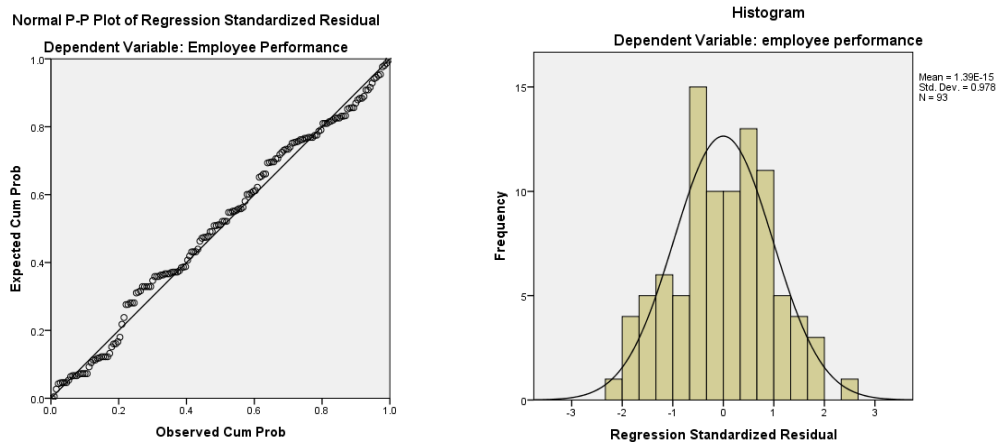
Variable	VIF	Tolerance
Involvement	.840	1.190
Consistency	.836	1.196
Adaptability	.706	1.416
Mission	.726	1.377

Source, Survey Data, 2023

ii) Normality Test

The other assumption of multiple regressions is normality which assumes that residuals (errors) are approximately normally distributed. In order to make valid inferences from regression analysis, the residuals of the regression should follow normal distribution. A simple way to check this assumption is to plot normal P-P or Histogram for the dependent variable to confirm the obtained result (Asghar & Saleh, 2012). This is a graphical procedure that plots the cumulative probabilities (values range from 0 to 1) on the X-axis and the expected probabilities given the normal curve on the Y-axis. If the sample were exactly normally distributed, the points would lie on a straight diagonal line. The figure 4.2 shows Normal P-P Plots for the dependent variables (employees' performance) in which the points would lie on a straight line confirming the data was normally distributed.

Figure 4.2: Normal P-P Plot /Histogram of residual for dependent variable



Source: (Survey data, 2023)

iii) Hetrocedasity test

Heteroscedasticity in a study usually happens when the variance of the errors varies across observation (Long & Ervin, 2000). The most commonly used method is Breusch-Pagan test which was used to test the null hypothesis that the error variances are all equal versus the alternative that the error variances are a multiplicative function of one or more variables. Breusch-Pagan tests the null hypothesis that heteroscedasticity is not present. If sig-value is less than 0.05, reject the null hypothesis. A large chi-square value greater than 9.22 is an indication of the existence of heteroscedasticity (Sazali, et al., 2010). In this study, as indicated in Table 4.7 the sig-value for fitted values of dependent variable employees' performance was 0.2331 and chi-square value of 1.42, which are indicating that heteroscedasticity was not a concern.

Table 4.7: Breusch-Pagan for Heteroscedasticity

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values for employee performance
chi2(1) = 1.42
Prob > chi2 = 0.2331

4.6.2. Regression Results

The main objective of study was to investigate the effects of organizational culture on employees' performance at Berhan Engineering plc. To address this objective multiple linear regression was performed by making employee performance as dependent variable and the four the organizational cultural dimensions (involvement, consistency, adaptability and mission) as independent variables.

i) Model Summary

Coefficient of determination explains the percentage of variation in the dependent variable (the employees' performance) that is explained by all the four independent variables (involvement, consistency, adaptability and mission). The table 4.8 below preset the model summary.

Table 4.8: Model Summary the effect of Organizational culture on Employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.705 ^a	.497	.474	3.206	1.619

- a. Predictors: (Constant), mission, involvement, Consistency, Adaptability
- b. Dependent Variable: employee performance

Source, (Survey data, 2023)

As indicated in the above table 4.8, R has a value of 0.705, representing the simple correlation between the four independent variables (f involvement, consistency, adaptability and mission) and employee performance. R^2 on the other hand explains the percentage of variation in employees' performance that is explained by the four organizational culture dimensions. The value of R^2 is 0.474 tells that these dimensions of organizational culture can account for 47.4% of the variation in the overall employee performance. This means having a fair practice of involvement, consistency, adaptability and mission organizational culture dimension in the organization are the factors that created the 47.4 % of the variance on employee performance at Berhan Engineering plc. The remaining 53.6% of the variability in employees' performance is left unexplained by the explanatory variables used in the study.

ii) ANOVA Interpretation

The result in ANOVA table 4.9 shows that the sum of squares of the regression is 893.259 at 4 degrees of freedom and a mean square of 223.315. The residual sum of squares 904.569 with 88 degrees of freedom and mean square value of 10.279. The test for the joint significant which is given by the F statistic is 21.725, it is statistically significant. This imply that the independent variables, that are involvement, consistency, adaptability and mission, considered were relevant in explaining employees' performance of Berhan Engineering plc.

Table 4.9: ANOVA for the effect of Organizational culture on Employee performance ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	893.259	4	223.315	21.725	.000 ^b
	Residual	904.569	88	10.279		
	Total	1797.828	92			

- a. Dependent Variable: employee performance
- b. Predictors: (Constant), mission, involvement, Consistency, Adaptability

Source, (Survey data, 2023)

iii) Regression Coefficients

The findings in Table 4.10 show the coefficients of the regression. According to the findings, three of the four organizational cultural dimensions (involvement, consistency, and adaptability) are significant in predicting the employees' performance since the p values were less than 0.05. While mission as one element of organizational culture dimension did not have significant effect on the employees' performance since the p values were less than 0.05.

Table 4.10: Coefficients for the effect of Organizational culture on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13.248	5.505		2.406	.018
1 Involvement	.286	.073	.320	3.910	.000
Consistency	.413	.114	.300	3.619	.000
Adaptability	.362	.093	.322	3.891	.000
Mission	.203	.151	.112	1.351	.180

Source, (Survey data, 2023)

Involvement has positive and significant impact on employee performance with a beta value (beta =.286) and t value of 3.910 which is significant. Consistency has also positive and significant impact on employee performance with a beta value (beta =.413) and t value of 3.619 which is also statistically significant. Similarly, adaptability as one dimension on organizational culture has also positive and significant impact on employee performance with a beta value (beta =.362) and t value of 3.3891 which is also statistically significant.

When these beta coefficients are substituted in the equation, the model becomes

$$Y = 0.286IV + 0.413CN + 0.362AD + MS0.203 + 13.248$$

Where: Y is the employee Performance of Berhan Engineering plc, IV is involvement, CN is consistency, AD is adaptability and MS is mission. This means that holding other factor constant one unit increase in involvement practice result in 0.286 unit increases in the employee performance, one unit increase in consistency practice result in 0.413 unit increase in employee's

performance, one unit increase in adaptability practice result in 0.362 unit increase in the employees' performance and one unit increase in mission result in 0.209 unit increase in employees' performance.

4.4. Discussion of Finding

The section discusses the study result and compare them with related past research with similar variable. The study was aimed to examine to investigate the effects of organizational culture on employees' performance at Berhan Engineering plc. The study measures organizational culture in terms of mission, involvement, consistency, and adaptability. The study used multiple linear regression analysis to determine the statistical relationship between the independent and dependent variables.

4.6 Hypothesis Test and Discussion of Findings

The study used multiple linear regression analysis to determine the statistical relationship between the independent and dependent variables. All the four null hypotheses as stated in chapter two of this study were tested using multiple linear regression models.

Table 4.11 Summary of Tested Hypothesis

No	Developed Hypothesis	T	Sig.	Test Result
1	Involvement has significant impact on employee performance at Berhan Engineering plc.	3.910	.000	Accepted
2	Consistency has significant impact on employees' performance at Berhan Engineering plc	3.619	.000	Accepted
3	Adaptability has significant impact on employees' performance at Berhan Engineering plc.	3.891	.000	Accepted
4	Mission has a significant impact on employees' performance at Berhan Engineering plc.	1.351	.180	Rejected

Source, survey data, 2023

Hypothesis 1: Involvement has significant impact on employees' performance at Berhan Engineering plc.

Conclusion: Failed to reject the formulated hypothesis since as show on table 4.15 above the regression coefficient for involvement dimension is 0.286, which is significant at 0.01. It

indicates that where other explanatory variables remain constant the improvement in involvement dimension has a positive influence on employees' performance and implies that when one unit increase in involvement dimension results in 0.286 unit increase in employee performance at Berhan Engineering plc. This finding is in line with research conducted by Shaw & Rich (2010), who found that involvement of employees has a positive influence on their performance. Similarly, Camps and Luna-Arocas (2009) observed that high-involvement work practice aim to provide employees with the opportunity, skills and motivation to contribute to organizational success in environments demanding greater levels of commitment and involvement. In consistent with findings above, Woinshet (2020), found that involvement sub culture dimensions had a positive and significant effect on the performance of IMC Ethiopia Mission staff members. However, this study contradicts this research conducted by Suleyman (2015), stating that involvement did not have a significant impact on employee performance.

Hypothesis 2: Consistency has a significant impact on employees' performance at Berhan Engineering plc.

Conclusion: Failed to reject the formulated hypothesis since as show on table 4.10 above the regression coefficient for consistency dimension is 0.413, which is significant at 0.01. It indicates that where other explanatory variables remain constant the improvement in consistency dimension has a positive influence on employees' performance and implies that when one unit increase in consistency dimension results in 0.413 unit increase in employee performance Berhan Engineering plc. This concurred with the finding of Jonson (2017) who opined that when consistency cultural dimension is employed among staffs of the organization, it makes them dedicated to their work, which in turn increase employee performance. Furthermore, research conducted by Zacher, Chan, Bakker, & Demerouti (2015) revealed that consistency culture had a significant positive effect on employees' attractiveness to their work that inturn increase their performance. Further research conducted by Venz, Pundt, & Sonnentag (2018) shows that by using internal promotion given to employees in the workplace, employees can actively improve their own job performance. According to Davenport, (1993) organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well-integrated. Unlike to the above findings, Woinshet (2020), found that consistency cultural

dimension did not significant effect on performance of employees of International Medical Corps, Ethiopia Mission.

Hypothesis 3: Adaptability has a significant impact on employees' performance at Berhan Engineering plc

Conclusion: Failed to reject the formulated hypothesis since as show on table 4.10 above the regression coefficient for adaptability dimension is 0.362 which is significant at 0.01. It indicates that where other explanatory variables remain constant the improvement in adaptability dimension have a positive influence on employee performance and implies that when one unit increase in adaptability dimension results in 0.362 unit increase in employees performance at Berhan Engineering plc. This concurred with the finding of Ratnawat (2014), who opined that adaptability cultural dimension will positively and significantly affect employee job performance. Furthermore Owino & Francis, (2019), and Yalabik, Rayton, & Rapti (2017) revealed that adaptability has a significant positive relationship with employee performance. Similarly, Schein, et al (2011), explained the main distinguishing factors for high performing organizations from low performing organizations is their strength of the culture of an organization and its adaptive ability to understand and react to the competitive environment and customers are the main factors that enable organizations to attain its performance goals. Woinshet (2020), in contrast to the findings above, found that the consistency cultural dimension had no significant influence on the performance of IMC Ethiopia Mission staff members.

Hypothesis 4: Mission has a significant impact on employees' performance at Berhan Engineering plc

Conclusion: Reject the formulated hypothesis since as show on table 4.10 above the regression coefficient for mission is 0.203 which is not significant at 0.05. Thus, the outcome of the study it was found that mission as one element organizational culture has not significant effect on employee performance at Berhan Engineering plc. For instance, Morgan & Vorhies (2018), who found that mission as one element organizational culture, had a positive and significant impact on employee performance. Furthermore, research conducted by Zain et al. (2009), shows that the mission as one element organizational culture affect employee performance. However, in line with the finding of the present study, other scholars (Nnamani and Agu, 2012; Kokila, 2015) indicated a weak association between mission and employee performance.

Overall, this finding shows that means that organizational culture dimensions had significant effect on employee performance at Berhan Engineering plc. This means the better organizational cultural practices in terms of mission, involvement, consistency, and adaptability increase the performance of employee. This is in line with the finding Morgan & Vorhies (2018), who found that organizational culture had a positive and significant impact on employee performance. Furthermore, research conducted by Zain et al. (2009), shows that the dimensions of organizational culture (mission, involvement, consistency, and adaptability) affect employee performance. Similarly, Yesil & Kaya (2013), Mahmudah (2012) and Son & Kim (2019) who revealed that the intrinsic function of the organization towards organizational culture is positively related to employee performance.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the study findings, conclusions, recommendations, limitation of the study and future research direction. Based on the key findings and results, conclusions are drawn and recommendations were made.

5.1 Summary of Findings

The study was conducted with an aim to investigate the effects of organizational culture on employee performance at Berhan Engineering plc. In order to address the objective, literature on organizational cultural dimension and employee performance was reviewed and the survey questionnaire was prepared accordingly.

Regarding the level of employee performance, the overall response rate which was found computing over twelve items requested about employee performance was grand mean score of 3.70, indicating employees have high level of performance. The total standard deviation aggregate was also found to be 0.87 implying that at most of the responses were spread within 0.78 standard deviation of the mean. This indicates that when respondents were questioned about the level of their job performance, there was little variation in their answers.

The first specific objective of the study was to assess organizational culture practice in Berhan Engineering P.L.C. In line with this, the findings from respondents' perception on the four organizational dimensions revealed that consistency received the highest grand mean score ($M=4.01$ with $SD=0.59$) of the four sub dimensions, indicating that the empowerment culture practice is well embraced in the company and the has made an effort to empower its employees, organize around teams, and develop human capability at all levels. Secondly, the overall grand mean score for involvement is 3.72 which is an indication that the company's consistency culture in terms of three sub items namely: Core values, Agreement and Coordination and Integration were practiced at moderate level in the company. Thirdly, the company's adaptability culture in terms of three sub-items, namely creating change, customer focus, and organizational learning, has a grand mean score of 3.81, indicating that the is in decent form in terms of adaptability culture. Lastly, the company's mission culture in terms of three sub-dimensions, namely purpose

and direction, aim and target, and vision, has got an overall grand mean score of 3.87, indicating that the company has in good shape in terms of mission culture. More so, the study found that the overall response rate which was found by computing over the twelve questions requested about employee performance was mean score of ($M=3.70$, $SD=0.87$), indicating employees have high level of performance at Berhan engineering plc.

The second specific objective of the study was to explore the relationship between performance and organizational culture. In line with this objective, the correlation result shows that there is positive and significant relationship between all organizational cultural dimensions (involvement, consistency, adaptability and mission) and employees' performance. The finding also indicates that among the four organization culture dimensions, the highest relationship was found between adaptability and employees' performance Pearson's Correlation Coefficient of $r = 0.629$, while the lowest relationship was found between mission and employees' performance with a Pearson's Correlation Coefficient of $r = 0.517$. The results also revealed that there is a strong positive relationship between the involvement and consistency and employee performance with a Pearson's Correlation Coefficient of $r = 0.603$ and 0.618 respectively.

The third specific objective of the study was to examine the effects of organizational culture dimensions (Involvement, Mission, Adaptability and Consistency) on employees' performance. In line with this, the result of regression indicates that three of the four organizational cultural dimensions (involvement, consistency, and adaptability) are significant in predicting the employees' performance since the p values were less than 0.05. While mission as one element of organizational culture dimension did not have significant effect on the employees' performance since the p values were less than 0.05. The result shows that the four independent variables involvement, consistency, adaptability and mission that were studied explain 47.6% of variation employees' performance as represented by the R^2 value. The remaining 53.4% of the variability in employees' performance is left unexplained by the explanatory variables used in the study.

5.2 Conclusion

This study was initiated to investigate the effect of organizational culture on employees' performance at Berhan Engineering PLC. The study found that the level of employee performance in Berhan Engineering PLC has a mean score of Involvement 3.89, mean

score of Consistency 3.72, mean score of Adaptability 3.81 and mean score of Mission 3.87. All for organizational cultural dimensions examined in this study, namely: Involvement, Mission, Adaptability and Consistency are well practices in Berhan Engineering plc. Among the four cultural dimensions, consistency is highly practiced in the case company followed by involvement, adaptability and mission culture, respectively.

Overall, it can be concluded that three out of four organizational cultural dimensions (involvement, consistency, and adaptability) influence employees' performance positively and significantly at Berhan Engineering plc. The improvement of these organizational cultural practices by company has a higher potential of improving its employees' performance. Thus, it can be concluded that improved organizational cultural practices is an increasingly important tool for the higher employees' performance. Therefore, the management of Berhan Engineering plc should influence these organizational cultural dimensions as a way of improving its employees' performance.

Generally the study reveals that organizational culture has a positive impact on employee performance at Berhan Engineering plc.

5.3 Recommendation

Based on the findings and conclusions of the study, the researcher provides the following recommendations aimed at ensuring that the organizational cultural practices adopted by company play a positive role in ensuring the improved performance of its employees'.

- The top management should foster a culture of cooperation at work so that employees have a feeling of belonging, which will improve performance. Among them are the following: the management of the organization must be able to specify the values they will emphasize and consistently communicate to the workforce, set clear strategy and align workers with the company's mission and vision, encourage collaboration and strong relationships, promote authentic and trusted leadership, establish approachable management, foster a sense of purpose, encourage upward feedback and share of voice, show recognition and appreciation, and focus on diversity and inclusion.
- It is advised to conduct an organization-wide cultural audit in order to identify the areas where top management should step in to improve organizational culture. This will allow

for a complete understanding of the current culture and the formulation of organizational culture plans. Since this will offer all employees/members a sense of belonging and thus boost their motivation and performance, top management should establish norms and an atmosphere that makes it possible for leaders and subordinates to carry out activities jointly. Although planned developmental programs are advised to improve employees' skill, knowledge, and conduct, the management should establish an intervention strategy for employee capability development.

- Since adaptability culture dimension has significantly contributed towards employee motivation and performance, the company is expected to have the ability to understand and react to the competitive environment and customers. The company is anticipated to put in a lot of effort in this respect, so it is good that the organization employs an adaptation strategy. Therefore, whenever there are new changes implemented within the organization, the organization should develop a communication strategy to help the employees become more familiar with it. This will increase the employees' confidence in the company's existence and significantly lower a culture of resistance. Because organizational learning culture is a requirement for adaptation strategy, the company should also strengthen it. Therefore, the company should encourage and empower its employees so as to make them more innovative and to develop an appetite for taking risks and to proactively respond to the changing needs of their customers, and finally they can comfortably adapt to the dynamic digital environment at large.
- More so, as consistency culture has also significantly contributed towards employee performance, the company is advised to maintain its consistency culture through developing the key management tools like; implementation of corporate norm, policies and procedures, managing risk and compliance, developing internal audit guideline, building organization's code of conduct to bring consistent work practices for all the functions of its departments so that all work together well to achieve common goals. Moreover; so as to keep the agreement culture up, employees should develop impactive communications with their supervisor about targets, achievements, getting regular feedback and coaching on performances achievements and gaps will have a positive impact on the employees' performance level.

- Employees' should enhance the culture of high involvement such as: exercising autonomous power, accepting challenging assignments, participating in decision making, building self-managed work teams and ability to manage own work, take initiations to prepare learn and share sessions at particular interval and experience sharing on best fit practices will maximize the employees' capability in every corner and build the confidence of employees' belongingness for realization of both short term and long term organizational goals.

5.4 Further Research Direction

Although this research provides some significant insights into organizational culture practices of Berhan Engineering plc, there is still a chance to extend the findings to gain a more comprehensive understanding. Future researchers should conduct their studies in other organizations in order to extend the empirical data in the field because the study of the research is restricted to just one organization and even has a small sample size. Future researchers can also apply various types of organizational culture models formulated by different authors other than the Denison model; therefore, their perspectives regarding organizational culture will be widened. It would also be helpful to conduct further research on organizational cultural practices in order to comprehend how these practices affect other performance indicators like employee commitment, employee attitude, and employee job satisfaction. Researcher also recommend future research based on the employee performance appraisal results other than on the employees' perception and opinion.

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APPENDIX I: RESEARCH QUESTIONNAIRE

The purpose of this questionnaire is to collect data for post graduate study for Master of Program in St. Mary's University for the study entitled "The Perceived Effect of organizational culture on employee performance: the case of Berhan engineering plc S.C". This questionnaire is required to assist in determining the objectives of the study. Your privacy will be kept anonymously and, therefore, no one knows who provided the information. Any information provided will be used for academic purpose only and will be treated in strict confidence. Therefore, you are kindly requested to provide your responses to different questions below. Thank you in advance for agreeing to participate in this study.

General Instruction: - Circle your response or indicate "√" in the box beneath for closed-ended questions among the provided alternatives. You don't need to write your name.

Section A: Demographic Profile of Respondent

Instruction: Tick (x) your response against any response that applies to you.

1. Gender

☐ Male ☐ Female

2. Age

- ☐ 18 – 25 Years
- ☐ 26 – 39 Years
- ☐ 40 – 49 Years
- ☐ 50 and above Years

3. Education status

- ☐ High School
- ☐ Diploma
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Above Master degree

4. Experience in year

- ☐ 1 to 3 years
- ☐ 3 to 6 years
- ☐ 6 to 10 years
- ☐ Above 10 years

Section II: Organizational culture

This part of the questionnaire consists of items taken from the Organizational Culture Denison Model. The main purpose of the instrument is to assess four dimensions of organizational culture in your organization i.e., Consistency, Involvement, Adaptability and Mission. Evaluate to what extent each statement fits the culture of your organization. Use the following rating scale, and put “√” mark for each rating. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

NO.	Questions organizational cultureDimension	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
	Involvement					
I.	Empowerment					
1	In my opinion, most of employees are highly involved in their work in Berhan engineering plc					
2	My organization gives me the authority and ability to manage my own work.					
3	Information is widely shared within the company so that everyone in the company can get the information he or she needs when it's needed.					
4	Everyone in company believes that he or she can have a positive impact on their work contributes					
5	My organization grants me greater autonomy and involves me in decision making.					
II.	Team Orientation					
6	My organization places much value on employees working cooperatively towards the common goals of the organization.					
7	I believe that cooperation is well practiced in company while I perform my duties					
8	In my opinion, the company's norms encourage cooperation, teamwork, and participation.					
9	In company, I feel like I am part of a team.					
10	I believe that works are organized so that each employee can see the relationship between his or her job and the goals of the organization.					

NO.	Questions organizational cultureDimension	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
III	Capability Development					
11	The company develops its employee's human capability at all levels.					
12	I agree that the company is constantly working on developing its employee's capability.					
13	The company has a direction on making continuous investment in the skills of employees.					
14	I believed that capabilities of employees within the company are viewed as an important source of competitive advantage.					
	Consistency					
IV	Core Values					
15	The company's core values are shared among the majority of its members.					
16	My supervisor always shows me in practice what she/he is saying in words.					
17	The company has a clear and consistent set of values that dictates the way I do my work.					
18	There is an ethical code that guides my behavior and tells the right and the wrong.					
V	Agreement					
19	Different departments and division of my company are able to work together well to achieve common goals.					
20	I think the company has a strong organizational culture.					
21	As an employee, I am given assignments that are consistent with my strengths, interests and opportunities					
VI	Coordination & Integration					
22	The company's approach to doing business is very consistent and predictable.					
23	There is good alignment of team goals with the company's Strategic objective, mission and vision.					

No,	Questions organizational cultureDimension	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
	Adaptability					
VII	Creating Change					
24	The way things are done in company is very flexible and easy to change.					
25	The company responds well to competitors and other changes in the business environment.					
26	New and improved ways of doing works are continually adopted in company.					
VIII	Customer Focus					
27	Customer comments and recommendations often lead to changes.					
28	Customer input directly influences our decisions.					
29	All members in company have a deep understanding of customer wants and needs.					
IX	Organizational Learning					
30	We view failure as an opportunity for learning and improvement.					
31	Innovation and risk taking are encouraged and rewarded.					
32	Learning is an important objective in our day-to-day work.					
	Mission					
X	Purpose and Direction/Strategy/					
33	There is a clear mission that gives meaning and direction to our work in company.					
34	There is a clear strategy for the future in company.					
XI	Goals & Objectives					
35	In company there is widespread agreement about goals.					
36	We continuously track our progress against our stated goals.					
XII	Vision					
37	I have shared the vision of what the company will be like in the future.					
38	The company's vision creates excitement and motivation on my work performance.					

Section III: Questionnaires on Employee Performance

In the section below, indicate the extent to which you agree with each of the following statements regarding employees' performance by ticking (✓) that which most closely matches your opinion. Use the following rating scale. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

S.N	Questions Employee performance	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
1.	I perform well in my overall job by carrying out tasks as expected.					
2.	I could manage more responsibility in my job than is typically assigned to me.					
3.	I have a complete knowledge and understanding while performing my tasks.					
4.	I always reach my performance target.					
5.	I perform my work to the expected standards.					
6.	I am able to judge a given work situation & respond to it.					
7.	I am able to perform my work well with minimal time and effort.					
8.	I do my job independently (without waiting for specific instruction from my supervisor)					
9.	I delivered my work Assignments timely.					
10.	Compared to last year, I judge the quality of my work in the past six months to be much better					
11.	I am able and willing to work in collaboration with others.					
12.	I actively looked for ways to improve my performance at work.					