

MEKELLE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MBA PROGRAM



**THE EFFECTS OF ORGANIZATIONAL CULTURE ON EMPLOYEES’
JOB SATISFACTION IN THE BANKING INDUSTRY IN THE CASE OF
WEGAGEN BANK AND COMORCIAL BANK OF ETHIOPIA MEKELLE
CITY ETHIOPIA, TIGRAY**

BY
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**A THESIS SUBMITTED TO MEKELLE UNIVERSITY
DEPARTMENT OF MANAGEMENT IN PARTIAL FULFILLMENT
OF MASTER OF ARTS IN BUSINESS ADMINISTRATION**

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MEKELLE, TIGRAY

FEBRUARY 2025

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STATEMENT OF DECLARATION

I, Alemu Nigus, a MA student in Business Administration (MBA), declare that the research project titled "The Effects of Organizational Culture on Employees' Job Satisfaction: in Banking Industry in the case of Wegagen bank and CBE of Mekelle City" is my original work under the guidance and supervision of the research advisor. It has not been submitted for any degree at any university. All cited documents have been duly acknowledged.

Place: Mekelle University, Tigray, Ethiopia

Name student: Alemu Nigus Signature _____ Date: _____

STATEMENT OF CERTIFICATION

This is to certify that Alemu Nigus Tesfay had carried out here thesis is entitled “The Effects of Organizational Culture on Employees’ Job Satisfaction: in the banking industry in the case of Wegagen bank and CBE of Mekelle City)” submitted in partial fulfillment of the requirements for the award of a master degree in Business Administration to the college of Business and Economics, Mekelle university, through the department of management, done by Alemu Nigus, is an authentic work carried out by him under our guidance. The matter embodied in this project work has not been submitted earlier for awards of any degree or diploma to the best of our knowledge and belief.

Principal Advisor: Mulu Aderie (**PhD**)

Signature _____ Date _____

Co-advisor: _____

Signature _____ Date _____

ACKNOWLEDGEMENTS

Firstly, I would like to express my gratitude to my God and diligence that have been essential for the successful completion of my study. I am thankful for the guidance and support that have been instrumental throughout this journey. I would like to express my sincere gratitude and appreciation to my principal advisor Dr. Mulu Aderie (PHD) for his invaluable guidance and constructive input throughout the preparation of this thesis. His tough and insightful comments have greatly contributed to its success. Additionally, I extend my heartfelt thanks to all the respondents, including the managers and skilled professionals of Wegagen bank and Commercial Bank of Ethiopia branches, who generously shared the necessary information that was vital for the completion of this thesis. Their contribution is greatly acknowledged.

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ABSTRACT

This study examines the effect of organizational culture on employee job satisfaction at Wegagen Bank and the Commercial Bank of Ethiopia in Mekelle City. Using descriptive and explanatory research designs, the study considers organizational culture as the independent variable and job satisfaction as the dependent variable. A mixed-methods approach was employed, primarily focusing on quantitative data from structured questionnaires distributed among 279 employees selected through stratified sampling from a total of 914 employees. The findings indicate a generally positive perception of job satisfaction, with a grand mean score of 3.88. Employees show strong commitment to their work, though concerns remain regarding long-term career satisfaction. Employee involvement (3.94) reflects teamwork and empowerment, while organizational consistency (3.89) suggests stability, though gaps exist in leadership integrity and consensus-building. Adaptability (3.88) is well-perceived, but fostering innovation remains a challenge. Mission clarity (4.10) highlights a strong sense of purpose, yet tracking progress against goals needs improvement. Inferential analysis reveals significant correlations between job satisfaction and mission, adaptability, consistency, and involvement. Regression analysis confirms that organizational culture accounts for 73.2% of job satisfaction variance, with mission clarity having the highest impact. To enhance employee job satisfaction and retention, the study recommends improving communication, leadership practices, and innovation. Additionally, implementing Enhance Communication and Inclusion, Strengthen Leadership Integrity and Consistency, Foster a Culture of Innovation and Learning, Improve Employee Retention Strategies, Reinforce Mission Clarity and Strategic Alignment and Implement Employee Motivation Strategies, employee motivation strategies such as performance-based incentives, career development programs, and work-life balance initiatives will further strengthen job satisfaction and organizational success.

Keywords:

Adaptability, Consistency, Employee Job Satisfaction, Involvement and Mission

CHAPTER ONE

1 INTRODUCTION

This chapter of the paper consists of the background of the study, a statement of the problem, research question, the research objective, scope, and significance, limitation of the study and organization of the study.

1.1. Description of the Study area

Organizational Culture (OC) serves as a foundational set of beliefs shaped by the members of an organization through external adaptation or internal integration (Schein, 1992). Schein (1992) pioneered an OC framework, extensively cited by scholars (e.g. Alvesson, 2002; Belias & Koustelios, 2014; Bhuiyan et al., 2020; Ipinazar et al., 2021; Latta, 2020; Reeder, 2020; Sarhan et al., 2020; Setiawan, 2020). Akhavan et al. (2014) similarly define OC as a collection of fundamental assumptions, norms, values, and shared conduct transmitted to newcomers. Many researchers (e.g. Baird et al., 2018; Ouellette et al., 2020; Yip et al., 2020) concur that OC encompasses a common set of values, behaviors, conventions, attitudes, assumptions, and beliefs among organizational members. As articulated by Hardcopf et al. (2021), OC is a group attitude that evolves over time and proves resistant to modification once established. In line with Akhavan et al. (2014), OCs significantly influences interpersonal interactions, behaviors, and communication among employees during day-to-day work. Consequently, OC emerges as a key organizational feature and situational aspect, exhibiting potential stability or flexibility that permeates all facets and activities of the organization. Groysberg et al. (2018) categorize cultures as either stable, emphasizing authority, order, consistency, predictability, and the status quo, or flexible, characterized by adaptability, openness to change, learning, creativity, and innovation.

As cited by Serbian researchers (Jelena and Milan 2013) organizational culture is in a certain sense a philosophy that determines organizational policy towards internal and external surroundings. Organizational culture influences all aspects of business and life in a company. It is linked to numerous organizational results (House et al... 2004), and one of them is job satisfaction. Connecting individual aims of employees to aims of the organization and reliance on responsibility of employees are the factors of organizational culture successfulness.

Organizational culture is also one of significant factors of employees' satisfaction (Moynihan and Pandey, 2007).

Job satisfaction is defined as the sum total of individual's stance towards various job-related factors including work itself, supervisors, colleagues, working conditions, compensation and reward and recognition (Schultz et. al., 2003). It is a multi- dimensional construct with a variety of definitions and related concepts which have been studied since the beginning of the 20th century. Smith (1969) suggested that job satisfaction could be categorized based on individual's needs.

The impact of OC on employee job satisfaction indicates that, organizational change (Bagga et al., 2022), productivity (Elsbach & Stigliani, 2018), and employee turnover (Bortolotti et al., 2015) has been extensively explored.

According to Chandrasekhar (2011), and Sandstorm, Town, Rice, Osborn and Brill (1994), the attention in the workplace environment is of rising concern because most workers was better their live at least half of their total lives with work that affect their emotional states, concentration behavior, actions, and abilities and by extension employee job satisfaction. This practice needs more attention hence employees in their work area need to more focus, work together, and learn throughout their time on the job.

This paper discussed the effect of organizational culture on Employee job satisfaction in Wegagen Bank and Commercial Bank of Ethiopia in Mekelle city. Organizational culture can be defined as the set of beliefs, values, policies, work styles, and relationships that distinguish one organization from another (Hofstede, 2001). Organizational culture influences directly and indirectly on employee's job satisfaction. A strong culture enables the employees to stay motivated and loyal to the management (Peter & Waterman 1982). According to Elverson (2002), a strong culture results in high job satisfaction. A positive, strong organizational culture can make an average individual perform well and achieve brilliance, while a negative, weak organizational culture may discourage an outstanding employee, causing him or her to underperform and decrease on their job satisfaction.

The organization values, visions, missions, norms, working language, systems, and symbols, beliefs and habits (Hofstede, 2001) form organizational culture. Culture influences how people

behave and think, so it is important to understand the culture within an organization. Deal and Kennedy (1982), agree that organization development should be combined with organizational culture effectively, in order to make employees work effective. Corporate culture can offer a shared system of meanings and crates mutual understanding. If the organizational culture does not fulfill these functions in a satisfactory way, the culture may significantly reduce the efficiency of an organization (Furnham & Gunter, 1993).

Organizational culture is a system of values, beliefs, and behavior patterns which subconsciously drives members of the organization to make each choice and decision (Ortega-Parra & Sastre-Castillo, 2013). Schneider et al. (2013) indicated organizational culture as the norms that members of an organization perceive as their work environment, and these norms influence how members behave and adapt to achieve organizational goals. Organizational culture is the way that organizational members interact with each other and other stakeholders (Simoneaux & Stroud, 2014).

Culture is deeply associated with the values and beliefs shared by personnel in an organization. These norms attributable of culture are invisible but have a great impact on the satisfaction of employees and profitability. It is what is important and unimportant in the organization. Organizational culture definitely has an impact on the employee job satisfaction of the employee; this impact may be negative or positive. If the organizational culture has a positive effect on the employee job satisfaction, then the optimum satisfaction of the employee is certain, but if the impact of the culture on the employee is negative then, the negative side of the coin is expected (Mohammed, 2013).

Gamble and Gibson (1999), note that culture can also have an influence on employee motivation, employee morale, goodwill, productivity, efficiency, the quality of work innovation and creativity and the attitude of employees in the workplace. Organizational culture improves the employee's decision making and workflows. Therefore, organizational culture has an active and direct role in Employee job satisfaction.

According to empirical findings in various literatures, organizational culture plays a great role on employee job satisfactions (Martins and Martins, 2003). Job satisfaction can be defined as a positive effect towards employment (Lund, 2003). And it is arguably a fairly stable evaluation of how the job meets the employee's needs, wants or expectations (Behzadi et al. (2012). In

research, job satisfaction has been assessed using global aspects as well as multiple facets like salary, career progression, supervisor (Anindita and Tripathy, 2020). Many studies share that satisfied employees was perform their work more effectively, which is the basis of many theories of performance, reward, job design and leadership (Shipton et al., 2006). Simply put, job satisfaction is the extent to which people like their jobs. Organizational culture influences the day-to-day experience of employees.

Hence, studying organizational culture plays a great role on understudying employee job satisfactions. For many years, the topic of measuring organizational culture and employee satisfaction has been center of discussion in developed world. However, in developing countries, particularly, in Ethiopia such issues are under explored. Though sporadic studies have been conducted here and there, such studies are not in position to bring influence in business reforms. Furthermore, the selected branches in both banks (Wegagen bank and Commercial Bank of Ethiopia) have no baseline data that shows its current situation of organizational culture and satisfaction level of the employees. Hence, this study fills the baseline data gap in the organizational culture and employee's satisfaction to identify specific actions to be taken for future Involvement in the process of designing the strategic plan of the company.

1.2. Statement of the Problems

The culture within an organization is very important, playing a great role in whether it is a happy and healthy environment in which we working. When the interaction between the organizational culture and employees is good, it helps to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction (Tedla, 2016). Every organization functions within a unique culture and organizational culture stands as the center from which all other factors of human resource management derive and it is also believed that organizational culture is driving factor to promote commitment, motivation, morale and job satisfaction of employees (Behzadi et al. (2012). But, sometimes culture may be a liability and its dysfunctional aspect should not be ignored. If not managed properly, then it will have an effect on the organization's effectiveness and employee job satisfaction (Henri, 2006).

Different researchers regarding organizational culture and its effect on employee job satisfaction conduct different studies in various financial institutions. According to Olawuyi and Shakur (2017), there is significant correlation between organizational culture and the employee's job

satisfaction and that there is significant correlation between organizational culture and employee's job satisfaction.

A study conducted by Stephen. E.N (2016), investigated the connection between organizational culture and its impact on Employee job satisfaction. According to their results, organizations should also develop a culture that encourages employees to be innovative and creative and also see the employees as humans and not logs in machines. Furthermore, organizational culture of must be binding on all member and staff of the organization as this will encourage uniformity among members of the organization and thus enhance commitment and group efficiency. According to Mohammed and Abukir (2013), examined the impact of organizational culture on Employee job satisfaction of Mogadishu Universality and found that there is a positive correlation between organizational culture and employee's job satisfaction.

A critical review of organizational culture on Employee job satisfaction has been also studied by (Narayana, 2017) and the study found out that the effect of culture is very important in every organization and it enhances employee's job satisfaction resulting employee's commitment which helps the organization to prosper and flourish and influence the level of organizational goal in a positive way. A study conducted by Hanna (2019) on Berhan International bank indicated that there is a strong relation between organizational culture and employee's job satisfaction. Similarly, a study conducted by Senait (2019) on Economic Commission for Africa presented that organizational culture has strong correlation with employee's job satisfaction. In the context of Wegagen Bank and Commercial Bank of Ethiopia in Mekelle city, a research studies were not conducted by employees of the Banks in different areas such as Loan Collection, Assessment of Turnover, employee's job satisfaction, Employee Motivation and the like.

As mentioned by Achua and Lussier (2013), a unique corporate culture provides value to the organization and, therefore, hard to duplicate or imitate. In this regard, it helps to build and sustain a firm's competitive advantage. For this to happen, the organization has to have a mission statement and values that have meaning; a statement that people will take seriously; a set of overarching beliefs that serve as powerful guides for everyday action and that are reinforced in a hundred different ways, both symbolic and substantive.

Furthermore, the selected branches in both banks (Wegagen bank and Commercial Bank of Ethiopia) have no baseline data that shows its current situation of organizational culture and job satisfaction level of the employees. Hence, this study fills the baseline data gap to examine the effect of organizational culture on employee's satisfaction to identify specific actions to be taken for future Involvement in the process of designing the strategic plan of the company.

However, the effect of organizational culture on job satisfaction has not been studied and the problem of turnover continues. These are the rationales which call for the study to be undertaken in the Banks. Therefore, by studying the effect of organizational culture on job satisfaction, it is possible to increase job satisfaction there by organizational effectiveness. This however requires understanding of currently existing norms and organizational cultures through periodic evaluation the cause and effects. It is, therefore, necessary to examine the effect of organizational culture on job satisfaction in the selected banks in Mekelle city.

1.3. Research Questions

This researcher to try to answer the following research questions:

1. To what extent the dominant organizational culture trait that affects employee job satisfaction in both banks?
2. To what extent does employee involvement as an element of organizational culture trait impacts Employee job satisfaction in both banks?
3. Is there any relationship between consistence cultural trait and Employee job satisfaction in both banks?
4. Is there any relationship between adaptability cultural trait and Employee job satisfaction in both banks?
5. To what extent do organizational mission as an element of organizational culture on influence Employee job satisfaction in both banks?

1.4. Objectives of the study

1.4.1. General objectives

The general objective of this study to examine the effect of organizational culture on Employee job satisfaction at Wegagen bank and Commercial Bank of Ethiopia in Mekelle city.

1.4.2. Specific Objectives

The specific objectives of the study were:

1. To determine the dominant organizational culture trait that affect employee job satisfaction
2. To examine the effect of involvement cultural trait on Employee job satisfaction
3. To examine the effect of consistency cultural trait on Employee job satisfaction
4. To examine the effect of adaptability cultural trait on Employee job satisfaction
5. To examine the effect of mission cultural trait on Employee job satisfaction.

1.5. Significance of the study

Understanding and investigating the effect of organizational culture on employee job satisfaction has meaningful importance as it helps in realizing the extent to which organizational culture influence the employees job satisfaction. Every research should have something to contribute from the eye of the organization under study, the community, the body of knowledge and other researchers. Therefore, this research will be expected to have the following significances.

- **First**, the company officials through the research's output can get important information concerning the effects of organizational culture on employees' job satisfaction. This will inspire them to deal with their weaknesses and strengths in achieving the mission, goal and objective of the company.
- **Secondly**, when the employee's satisfaction is improved through healthy organizational culture, community can get efficient, effective and reliable quality services.
- **Thirdly**, this research highlights how organizational culture influences employees' job satisfaction in developing country and hence adds new knowledge in many financial institutions.
- **Fourth**, findings from this research can also assist to the interest of researchers for further investigation of the various aspects of problems which are not fully addressed by this particular study. Accordingly, the study is expected to be a bench mark for the upcoming research investigations. Besides the output of this research can be serve as secondary data sources for scholars may who conduct similar studies.

1.6. Scope of the Study

The **geographical scope** of the study limited to the Wegagen bank and Commercial Bank of Ethiopia in Mekelle city. Hence, studying organization culture at the mekelle city branches means studying different cultural types for each of them, which cannot lead the researcher to generalize organizational culture at Wegagen bank and Commercial Bank of Ethiopia in Mekelle city. So, the study was targeted at all permanent employees at the mekelle city branches. Even

though, the Wegagen bank and Commercial Bank of Ethiopia in Mekelle city has their own culture. **Conceptually**, this paper try to depend on the dimensions of organizational culture indicated by Daniel Denison's model (2000). This author has identified four dimensions that analyze the culture of one organization. Four dimensions of organizational culture, like mission, adaptability, consistency, and involvement were used to examine the effects of organizational culture on employee job satisfaction on each dimension. **Methodologically**, the study framed based on a mixed approach with descriptive and explanatory research designs. The data collected among employees of both selected banks by using self-administered questionnaire. With the aid of SPSS, V27, data were analyzed by using both descriptive and inferential statistical tools. This paper conducted between December **2023 and Jan 2025**.

1.7. Limitation of the study

There were some difficulties in completing this research. The research were based on employees' personal thoughts and perceptions that may create some bias in their responses that resulted in perceptual errors as a result of high expectations from the organization.

This study also limited to two organizations, and its findings were not comprehensive enough and may not entirely represent different organizational cultures applicable to other organizations in the same company.

1.8. Organization of the Paper

This study is organized into five chapters. The first chapter dealt with the background, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitations of the study, and organization of the study. Chapter Two covered a review of the literature on the link between organizational culture and employees' job satisfaction. The third chapter covered the research design and method of the study. The fourth chapter is data analysis and presentation. The fifth chapter is deals with summery of finding, conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

The aim of this chapter is to review literatures relating to organizational culture, employees job satisfaction and provided a theoretical and empirical foundation.

2.1. Theoretical literature

Human beings tend to develop common understanding and beliefs as long as they interact with each other for a common purpose. This common understanding and beliefs are to which the term organizational culture usually refers. Most formally, organizational culture consists of the shared beliefs, values and assumptions that exist in the organization (Saks 2005). He further describes the term as these shared beliefs, values, and assumptions determine the norms that develop and the patterns of behavior that emerge from these norms.

As per the above definition, it can be understood that organizational culture refers to the general understanding and kind of agreement that is shared by the different members of an organization.

Different scholars have defined organizational culture. For example, Nazir and Zamir (2015) as the combination of expectation of organizations, experience, philosophy, and values have defined Organizational culture. A more in-depth definition of organizational culture given by Schein (2004) which is organizational culture is a pattern of shared basic assumptions that learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the way to perceive, think, and feel in relation to those problems. According to Dave and Ulrich (2010), Organizational culture comprises the unwritten customs, behaviors, and beliefs that determine the “rules of the game” for decision-making, structure, and power. It is based on the shared history and traditions of the organization combined with the current leadership values. In effect, culture dictates the way we do business and the organizational survival tactics that facilitate assimilation and personal success.

Based on the above definitions, we can generalize that organizational culture is a kind of phenomena that tend to emerge and develop amongst people of the same organization due to their day-to-day interaction.

Different scholars contribute on the development of organizational culture by conducting critical studies in several institutions. The major contributors in theoretical development of

organizational culture use different classifications and concepts. The major ones include the following:

- Hofstede (2010) explained that cultures differ based on five dimensions, namely power distance, uncertainty avoidance, individualism versus collectivism, confusion dynamism and masculinity versus feamenaity.
- O'Relilly et al. (1991) present seven primary characteristics to describe organizational culture namely people orientation, team orientation, innovation and risk taking, attention to detail, outcome orientation, aggressiveness and stability.
- Hofstede (1997) described corporate culture into four difference levels which are values, heroes, symbols and rituals

According to (Blake and mouton 1969:5) culture has been defined as learned behavior. It includes all the patterned, ability action and idea and values we perform hoed or cherish as members of an organized society, community of family. Culture by its nature if not an obvious phenomenon until we have learned to recognize it. From infancy, even from birth, we are conditioned to specific patterns of behavior until they become almost automatic. We are punished for infractions and are praised, or at least scope punishment, for conformity. We learn what is expected of us we acquire goal and idea. The influence of culture become habitual and subconscious and make life easier like the air we breathe, culture is taken for generated and we are hardly ware of. The essence of culture is pattern, this means that the whole is greater than the sum of its parts and, indeed, that the parts can be understood only it terms of the whole. Culture is an integrated whose. Everything is related to everything else in a culture system what is culture system? The system organizational phenomena so interrelated that the relation of part to part is determined by the relation of part to whole. In a tribe the relationship of individual to individual to the individual is determined by the relationship of the individual to the whole. This is what a system is culture consists of shared elements, since interaction normally requires a shared language and the opportunity to interact one can conveniently use shared language time, and place as hypotheses to identify those who are likely to belong to the same culture. Blake and mouton (1969:5)

As of Needle (2004) organizational culture is the manners or interactions of humans within an organization. There are many investigations that have linked organizational culture in the

company with variety of organizational manners. Different theoretical literatures on organizational culture naturally have different overall business mind-sets, such as ethics, profits, or philanthropy. The shared characteristics only alter through time when hiring managers replace older workers (Ojo, 2008).

In 1951, Jaques indicated a concept of an organizational culture from a business perspective in his book “The Changing Culture of a Factory: A Study of Authority and Participation in an Industrial Setting” that discussed some cultural issues in the manufacturing industry in England (as cited in Childress, 2013).

In the early 1980s, the theory of organizational culture included organizational behavior along with the disciplines of social science such as anthropology, sociology, and social psychology (Denison, 1990). In 1982, Peters and Waterman indicated the characteristics of the organizational culture in high performing corporate. Moreover, Peters and Waterman have profiled 46 excellent corporate in the United States of America based on their organizational culture.

In 1985, Schein indicated the usefulness of organizational culture with respect to the organizational employee job satisfaction by breaking organizational culture into three parts: assumptions, artifacts, and values. Assumptions represent unofficial but important rules in the organization. Artifacts represent the visible elements of organizational culture, including work process, the workplace setting, and organizational structures. Values represent the beliefs of the organization members and their business strategy. These three elements contribute to maintain an effective organizational culture (Childress, 2013; Schein, 1985).

In 1992, Kotter and Heskett researched more than 200 corporates in the United States of America and found a strong relationship between organizational culture and business employee job satisfaction. Schein (2010) has acknowledged this study as a seminal research in the field of organizational culture.

In 2011, Flam Holtz and Randle contributed to an extensive knowledge in organizational culture towards business employee job satisfaction with practical examples extracted from numerous corporate in the United States of America, Europe, China, and other countries.

In 2013, Sharma and Good carried out an empirical study to determine the effect of organizational culture on organizational employee job satisfaction. The study results confirmed that organizational culture is an important component of organizational employee job satisfaction and a source of competitive advantage.

According to Bakker et al. (2011) and Bakker & Demerouti (2007) when the organizational culture is perceived as supportive, appreciative, and innovative, in spirit the organizational culture is contributing a reasonable number of human resources. Thus, they are more possibly to react by dedicating their effort and abilities, investing time and energy, and be psychologically connected and involved in their work.

According to Schneider (2013) the construct of organizational culture has been used to describe a variety of organizational phenomena, debate surrounding the construct remains, especially regarding its content, and regarding methods to be applied. Nonetheless, the construct of organizational culture has grown to be used as an explanatory factor for understanding and describing social and organizational life and phenomena (Denison, 1996; Schneider et al., 2013).

2.1.1. Organizational culture definition

There is no single definition for organizational culture. According to (Schein, 2004) Organizational culture is defines as the set of values, believes and behavioral patterns that represent core identity of an organization and has significant role in making up behavior of employees. It isa common perception held by the organization members, a system of shard meaning, and a system of values and beliefs that is unique to any one of organizations. According to Kndula (2006) the key to good employee job satisfaction is a strong corporate culture. Needle (2004) explained that organizational culture is the behavior or interaction of humans within an organization. Sheridan (2004) states that there is a correlation between culture of organization and Employee job satisfaction, decision making and productivity. Tichy (1982), states that organizational culture is normative glue which organizational culture hold all organizational process together. According to Harrison (1993), organizational culture determines organizational behavior, by identifying principal goals and work methods.

Organizational culture it is often difficult to describe or define culture directly in simple terms. Hence, many attempted to define it indirectly by describing the components of culture or what culture constitutes. The same goes for organizational culture. According to various definitions

given by different scholar's organizational culture commonly refers to a system of values, beliefs and behavior shared among employees. It is pattern of basic assumptions invented by group or discovered in learning to cope with its problems of external adaptation and internal integration that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Culture is a dynamic process, resulting from the interaction among others and promoted by leadership behaviors. It encompasses "a set of structures, routines, rules and norms that guide and constrain behavior. Organizational Culture is reutilizing ways of doing that people accept and live by organization have norms and value that infliction how member conduct themselves. This normal way prevents members from applying a maximum of test or may encourage them to do so (Blalke and Muton 1969, 1985:5)

Culture therefore gives organizations a sense of identity and determines, through the organization's legends, rituals, beliefs, meanings, values, norms and language, the way in which 'things are done around here'. An organizations' culture encapsulates what it has been good at and what has worked in the past. These practices can often be accepted without question by long-serving members of an organization. One of the first things a new employee learns is some of the organization's legends. Legends can stay with an organization and become part of the established way of doing things. Over time the organization will develop 'norms' i.e. established (normal) expected behavior patterns within the organization. A norm is defined as an established behavior pattern that is part of a culture (Donnell & Boyle, 2008).

According to Kndula (2006) the key to good employee job satisfaction is a strong corporate culture. Needle (2004) explained that organizational culture is the behavior or interaction of humans within an organization. Sheridan (2004) states that there is a correlation between culture of organization and Employee job satisfaction, decision making and productivity. Tichy (1982), states that organizational culture is normative glue which organizational culture hold all organizational process together. According to Harrison (1993), organizational culture determines organizational behavior, by identifying principal goals and work methods.

2.1.2. Strong organizational culture

Organizational culture can be weak or strong. Robbins and Judge (2001) states that in a strong corporate culture, the organization's core values are held strongly and shared widely. This shows

that when organizational members accept the shared values, they become more committed. A strong organizational culture refers to organizations in which beliefs and values are shared relatively and consistently throughout the organization (Deal & Kennedy, 1982). Strong organizational cultures have a great effect on the behavior of organizational members (Martins & Martins, 2003). Strong culture enables to have consistency behavior for employees, create high formalization and serve to achieve the same result to the stated standards.

2.1.3. Weak organizational culture

Weak organizational culture is defined as a mini culture within an organization explained by department designations and geographical separation. In the weak culture organizational members do not contribute to the shared beliefs, values and norms (O'Reilly et al., 1991). Employees in a weak culture face difficulty to identify the organization's core values and goals (Wilson, 1992). Weak culture results in a negative impact on employee's job satisfaction because, it is directly related to increased turnover (Harrison, 1993).

2.1.4. Importance of organizational culture

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

2.1.5. Characteristics of organizational culture

O'Reilly et al. (1991) presented seven primary characteristics of organizational dimensions as: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability.

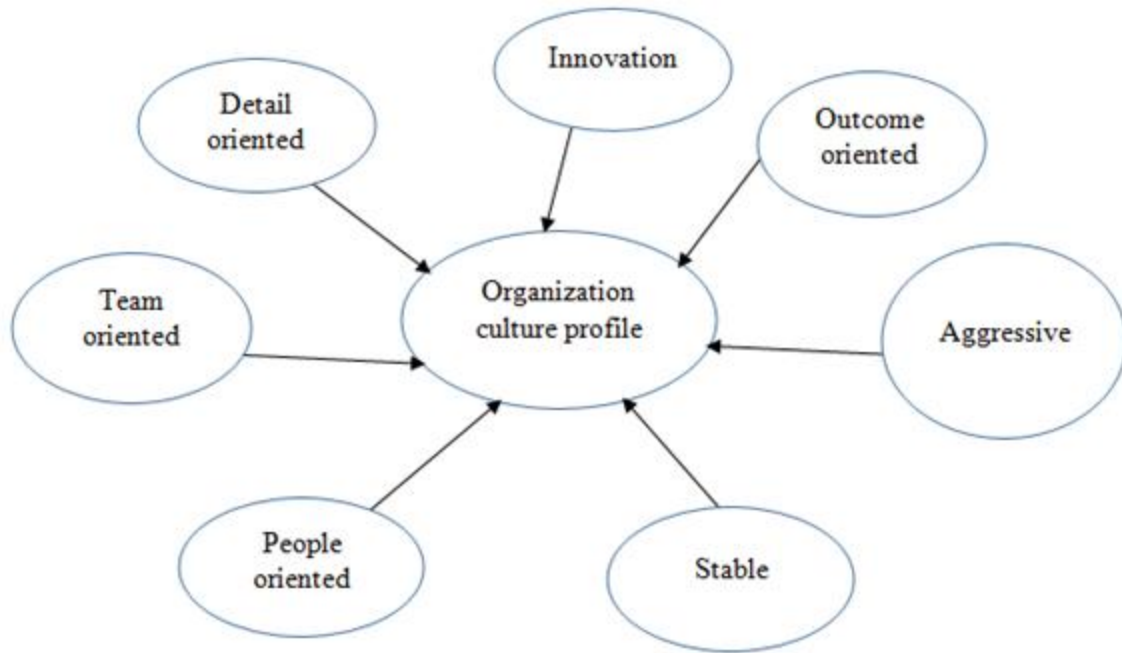


Figure 1 Organizational Culture dimensions/ characteristics (O'Reilly et al., 1991, p489).

Detail oriented: this includes fairness, care and respect for employee's individual right. An organizational culture is based on employee's culture, and culture developed by the employees of the organization. So there is positive impact of employee and organizational culture according to their customs (O'Reilly et al., 1991).

Outcome oriented: is the degree to which managers focus on outcomes of the results and they do not pay attention that how those outcomes have been achieved. Outcome oriented culture hold employees and managers accountable for the success of the organization (O'Reilly et al. (1991).

People oriented: is focus on quality, helpfulness, and respecting employees' right. The management decision in the organization impacts on employees those who are working in that organization negatively or positively. If the decision taken by the management is in the favor of the organization peoples, then it would impact positively. On the other hand, if they take such decisions which are not in the favor of organizational people then it will impact negatively. People- oriented cultures focus on the employee wage, health care, reimbursement benefits to part time and full- time employees as well (O'Relilly et al., 1991).

Team oriented: is the degree to which the teams form to all works and to perform the work of the organization; because through the team the goals can be achieved successfully rather than

working as an individually. Organizations with team oriented culture are cooperative, and employees have positive relationship with their workmate (Erdogan et al., 2006).

Aggressiveness: is the extent to which employees of the company are aggressive and competitive. They are not cooperative. In such company employees compete with each other for reward there is a lack of unity to work the achievement of the company. Companies those have aggressive culture lack corporate social responsibility (O'Relilly et al., 1991).

Stability: It is the degree at which gradual changes occur where the organizational decisions and actions emphasis to maintain the status quo. Stable cultures are predictable, rule oriented, and bureaucratic. Stability has a connection with consistency and certainty. When work environment is stable the culture help to provide stable and constant level output. Stable culture prevents quick action. On the other hand, it doesn't fit to the dynamic work environment (O'Relilly et al., 1991). **Innovation and risk taking:** Organizations those having innovative culture are flexible, adaptable and they experiment new ideas. Risk taking organizations are more successful and profitable. They trained their employees according to the culture of the organization (Robbins & Judge 2001).

Service Culture: In service culture employees are trained, empowered and take cross training in all levels of the organization to serve the customers. Employees assigned with front office have the best position to serve customers (Talya&Berrin, 2008).

Safety Culture: Maintaining strong safety culture reduces accidents, increase employee retention and decrease compensation costs. Leaders play an important role in maintaining a safety culture by acting as a role model (Talya&Berrin, 2008). Service culture and safety culture is not a part of O'Relilly model, the researcher add these variables because their attribute is very common in the specific organization.

2.1.6. Types of culture

There are four main types of organizational culture: clan culture, adhocracy culture, hierarchy culture, and competition culture (Fiordelisi, 2014; Sok et al., 2014; Wiewiora et al., 2014). Clan culture involves an employee-oriented leadership, cohesiveness, engagement, and teamwork (Han, 2012). Adhocracy culture involves the features of an innovative, creative, and adaptable nature (Veiseh et al., 2014). Hierarchy culture involves rules and regulations for the management

of organizational activities (Sok et al., 2014). Competition culture involves addressing rivalry and market achievement towards corporate goal and objectives (Pinho et al., 2014).

2.1.6.1. Clan culture or supportive culture

Clan or supportive culture involves the values of human affiliation, collaboration, attachment, trust, loyalty, and support (Fiordelisi, 2014). Miguel (2015) indicated that business managers in a clan culture need to function collectively to inspire and motivate employees to build a culture of excellence within the organization. Clan culture involves collaboration, engagement, and open communication (Pinho et al., 2014). Yirdaw (2014) indicated that business managers encourage teamwork and empowerment of employees in a clan culture. Mango and Ikyanyon (2012) indicated that business managers encourage engagement and commitment of employees towards the organization since committed employees may effectively execute their tasks and fulfil their accountabilities. The sole focus of clan culture is to enhance the employee job satisfaction of employees through engagement, collaboration, commitment, and sense of ownership, obligation, and accountability (Han, 2012; Murphy et al., 2013; Nongo&Ikyanyon, 2012). Research findings showed how clan culture positively relates to organizational employee job satisfaction (Han, 2012; Man & Luvison, 2014; Murphy et al., 2013). But Givens (2012) argued that the clan culture involves issues of employee relations rather than enhancing organizational efficiency and effectiveness. Kotrba et al. (2012) compromised both views, supporting the clan culture's indirect role in enhancing employee job satisfaction and they acknowledge the clan culture's direct role in enhancing efficiency and effectiveness.

(Camoron and quinn 1999:273) notes that some basic association in clan a culture is that the environment costumer is the best thought as partner, the organization in business of developing a human work environment, and the manager task of management is to empower employee and facilitate their participation, commitment and loyalty The clan culture, as associated in the typified by friendly place to work where people share a lot of themselves it is extended family commitment is high.

2.1.6.2. Adhocracy or Entrepreneurial culture

In adhocracy or entrepreneurial culture, it is believed that innovation and change are important to enhance the employee job satisfaction of the organization (Fiordelisi, 2014). Business managers in adhocracy culture devote more resources for research and development and inspire employees to pursue innovative business ideas (Sok et al., 2014). Hartnell et al. (2011) indicated that

growth, risk taking, creativity, diversity, independence, and adaptability as the values and assumptions of adhocracy culture. Organizational members in an adhocracy culture need clear direction for their work assignments regarding the importance and impact of such works towards the organizational goals (Veiseh et al., 2014). Engelen et al. (2014) found a positive relationship between adhocracy culture and innovative entrepreneurial orientation. Hartnell et al. (2011) also found a positive relationship between adhocracy culture and corporate employee job satisfaction in the long-term perspective.

2.1.6.3. Hierarchy culture

Hierarchy culture involves establishing effective control systems across the organization. Hartnell et al. (2011) indicated that organization members obey the rules and regulations of hierarchy culture, where each operation is carried out with pre-defined procedures and rules.

Clear communication, consistency, and stability are the values and assumptions of hierarchy culture. The sole focus of hierarchy culture is efficiency and effectiveness (Fiordelisi, 2014). Cao et al. (2015) found a negative relationship between hierarchical culture and customer integration. Han (2012) also found a negative relationship between hierarchy culture and corporate employee job satisfaction.

(Cameron and Quinn 1999:275) states that, until 1960, almost every book on management on organization study made the assumption that Weber. Hierarchy or democracy will be the ideal form of organization because it led to stable, efficient, highly consistent.

2.1.6.4. Competition or Market Culture

Competition or market culture involves gathering customer and competitor information, appropriate goal setting, planning and decision-making, task focus leadership, and market aggressiveness and achievement. Members of the organization have clear objectives to increase their reward via market achievement is obvious in a competitive culture (Han, 2012). Miguel (2015) indicated that the core elements in competition culture are open communication, competition, competence, and achievement. In competition culture, business managers concentrate on the effectiveness of the external business environment through market control and secure their competitiveness through market achievement. To succeed in a competitive market, business managers must have knowledge of their customers and market priorities (Miguel, 2015). Han (2012) indicated that business managers need to sustain customer-driven leadership

since the Employee job satisfaction is a priority in the competition culture. The other priority for business managers in competition culture is to satisfy their business owners. The sole focus of competition culture is high revenue, high market share, high profits, fast growth, and productivity (Hartnell et al., 2011). In an effective organizational culture, business managers use the values, behaviors, and strengths of employees to make the business sustainable and competitive in the marketplace. The proper alignment of fair competition and stakeholder return is vital for the effectiveness of organizational culture (Eaton & Kilby, 2015).

The basic assumption market culture and that the external environment is not beginning but hostilely, consumers are chosen and interested in value, the organization is in the business of increasing its competitive position and major task of management is to drive the organization toward productivity and profitability. They are advising all the time defeating the opposition and marching consistently toward the goal. (Cameron and Quinn, 1999:36).

2.1.7. Organizational culture model

There are different descriptive models that attempt to identify organizational culture in the field of organizational development. The major contributors for organizational culture development were: Hofstede, (1997) mentioned four levels of organizational culture namely symbol, rituals, value and heroes. Denison (1990) four areas of organizational culture: mission, adaptability, involvement and consistency. Handy (1993) four major types of organizational culture namely power, role, and task and person cultures were mentioned. They present a theoretical model for the purpose of diagnosing organizational culture related to this study.

2.1.7.1. Hofstede Model of Organizational Culture

Hofstede, (2002), in his model perceived culture as a programming of the mind which categorizes members of the organization in different sections. Hofstede, present four different culture levels namely symbols, rituals, heroes, and values. Hofstede designed the model in diagram form which is known as onion diagram of organizational culture shown below.

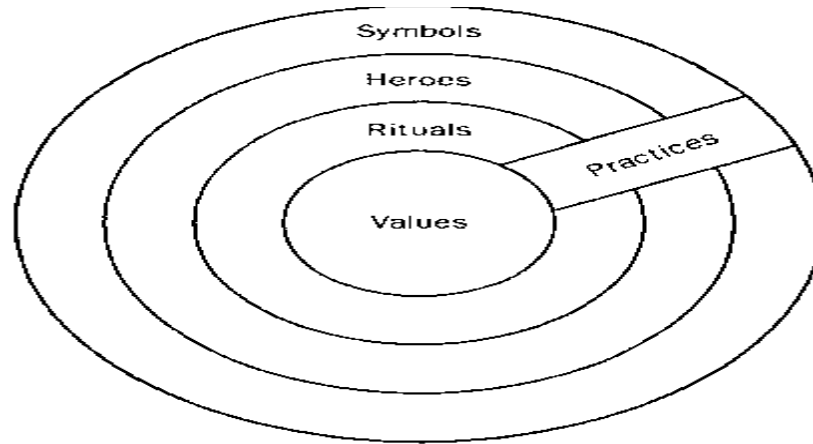


Figure 2 Organizational culture of Hofstede's Model (Hofstede; 1997, p77).

Referring to the above diagram values at the center represent as the life of culture in the organization, value cannot do without ethics and moral identify ability of the employees to be creative on the task to be carried out and are able to find out if it suites both the employees and the employers.

Values: have broad tendencies to prefer certain states of affairs over others. Values are feeling deal with pairings such as; evil verses good, dirty verses clean.

Rituals: are repetitive sequences of activities that express and reinforce the key values of the organization. It shows what goals are most important for the organization and which people are important to succeed the organization mission. It includes like ways of greeting and paying respect to others, as well as participating in social and religious ceremonies.

Heroes: are employees who act as a model for employees' behavior. Employees in these categories in the organization are champions. They are always taking the award winner and they can be named as top achievers. The hero always motivates other employee in the organization (Deal & Kennedy, 1982).

Symbols: Symbols are words, pictures, gestures or objects that transmit a particular meaning recognized by those who share the culture. Jargon and words in a language belong to this category as hairstyles, dress code and status symbols (Hofstede, 2010). Symbols is something that is mostly practice in the organization which can be acts words gestures and objects that shows different things but has common meaning with the group of people or individual.

Robbins & Judge (2001) states that the organizational culture which influences the employee job satisfaction of an employee can be communicate in different ways out of which symbols can be one of them. Good physical environment can highly attract employees', give comfort by the employees and there by having comfort in their mindset which leads to motivating employees to boost the corporate employee job satisfaction and set goals.

2.1.7.2. Denson Model of Organizational Culture

Denson (1990) designed organizational model to measure specific aspects of an organization's culture traits in four areas. Those areas are Mission, adaptability, involvement and consistency. Each dimension divided in to sub dimensions.

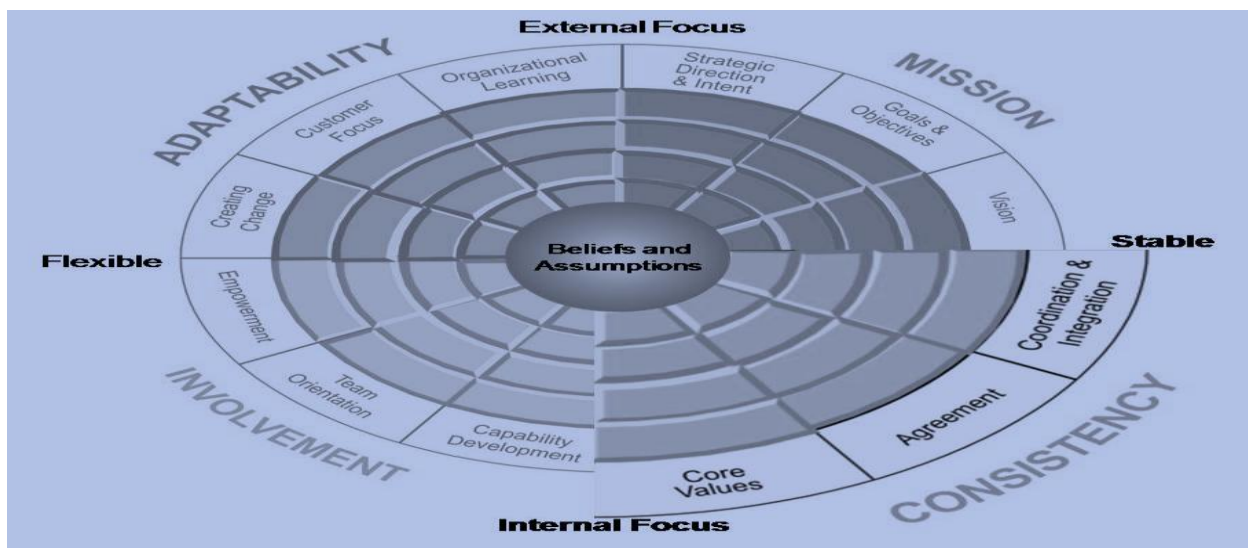


Figure 3 Dennison's cultural Model (Dennison, 1990, p632).

Mission

Mission explains purpose or objective of the organization. Successful organizations have a clear sense of purpose and direction that defines organizational strategic objectives goals. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. In Denson model, this trait is measured by three indexes: goals and objectives, strategic direction and intent, and vision.

- a. Strategic Direction and intent: Clear strategic intentions convey the organization's purpose and make it clear how employees can contribute and make their mark on the industry.

b. Goals and Objectives: clear goals and objective is related to vision, mission, and strategies and shows direction for employee.

c. Vision: The vision of the organization shows the desired future state of action preformed and highlights the core value of the organization as a whole.

Adaptability

Adaptability: focus on suitability to change

a. Creating Change: The organizations are able to create adaptive ways to meet change needs. Focus on scanning the business environment and forecasting the future action

b. Customer Focus: The organization understands and reacts to its customers and anticipates future needs. It concerns ways of satisfying customers need.

c. Organizational Learning: The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge.

Involvement:

Explain the participation of employee in the organization. by his model involvement is measured by three indexes. These are Empowerment, capability development and Team orientation.

a. Empowerment: Individuals have the authority, initiative and ability to manage their own work. Empowerment enables employees to build their responsibility and belongingness.

b. Team Orientation: Value is placed on working cooperatively toward common goals for which all employees fell mutually accountable.

c. Capability Development: Focus on investing in employees' skill development by considering the future strategic objective of the organization.

Consistency:

Sustaining Stability in Core Values **Behavior** is fixed in a set of core values. These organizations have highly committed employees, a distinct method of doing business and clear set of Do's and Don'ts. This type of consistency is a powerful source of stability and internal integration. In his

model this trait is measured with three indexes: Core values, Agreement, Coordination and integration.

Core Values:

Members of the organization share a set of values which create a sense of identity and a clear set of expectations.

a. Agreement: Members of the organization are able to reach agreement on critical issues.

b. Coordination and Integration: Focus on smooth coordination of functional units and operate them without interference of activities.

2.1.7.3. Handy Model of Organizational Culture

Handy (1993) identified four major types of cultures in his model namely Power culture, Role Culture, Task Culture and Person Culture. The power culture can be symbolized as a web and it refers to control that is spread out like a network from the center to the rest of the organization.

Power Culture: Power oriented culture is a dimension of the organizational culture model. Brown (1998), states that a power culture has single sources of power from which direction of influence spread throughout the organization. The center is formal authority and holds the power to control and influence activities within the organization. The organizational structure is a web structure that is hierarchical in nature (Brown, 1998). The web structure shows that the whole structural system connects to the central power while being hierarchical in nature means power is shared from top to bottom. Organizations which have power oriented culture often have a top down communication approach (Harrison, 1993).

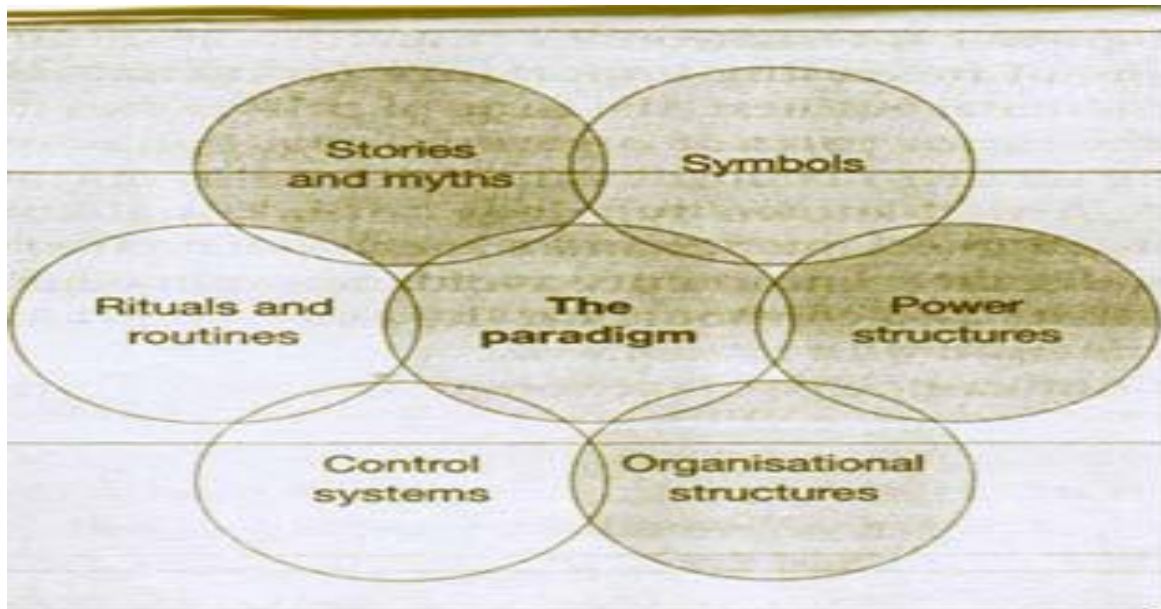


Figure 4 The cultural web diagram (Alvesson 2008:24)

Role Culture Dimension Brown (1998), states that the strength of a role culture lies in its functions and specialties. It can be thought of as series of pillars which are co-ordinate and controlled by a small group of senior executives. This implies that the foundation and pillars of the organization are the formalized and centralized functions which are controlled by role and communication procedures (Hamperden Turner, 2003). Such an organization is often stereotyped as bureaucratic because of its mechanistic procedures. Harrison (1993) explained that role oriented organizations operate on the assumption that people are not to be trusted, so they do not give individual autonomy to members at lower levels.

Task Culture: Harrison (1993) define achievement oriented culture as the aligned culture which lines people up behind a common vision or purpose of the organization. Achievement culture is often referred as task culture, which involves that organizational members focus on realizing the set of purpose and goals of the organization. Brown (1998) explains that in a task culture power is somewhat diffuse based on expertise rather than position or charisma. Power is allocated based on short-term horizon, such as projects classifications. Authority is based on appropriate knowledge and competence. The main strategic objective of task culture is to bring the right people together, in order to achieve the organizational goals (Brown, 1998).

Support Culture: Support culture reflects on the mutual trust between the organizations and individuals (Harrison (1993). Brown (1998) states that a support oriented organization exists solely for the individuals who compromise it. As a result, individuals influence each other through example and helpfulness.

2.1.8. Functions of organizational culture

Robbins & Judge (2001) explain the major organizational culture functions as follows:

- ✓ Reduction of uncertainty
- ✓ Define the boundary between one organization and others
- ✓ Conflict reduction
- ✓ Coordination and control
- ✓ Motivation
- ✓ Competitive advantage

These functions of organizational culture suggested that an organization cannot operate without a culture, because it helps the organization to achieve its goals. According to Hampden-Turner (2003) organizational culture gives organizational members direction towards achieving organizational goals.

2.1.9. Creating and sustaining organizational culture

2.1.9.1. Creating organizational culture

The main source and builder of organizational culture is the organization's leadership. Leadership refers to the influential individuals, often the founders who have a major impact on the creation of the organization's early culture (Schein, 1985). Organizational culture is not created accidentally or spontaneously but through founders who have specific values and beliefs in their endeavor to achieve their vision and goals.

2.1.9.2. Sustaining organizational culture

Martins & Martins (2003) explained the two basic stages in which organizational culture can be sustained in the organization:

Pre- selection: -The main objective of selection is to hire those who have qualified knowledge, skills and abilities for the specific objective of the organization. It is characterized by

potential recruits who aspire to become members of an organization, who may make great efforts to learn about its history and culture (Brown, 1998).

Socialization: - is the process by which people learn values, norms, behaviors and social skill. It is the means by which new members are brought into a culture. New employees are unfamiliar with the organization culture. They are not fully trained in the culture of the organization. Socialization helps employees to adopt its culture. Brown (1998) this stage as enculturation process that members learn the accepted values, beliefs and norms.

2.2. Dimensions of Job Satisfaction

According to Locke (1975) and Spector (1997), job satisfaction involves the following dimensions.

- ❖ Work, which is inclusive of intrinsic interests, variety, opportunity for learning and chances for success
- ❖ Pay, including amount, fairness and equity
- ❖ Promotion, including opportunities
- ❖ Recognition- including raises for accomplishment and credit for work done.
- ❖ Benefits, which include pension, medical annual level and vacation, leave.
- ❖ Working conditions, such as equipment, ventilation and location
- ❖ Supervision, includes supervisory style and influence and human relations
- ❖ Coworkers, including competence, helpfulness and friendliness
- ❖ Company and management which includes concerns for the employee

According to Mullins (1999) and Theron, (1999) emotional and behavioral components of attitudes are also involved in job satisfaction. They also viewed that the following factors are conducive to job satisfaction:

- ❖ Mentally challenging work involving a fair amount of variety freedom, utilizing workers' skills and abilities and receiving feedback on their work - Equitable rewards, such as pay and promotion policies and practices that workers perceive as fair, based on the demands

of a job. Many people are prepared to work for less money if their work has other rewards.

- ❖ Working conditions that are conducive to doing the job well, including safety and comfort, a clean environment and adequate equipment.
- ❖ Working with coworkers and bosses who are friendly and supportive. Supervisors who facilitate job satisfaction show an interest in workers, offer praise for good employee job satisfaction and listen to workers' opinions.

According to O'Malley, (2000), a satisfying job has three properties: It has intrinsically enjoyable features, it provides an opportunity for growth and development and it makes employees feel effective in the execution of their duties. The following section presents the relationship between organizational culture and employees' job satisfaction.

2.3. Measurement of Job Satisfaction

Measurement of job satisfaction is a relatively difficult task because it's a nonfigurative personal cognition that exists in a person's mind. If one wants to measure the erect, he must have clear understanding of the construct, and must decide the indirect factors to be measured along with the direct factors. According to the literature available, there is no single agreed upon definition of job satisfaction, hence there is no single way to measure job satisfaction (Wanous & Lawler, 1972). The basic way of measuring job satisfaction could be an interview, or work place surveillance, but most of the researchers prefer more purposive and in-depth utensil (Spector, 1997). Many instruments are available to measure Job satisfaction nowadays. Unlike productivity, absenteeism, and turnover, job satisfaction is present only inside an individual's mind and cannot be measured directly (Shing, 2008). However there are methods for indirectly measuring job satisfaction like observing employees, interviewing them, and asking them to complete a questionnaire. He further explains that Job satisfaction can be measured using either single-item, general, or facet measures which include the job satisfaction survey (JSS) (Spector, 1997). The Job Descriptive Index (JDI) (Smith, Kendall, & Hulin, 1969), the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquist, 1967). Green (2000)

2.4. Job Satisfaction, Organizational Culture and Their Relationships

Organizational culture has a significant impact on several key organizational variables such as employee satisfaction, employee job satisfaction, turnover and so forth (Cameron & Freeman,

1991). Furthermore, in the body of literature there are evidences that assure the impact of organizational culture on individual attitudes and behaviors. One of these main individual attitudes and behaviors is job satisfaction which shown to be directly impacted by organizational culture (MacIntosh& Doherty, 2010). Employee job satisfaction is one of the most widely studied concepts in the organizational behavior field, as it has been identified as a key job attitude related to the quality of the working context in any organization. It has been linked to important organizational variables, such as productivity, absenteeism, and turnover. Previous research has shown that organizational culture does have an impact on several key organizational variables

(Cameron and Freeman, 1991). Peters and Waterman (2004) extolled the virtues of organizational culture in enhancing organizational employee job satisfaction. Many other studies reported a profound impact of organizational culture on organizational employee job satisfaction and effectiveness. Goodman et al. (2001) conducted a study that investigated on the impact of organizational culture on the quality of work life. They found out that hierarchy cultures are negatively associated with job satisfaction and organizational commitment while clan cultures are positively associated with job satisfaction and organizational commitment. Lund (2003) adopted the Competing Value Framework to explore the relationship between the four culture types and job satisfaction. The findings indicated that there is a positive relationship between clan (emphasizing flexibility and internal orientation) and adhocracy (focusing on innovation and adaptability) cultures. On the other hand, job satisfaction had a negative relationship with hierarchy (emphasizing control and efficiency) and market (focusing on goal achievement and outperforming competitors) cultures. Using a different yet closely similar model to the Competing Value Framework, San and Kim (2009) conducted a study of the impact of organizational culture types on job satisfaction and turnover intention among hospital nurses in Korea. The results showed that job satisfaction positively correlated with clan and market cultures, while the influence of adhocracy and hierarchy cultures not statistically significant.

Working environment promotes the construction of a specific organizational culture and the experience of employees' job satisfaction (Hellreigel& Slocum, 1974; Schneider &Synder, 1975). Furthermore, they implied that job satisfaction increases as employee's progress to higher job levels (Corbin, 1977). Schneider and Reichers (1983) found a correlation between

organizational climate and job satisfaction for employees in certain job positions, as well as a relation between satisfaction and turnover. As they explain, organizational culture is a combination of value system and assumptions which lead an organization to run its business. McCormick and Ilgen, (1987) suggested that the measurement of individual dimensions of job satisfaction enables researchers to identify the environmental factors (climate variables) related to certain dimensions of job satisfaction. Robbins (1993) and Hutcheson (1996) suggested that, since the dimensions of job satisfaction are components of an organization, job satisfaction is an evaluation of organizational culture. The latter described job satisfaction as the difference between the outcomes that an employee expects to receive and those that they actually receive. Hence, job satisfaction is related to job characteristics and evaluated according to what employees perceive as being important and meaningful to them. Therefore, it could be said that the evaluation of the different aspects of the job by employees is subjective, and people reflect different levels of satisfaction around the same factors. (DimitriosBelias, 2014)

2.5. Empirical Literature

Based on the previous studies, organizational culture included several facets, such as knowledge sharing, organizational learning capacity, workplace learning, innovation, empowerment, team work, and so forth. In general, work and organizational conditions are mainly influenced by the situational approach of job satisfaction (Chiva& Alegre, 2008).

An enormous amount of researches have been accompanied on the relationship between job satisfaction and other organizational variables; like organizational climate, organizational commitment, organizational employee job satisfaction and structure. Organizational culture has been studied in relation to major organizational ideas and activities like creativity and innovation (Martins & Terblanche, 2003); productivity and quality (Mathew, 2007) and knowledge transfer (Lucas, 2006).

There are a number studies on job satisfaction related to individual characteristics of organizational culture. Mikkelsen, Ogaard, and Lovrich (2000) identified a positive connection between organizational culture and job satisfaction. Keller et al. (1996) reported that work climate has a significant impact on job satisfaction and team productivity, especially participation, cooperation, and work importance. Rowden and Ahmad (2000) and Tsai, Yen, Huang, and Huang (2007) concluded that workplace learning promoted a high level of job

satisfaction among employees. Eylon and Bamberger (2000) concluded that empowerment has a positive relationship on job satisfaction. Griffin, Patterson, and West (2001) confirmed that the extent of teamwork is related to perceptions of job autonomy, which, in turn, impacts job satisfaction. Kim (2002) suggested that participative management that incorporates effective supervisory communication can improve job satisfaction. Lund (2003) indicated that organizational culture with innovation, entrepreneurship, and flexibility obtains a high level of employee job satisfaction. Chiva and Alegre, (2008) stated that organizational learning capacity through a stimulating work context has effects in developing employees' competencies and job satisfaction.

In addition to this there has been a lack of unanimity amongst researchers regarding the influence of cultural dimensions on job satisfaction. Huang and Wu (2000) found job satisfaction of the employees to be positively influenced by control & management, result orientation and professionalism. Platonova et al. (2006) revealed that the organizations where employees feel their employee job satisfaction is recognized have high job satisfaction. However, McKinnon et al. (2003) found stability, respect for people and aggressiveness to have a positive effect on job satisfaction of the employees. Odom et al. (1990), in their study of organizational culture, job satisfaction and organizational commitment revealed that the individuals job satisfaction and organizational commitment is negatively affected by bureaucratic culture. Silverthorne (2004) concluded in his study that job satisfaction of the employees is impacted by the supportive organizational culture, innovative organizational culture and bureaucratic organizational culture, in descending order.

As I can see from the empirical research, the promotion of organizational culture can enhance job satisfaction. This result is also confirmed by Egan et al. (2004), Lim (2003), Wang (2005), and Xie, (2005)

Regarding to the variables which are used in this researches there are some studies previous studies conducted. Lund (2003), had found that job satisfaction positively related to clan and adhocracy cultures and negatively related to market and hierarchy cultures. In addition Choi, Martin, and Park (2008), found that the clan culture is the most desired cultural type to increase employees' job satisfaction as well as motivation for achieving organizational success.

Besides Tesfatsion, (2011) in his research aimed to investigate the relation between organizational culture pattern and academic staff job satisfaction at St. Marys University College, Addis Ababa, Ethiopia. The results showed that hierarchy culture affected staff job satisfaction negatively. There a positive and significant relation between market culture and all aspects of job satisfaction. Furthermore Teka (2012) had found that all the four variables of organizational culture had positive effect on job satisfaction

2.6. Conceptual Framework

Though there are different models and frameworks for organizational culture, the researcher preferred to take the Denison’s organizational culture model. The reasons for adoption of this model as a conceptual framework are as follows: The basis of the model is that it tests the behavior of group, it is applicable to all of the hierarchy levels from viewpoint of the measuring indices and measurement of organizational culture dimensions, it is a detailed model. This model has a direct effect on organizational culture and provides a novel framework over the other organizational culture models and lastly the Denison’s model has been extensively employed by various organizations in other countries in order to diagnosis organizational culture.

Figure 2. 1 Conceptual framework of the study

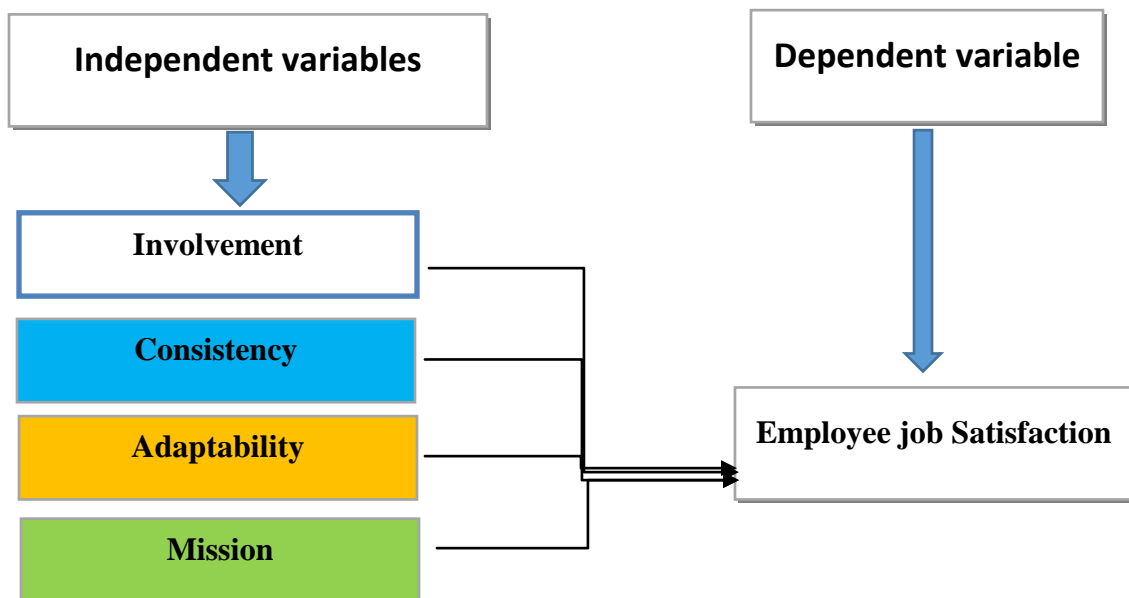


Figure 5the researcher has adopted from Denison (2001) frame work which is suitable for this study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter describes the research design and research sampling method, including target population, sample size and techniques, method of data collection and sources, and method of data analysis. It explains the type of data used for the study and the techniques employed in identifying the effects of organizational culture on Employee job satisfaction; in bunkining industries in Wegagen Bank and Commercial Bank of Ethiopia in Mekelle City.

3.2. Description Area of the Study

3.2.1 Back ground of Wegagen Bank

Wegagen Bank Share Company established on the 11th of June 1997 E.C. It came to life as a result of the entrepreneurial wit of sixteen founding members who recognized the critical role that financial institutions would play toward creating a sustained economic development and were able to put in an initial paid-in capital of Birr thirty million (Birr 30 Million). Established under the banking proclamation of Licensing and Supervision, Proclamation No. 84/1994, the Bank registered with the National Bank of Ethiopia on April 30, 1997. The Memorandum and Articles of Association of the Bank were signed on April 15th, 1997 and registered with the Addis Ababa Bureau of Trade, Industry and Tourism on April 15, 1997, Registration Number 1/34/4/89. The Bank, as it started back then, operated through its Head Office located in Gofa Sefer, Addis Ababa before it moved to its current Headquarters modern building located on in front of Addis Ababa Stadium. It is one of the banks in Ethiopia that has launched an agent banking system. (Wegagen Bank Operational Manual, 2018).

Wegagen Bank is a pioneer to introduce a Core Banking System as of July 2000, thereby managing to network the Head Office & all branches. Through its versatile ISO Standard Core Banking System, the Bank is now delivering more efficient services to its customers. The system has also enabled the Bank to provide technology-based banking services such as Card payment services (through ATM & POS), internet banking as well as mobile banking services.

The Bank implemented the values such as fair, transparent and honest in order to customers will be served by competent and highly trained employees providing professional, courteous and friendly service through hardworking, committed, efficient and responsible. To satisfy employees the bank provides equal employment opportunity for all irrespective of their origin,

ethnicity, religion, disability, gender and other issues (Wegagen Bank Operational Manual, 2018).

As of June 2023, Wegagen Bank proudly possesses a paid-up capital of Birr 4 billion, while its total capital has surged to an impressive Birr 6.9 billion. Furthermore, the Bank's total assets have soared to Birr 53.5 billion, cementing our position as a significant player in the financial landscape. Wegagen bank has 13,039(thirteen thousand thirty nine) number of share holders, above 5000(five thousand) number of customers, and 442(four hundred forty two) branches which are centralized in ten district offices. (Wegagen bank Annual report, 2022/2023.)

3.2.2 Back Ground of Commercial Bank of Ethiopia

The history of Commercial Bank of Ethiopia (CBE) dates back to the establishment of the State Bank of Ethiopia in 1942. CBE legally established as a share company in 1963. Since then, it has been playing catalytic socioeconomic development of the nation. Currently CBE has 1,937 branches, 1.3 trillion asset position, has strong relationship with about 37 renewed foreign banks and SWIFT by lateral key arrangements with 750 banks and with 50,000 committed permanent employees It gives services like deposit collection, payments, international and local transactions, loan and electronic banking services like ATM banking, Mobile and Internet banking for its customers.(Annual report June30, 2022/2023)

3.2. Research Design

The study used both descriptive and explanatory research designs to examine the effect of organizational culture on employee job satisfaction at Wegagen Bank and Commercial Bank of Ethiopia in Mekelle City. For this purpose, organizational culture is an independent variable while Employee job satisfaction taken as dependent variable.

Explanatory research design helps to test the hypotheses of causal relationships and their effect on variables of organizational culture and employees' job satisfaction. Explanatory research design emphasizes studying a situation or a problem to explain the relationship between variables (Saunders, Lewis and Thorhill, 2009).

3.3. Research Approach

Research approaches are mechanisms of attaining research objectives. The approaches are adopted to achieve the best possible research objectives. Research approaches are also adopted based on the feasibility of the selected approaches. The common research approaches are

quantitative, qualitative, and mixed research approaches. The researcher used mixed research approach to quantify respondents' evaluation following the effect of organizational culture on Employee job satisfaction at Wegagen Bank and Commercial Bank of Ethiopia in Mekelle City.

According to Tucker and et al. (1990, p. 5), "Quantitative methods provide an opportunity to maximize the values of precision, systematization, repeatability, comparability, convenience, unobtrusiveness and cost effectiveness".

The qualitative analysis utilized to gather information from the standard questionnaire developed to measure organization cultural framework focuses on cultural dimensions of Involvement, Consistency, Adaptability, Mission and Employee job satisfaction.

3.4. Population and Sampling Design

3.4.1. Target population

The target population for the study used all permanent employees of the Wegagen Bank and Commercial Bank of Ethiopia in Mekelle city. In all branches of Wegagen and Commercial Bank of Ethiopia in Mekelle city, there are around **914 (Mekelle city branches of the banks)** Employees, including managers.

3.4.2. Sample Size and Techniques

The total number of employees in Wegagen and Commercial Bank of Ethiopia in Mekelle city are **914** at the time of the study (December 2023 to Jan, 2025). To determine the sample size of the study, Yamane, Taro (1967:886), provide a simplified formula to calculate the sample size. Accordingly, the following formula adopted to determine the sample size of the study.

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

Where: n= is the sample size,

N = is the population size, and

e = is the level of precision or sampling error = (0.05)

$$n = \frac{914}{1 + 914(0.05)^2}$$

$$n = \frac{914}{3.285}$$

$$n = 279$$

Therefore, 914 employees considered as a target population from which **279** considered as a sample size of the study. Stratified sampling technique adopted to draw the sample from each stratum.

Hence, the total sample size is **279**. Since the number of people in each section is not the same, the number of samples for each department used to calculate by the following formula:

$$n_1 = nN_1/N$$

Where; -

n= total number of samples

N= total number of population

N₁= total number of population in each section

n₁= number of samples in each section

Table 1 : 3. 1 Samples Taken from Each Department

Section	Total number of employees		No of samplesat	
	Wegagen	CBE	Wegagen	CBE
Managers	34	104	$34*279/914=10$	$104*279/914=32$
Ass. Managers	41	68	$68*279/914=12$	$68*279/914=21$
Senior officers	34	86	$86*279/914=10$	$86*279/914=26$
Customer service officers	314	233	$314*279/914=97$	$23*279/914=71$
Total	423	491	129	150

Source: Own Survey, 2024

3.5. Method of Data Collections and Sources

The data for the research were gathered from two main sources: primary data and secondary data. The primary source allows examining the evidence firsthand without the opinions, analysis, and interpretations of others. The secondary sources help to draw conclusions about the events

described in primary sources. For this study primary source of data used. Primary sources were collected through structured questionnaires. The questionnaires were distributed to all permanent employees hard copy. It prepared for collecting data from all selected samples of Wegagen Bank and Commercial Bank of Ethiopia in Mekelle city, focusing on the effect of organizational culture on Employee job satisfaction, which are **Involvement, Consistency, Adaptability and mission.**

3.6. Method data analysis

Descriptive statistics and inferential statistics were employed in this study. Descriptive statistics analysis used to determine the demographic profile of respondents and used to describe relevant aspects of observable facts about the variables and provide detailed information about each relevant variable. At this stage, the mean, standard deviation of the required variables being computed.

Multiple regression analysis used to identify the contribution of independent variables to dependent variables and to show the relationship between dependent and independent variables. This analysis is also used to test the hypotheses proposed in the study. Before using the multiple regression models, the researcher tested four major multiple regression assumptions, which are normality, Linearity, multi collinear, and homoscedasticity, and all were not be violated by the model. SPSS V 27 used to conduct all statistical analysis.

3.7. Validity and Reliability

3.7.1. Validity Test

According to Kothari (2004), validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested. The following steps would have taken to ensure the validity of the study:

Internal Validity

Respondents were well informed with the cover letter about the objective of the research and the confidentiality of the information they provide. Data collected from the most retained employees of the bank to determine the valid information. The content validity of this research study is the extent to which a measuring instrument provides adequate coverage of the topic under my study and the instruments contain a representative sample of the universe.

External Validity

Questionnaire used to collect the primary data. Therefore, to assure the validity of instrument the researcher given a chance for professionals on the area to :

- Review the questionnaire
- Pilot test conducted before the distribution of the questionnaire
- Finally, the advisor validate it

3.7.2. Reliability Test

Reliability refers to the extent to which the data collection techniques and procedures will yield consistent findings Easter by smith, et al., (2008). Reliability analysis used to measure the internal consistency of questionnaires. There are different methods of reliability test. To carry out the reliability analysis, Corn rash’s Alpha (α) is the most common measure of scale reliability and a value greater than 0.70 is very acceptable.

Table 2: 3.2 Reliability Test

Item-Total Statistics		
Variable	Item	Cronbach's Alpha result
EJS	10	.758
INVL	11	.862
CON	7	.745
ADP	6	.761
MIS	6	.763
Over all Cronbach alpha Score		0.810

Source: *Author Competition, 2024*

The **Reliability Statistics** indicate that the overall reliability of the scale, measured by **Cronbach's Alpha**, is **0.810** for the 5 items. This value suggests a high level of internal consistency among the items, indicating that they reliably measure the same underlying construct.

The **Item-Total Statistics** show the impact of each item on the overall reliability if deleted:

- ✦ **Employees Job Satisfaction** (item 10) has a **Cronbach's Alpha of 0.758** if deleted; meaning that removing this item would slightly improve the overall reliability of the scale.

- ✦ **Involvement** (item 11) has a **Cronbach's Alpha of 0.862** if deleted, indicating that this item lowers the internal consistency of the scale. Removing it would significantly decrease reliability.
- ✦ **Consistency** (item 7) has a **Cronbach's Alpha of 0.745** if deleted, which shows that its removal would slightly improve reliability.
- ✦ **Adaptability** (item 6) has a **Cronbach's Alpha of 0.761**, suggesting a small Involvement in reliability if removed.
- ✦ **Mission** (item 6) has a **Cronbach's Alpha of 0.763**, indicating a minimal increase in reliability if deleted.

Overall, the reliability of the scale is strong, with the possible exception of the item **INVL**, which plays a significant role in maintaining high internal consistency. The overall reliability of your instrument appears strong based on the individual items, especially considering that each individual **Cronbach's Alpha** exceeds 0.70. It would be better to conduct a full factor analysis or compute an overall alpha using raw data rather than just summing the individual alphas for a more accurate assessment.

3.8. Ethical Consideration

While conducting this study, ethical considerations taken into account. Adequate care has been taken to select an appropriate time to distribute questionnaires. At least some effort has been made to avoid circumstances such as busy and high-peak office task hours, and the respondent will be being encouraged to give answers to the questions in a relaxed manner. By explaining the purpose and objective of the study, maximum effort has been made to make respondents feel secure, and confidentiality will be maintained so that no harm could happen to them.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1. Introduction

In this chapter, the data analysis results are presented and discussed based on the research methodology outlined in the previous chapter. This section focuses on the analysis, presentation, and interpretation of the data collected from primary sources, specifically through the use of questionnaires. The gathered data is carefully analyzed to extract valuable insights, which are then presented and explained in a clear and organized manner.

4.2. Respondents Rate and Profile

4.2.1. Respondent Rate

Totally 279 respondents for the questionnaire were targeted for the study and the questionnaires were distributed to the targeted respondents. However, out of this number, 279 questionnaires were received 272 questionnaires were used in the analysis with a 97.5% response rate.

4.2.2. Demographic Profile of the Respondents

The descriptive statistics provided summarize the demographic characteristics of a sample of 272 respondents across several variables: gender, age, educational background, and work experience.

Table 3: 4.1 Genders

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	166	61.0	61.0	61.0
	Female	105	38.6	38.6	38.6
	1	1	.4	.4	100.0
	Total	272	100.0	100.0	

Source: Own Survey 2024

Table 3: 4.1. The above table indicates that the gender distribution among the survey participants reveals a predominance of male respondents, comprising 61.0% (166 individuals) of the total sample. In contrast, female respondents account for 38.6% (105 individuals). This significant disparity suggests that male employees are more represented in this particular sample, which may reflect broader demographic trends within the banks. Additionally, there is one respondent

who did not specify their gender, contributing to 0.4% of the total. The cumulative percentage reaches 100%, confirming the completeness of the data. Overall, the findings highlight a no table gender imbalance, which could be an important consideration for Organizational policies and diversity initiatives moving forward.

Table4: 4.2 Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	21	7.7	7.7	7.7
	26-35	176	64.7	64.7	72.4
	36-45	68	25.0	25.0	97.4
	Above 45	6	2.2	2.2	99.6
	1	1	.4	.4	100.0
	Total	272	100.0	100.0	

Source: Own Survey 2024

The age distribution of the sample reveals significant insights into the demographic profile of the respondents. Among the 272 individuals surveyed:

- ✦ **Age group 20-25:** This group comprises 21 respondents, accounting for **7.7%** of the total sample. This indicates that very few young adults participated in the study.
- ✦ **Age group 26-35:** The largest segment of the sample, **176 respondents (64.7%)**, falls within this age range. This substantial percentage suggests that the survey predominantly reflects the views and experiences of younger professionals, likely within their early career stages.
- ✦ **Age group 36-45:** Comprising **68 respondents (25.0%)**, this group indicates a significant presence of middle-aged professionals in the sample. This demographic may provide perspectives shaped by more extensive work experience.
- ✦ **Age group above 45:** Only **6 respondents (2.2%)** are represented in this category, highlighting that very few individuals in older age brackets participated in the survey.

- ✦ Additionally, there is **1 response (.4%)** that do not fit into the specified age categories, which could represent a data entry error or misclassification.

Overall, the cumulative percentages illustrate that a significant majority of the respondents (97.4%) are aged 45 or younger, indicating that the sample is primarily composed of younger to middle-aged individuals. This demographic profile may influence the findings of the study, as younger individuals often have different experiences, preferences, and attitudes compared to older age groups.

Table 5: 4.3 Educational backgrounds

		Educational background			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	1	.4	.4	.4
	1st degree	197	72.4	72.4	72.8
	2nd degree	72	26.5	26.5	99.3
	Above 2nd degree	2	.7	.7	100.0
	Total	272	100.0	100.0	

Source: Own Survey 2024

The educational background of the 272 respondents reveals that the vast majority hold a **1st degree**, with **197 individuals (72.4%)**, indicating that most of the sample possesses an undergraduate level of education. **72 respondents (26.5%)** have a **2nd degree** (likely a master's), reflecting a significant portion of the sample with advanced academic qualifications. Only **2 respondents (0.7%)** hold qualifications **above a 2nd degree**, such as a PhD, while just **1 respondent (0.4%)** has a **diploma**, showing that higher education is dominant among the respondents. This educational distribution suggests that the sample consists largely of highly educated individuals, which may shape their responses and perspectives in the study.

Table6: 4.4 Work Experience

Work Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	8	2.9	2.9	2.9
	6-10 years	188	69.1	69.1	72.1
	11-15 years	42	15.4	15.4	87.5
	16-20 years	20	7.4	7.4	94.9
	above 20 years	14	5.1	5.1	100.0
	Total	272	100.0	100.0	

Source: Own Survey 2024

The majority of respondents, comprising 69.1%, have between 6 to 10 years of experience, indicating a strong concentration of mid-career professionals. Following this, 15.4% have 11 to 15 years of experience, while 7.4% have experience ranging from 16 to 20 years. Those with 1 to 5 years of experience represent a small segment at 2.9%, suggesting that entry-level positions may be less common in this group. Lastly, 5.1% of respondents have more than 20 years of experience, indicating that a seasoned workforce is present, albeit in a minority. Cumulatively, the data shows a gradual build-up, with almost 95% of respondents having 20 years or less of experience, highlighting a workforce that is predominantly within the early to mid-stages of their careers. This distribution could inform strategies for training, mentorship, and career development within the banks.

Table 7: 4.5 Case Processing Summary

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EJS	272	100.0%	0	0.0%	272	100.0%

Table7: 4.5 Case Processing Summary

Source: Own Survey 2024

The Case Processing Summary provides an overview of the data for the variable (likely representing a specific item or scale in your study):

- ✦ There are 272 valid cases, meaning that all respondents (100.0%) provided data for this item.
- ✦ There are 0 missing cases, indicating that no data is missing for this variable.
- ✦ The total number of cases is 272, which is 100% of the sample.

This summary shows that the dataset for the variables is complete, with no missing data, ensuring that all responses were included in the analysis.

4.3. Descriptive Statistical Analysis

The analysis is based on the assumption Zaidatol's (2009) comparison bases of the mean score for five-point Likert scale instruments is used to compare the mean value.

Table 4: 4.6. Mean Score Measurement

No	Mean Score	Description
1	< 3.39	Low effect
2	3.40 - 3.79	Moderate effect
3	> 3.80	High effect

Source: Zaidation (2009)

According to Zaidation (2009), the mean score

- ✦ Below 3.39 is considered as low effect ;
- ✦ The mean score from 3.40 up to 3.79 is considered a moderate effect and
- ✦ A mean score above 3.8 is considered as high effect.

To clearly identify the most common effects of Organizational culture that influence the employee's job satisfaction, it is important first to identify the factors, identify their rate of occurrence and finally their effect.

To clearly identify the effects of Organizational culture on the employees job satisfaction it is important first to identify tasks included in Involvement , consistency, adaptability & Mission.

4.3.1 Involvement

Table 5 : 4.7 Involvements

Descriptive Statistics			
	N	Mean	Std. Deviation
Employees believes that they can have a positive impact	272	4.34	3.222
Most employees are engaged in their work	272	4.05	.829
Information is widely shared so that employees can get the information they need	272	3.62	.913
Everyone believes that 'she/he can have a positive impact	272	3.56	.978
Business planning is ongoing and involves everyone in the process to some degree	272	3.40	1.429
Cooperation across different parts of the banks is encouraged	272	4.00	1.020
Work is organized so that each person can see the relationship between his or her job and the goals of the banks	272	3.81	.999
People work like they are part of the team	272	4.06	.895
Teamwork is used to get work done, rather than hierarchy	272	4.32	1.091
The capabilities of people are viewed as an important source of capability development	272	4.57	3.115
There is continuous investment in improving the skills of employees	272	3.61	1.173
Valid N (listwise)	272		
Grand mean and SD.		3.94	<u>1.173</u>

Source: Own Survey 2024

The descriptive statistics provided for employee Involvement and Organizational dynamics reveal several key insights:

- ✦ The grand mean of 3.94 and a standard deviation of 1.173 suggest a generally positive perception among employees regarding the bank's commitment to Involvement and teamwork, though there is variability in responses across different areas.

- ✦ The highest mean score (4.57) is for the statement *"The capabilities of people are viewed as an important source of capability development,"* indicating that employees feel their skills are highly valued and considered a vital resource for the banks' growth.
- ✦ Other areas with high mean scores include *"Employees believe they can have a positive impact"* (mean = 4.34) and *"Teamwork is used to get work done, rather than hierarchy"* (mean = 4.32), reflecting strong feelings of empowerment and a collaborative work environment.
- ✦ Teamwork and cooperation are also viewed positively, with a mean of 4.06 for *"People work like they are part of the team"* and 4.00 for *"Cooperation across different parts of the banks is encouraged."* This shows a generally strong team-oriented culture.
- ✦ However, the statement *"Business planning is ongoing and involves everyone in the process to some degree"* has a lower mean of 3.40, suggesting that some employees may feel excluded from strategic decision-making processes.
- ✦ Additionally, *"Information is widely shared so that employees can get the information they need"* (mean = 3.62) and *"Everyone believes they can have a positive impact"* (mean = 3.56) have more moderate scores, indicating room for Involvement in communication and fostering a more universally shared sense of contribution.

Overall, while employees generally feel engaged, empowered, and part of a collaborative environment, there are areas like inclusion in business planning and information sharing where the banks could focus on further Involvements to enhance employee satisfaction and involvement.

4.3.2 Consistency

Table 6: 4.8 Consistency:

Descriptive Statistics			
	N	Mean	Std. Deviation
There is a clear and consistent set of values that governs the way business is done	272	3.88	1.115
Managers "practice what they preach"	272	3.63	1.059
There is an ethical code that guides behavior and that tells right from wrong	271	3.83	1.020
There is a "strong culture" of doing things	272	4.03	.913
It is easy to reach consensus, even on conflicting issues	272	3.77	1.046
There is a good alignment of goals across levels	272	3.99	.989
Our approach to do business is very consistent and predictable	272	4.09	.846
Valid N (listwise)	271		
Grand Mean and Sd.		3.89.	0.166.

Source: Own Survey 2024

The descriptive statistics related to consistency in Organizational values and practices provide valuable insights:

- The grand mean of 3.89 and a relatively low standard deviation of 0.166 suggest a fairly consistent perception among respondents regarding the bank's values, behavior, and approach to business. This indicates a stable environment where employees largely agree on how the banks functions.
- The highest mean score (4.09) is for "*Our approach to do business is very consistent and predictable,*" reflecting that employees perceive the bank's business methods as reliable and consistent.
- Similarly, "*There is a strong culture of doing things*" has a high mean of 4.03, indicating that employees recognize a well-established Organizational culture that governs operations.

- Goal alignment across levels also scores relatively high, with a mean of 3.99, showing that employees believe the banks effectively aligns objectives from different hierarchical levels.
- Areas with slightly lower mean scores include *"Managers practice what they preach"* (mean = 3.63) and *"It is easy to reach consensus, even on conflicting issues"* (mean = 3.77). These indicate that while there is general consistency in values, there may be some challenges in leadership integrity and decision-making processes, particularly when it comes to resolving conflicts.
- The presence of an ethical code to guide behavior is also perceived positively, with a mean of 3.83, reinforcing the notion that the banks operates with a clear sense of right and wrong.

Overall, the data suggests that the banks has a well-defined and consistent culture, though there may be room for Involvement in leadership transparency and conflict resolution processes.

4.3.3 Adaptability

Table 7: 4.9 Adaptability

Descriptive Statistics			
	N	Mean	Std. Deviation
Improved ways to do work are continually adaptable	272	3.90	.967
Different parts of the banks cooperate to create change	272	3.88	.966
Customers comments lead to changes and influence decision making	272	4.03	.943
Employees understand customers' wants and needs			
Learning is an important objective in the day-to-day work of the company	272	4.19	.911
CBE or Wegagen Bank views failures as an opportunity for learning and Involvement	272	3.70	1.106
Innovations are encouraged	272	3.63	1.099
Valid N (listwise)	272		
Grand mean and Sd.		3.88	0.078.

Source: Own Survey 2024

The descriptive statistics on **Adaptability** within the banks reveal key insights into how well the company adapts to change and fosters a learning environment. With a **grand mean of 3.89** and a **standard deviation of 0.078**, the overall perception indicates a moderately high level of adaptability among employees, with relatively low variability in responses.

- The highest mean score (**4.19**) is for *"Learning is an important objective in the day-to-day work of the company,"* indicating that employees view continuous learning as a central part of their daily tasks, which highlights a strong Organizational focus on skill development.
- Similarly, *"Customers' comments lead to changes and influence decision-making"* also scores high with a mean of **4.03**, suggesting that customer feedback plays a significant role in shaping Organizational decisions and changes.
- The perception that *"Improved ways to do work are continually adaptable"* and *"Different parts of the banks cooperate to create change"* both have mean scores of **3.90** and **3.88**, respectively, showing a positive view of the banks's ability to adapt and innovate through cooperation.
- On the lower end, *"CBE or Wegagen Bank view failures as an opportunity for learning and Involvement"* has a mean of **3.70**, and *"Innovations are encouraged"* scores **3.63**, indicating that while adaptability is generally well-regarded, there may be some areas where fostering a culture of innovation and learning from failure could be further strengthened.

Overall, the data suggests that the banks are fairly adaptable, with strong emphasis on learning and customer feedback. However, there is room for Involvement in terms of encouraging innovation and making better use of failures as learning opportunities.

4.3.4 Mission

Table 8: 4.10 Mission

Descriptive Statistics	N	Mean	Std. Deviation
Our strategic direction is clear to me	272	3.99	.996
There is clear mission that gives meaning and direction to our work	272	4.01	.941

There is wide spread agreement about goals.	272	4.00	.943
We continuously track our progress against our stated goals	272	3.87	1.004
Our vision creates excitement and motivation for our employees	272	3.89	1.044
Employees have a shared vision of what the banks will look like in the future	272	3.86	1.044
Valid N (listwise)	272		
Grand mean and Sd.		4.10	0.042.

Source: Own Survey 2024

The descriptive statistics for **Mission** provide insights into how well employees understand and align with the banks' strategic direction and goals. The **grand mean of 4.10** and a **standard deviation of 0.042** suggest a high level of clarity and alignment regarding the banks's mission and vision among employees, with relatively consistent responses across the board.

- The highest mean score (**4.01**) is for *"There is a clear mission that gives meaning and direction to our work,"* indicating that employees feel a strong sense of purpose guided by the banks's mission.
- The statement *"There is widespread agreement about goals"* also has a high mean of **4.00**, reflecting broad consensus among employees about the banks's objectives.
- Employees generally understand the strategic direction of the banks, as shown by the mean score of **3.99** for *"Our strategic direction is clear to me,"* indicating that most employees are aware of the overall direction in which the banks is heading.
- Areas such as *"We continuously track our progress against our stated goals"* (mean = **3.87**) and *"Employees have a shared vision of what the banks will look like in the future"* (mean = **3.86**) received slightly lower scores, suggesting that while there is a shared sense of purpose, there might be room for Involvement in tracking progress and ensuring that all employees share the same long-term vision.
- The statement *"Our vision creates excitement and motivation for our employees"* has a mean of **3.89**, indicating that the banks vision inspires employees, though there could be efforts to further enhance excitement and motivation.

Overall, the data shows a strong alignment and understanding of the mission and goals within the banks. Employees generally agree on the strategic direction and feel a shared sense of purpose, though continuous progress tracking and fostering a future-oriented vision could be improved.

4.3.5. Employees Job Satisfaction

Table 9: 4.11 Employees Job Satisfaction

Descriptive Statistics	N	Mean	Std. Deviation
I would be delighted to spend the rest of my career with banks	272	3.58	1.292
I believe this banks is an excellent place to work	272	3.85	1.007
I would take almost any kinds of job responsibility to keep working for this company	272	3.75	1.121
I don't feel any necessity to continue with my employer.	272	2.79	1.387
I am committed for work more than I should	272	3.67	1.159
I use my potential to do in a better way.	272	4.38	.783
I am working attentively to accomplish Organizational goal	272	4.46	.723
I always strive to find a better way of doing things	272	4.51	.792
I do anything successfully, I feel like a personal accomplishment	272	4.34	.939
I have all resource I need to do my job successfully	272	3.43	1.124
Valid N (listwise)	272		
Grand mean and Sd.		3.876	1.033

Source: Own Survey 2024

The descriptive statistics for **Employee Job Satisfaction** provide valuable insights into how employees perceive their work environment and their commitment to the banks. The **grand mean of 3.88** indicates a generally positive level of job satisfaction among employees, albeit with some variability as shown by the **standard deviation of 1.033**.

- Employees expressed moderate satisfaction with the statement, *"I would be delighted to spend the rest of my career with these banks,"* which has a mean score of **3.58**. This suggests that while many employees appreciate their current roles, there is room for Involvement in fostering long-term career satisfaction.

- The statement *"I believe this banks is an excellent place to work"* received a higher mean of **3.85**, reflecting a generally favorable view of the workplace environment.
- A notable aspect is the statement, *"I don't feel any necessity to continue with my employer,"* which scored relatively low at **2.79**. This indicates that some employees may be contemplating their future with the banks, highlighting a potential area for management to address.
- On the positive side, employees feel they are *"committed to work more than I should,"* with a mean score of **3.67**, and they believe they utilize their potential effectively, evidenced by a high mean of **4.38** for the statement, *"I use my potential to do in a better way."*
- The highest satisfaction levels are seen in statements related to goal accomplishment, with means of **4.46** and **4.51** for *"I am working attentively to accomplish Organizational goals"* and *"I always strive to find a better way of doing things,"* respectively. This suggests that employees are engaged and motivated to contribute to the bank success.
- However, the mean of **3.43** for *"I have all the resources I need to do my job successfully"* indicates a potential gap in resource availability that could affect job satisfaction.

Overall, while the data indicate a generally positive perception of job satisfaction among employees, it also points to specific areas—such as resource availability and long-term commitment—that warrant further attention to enhance overall satisfaction and retention.

4.3.6. The effect of Organizational Culture on Employees' job satisfaction

Table 10: 4.12 The effect of Organizational Culture on Employees' job satisfaction

Descriptive Statistics			
Variable	N	Mean	Std. Deviation
EJS	272	3.876	1.033
INVL	272	3.94	<u>1.173</u>
CON	272	3.89.	0.166.
ADP	272	3.8883	0.078.
MIS	272	4.1033	0.042.

Valid N (listwise)	272		
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Source: Own Survey 2024

The descriptive statistics reveal key insights into the effect of **Organizational Culture** on **Employee Job Satisfaction** (EJS). With a **mean of 3.88** and a **standard deviation of 1.03** for EJS, employees generally express a positive level of job satisfaction, indicating that the Organizational culture fosters a satisfying work environment.

- The **Involvement (INVL)** of Organizational culture on job satisfaction has a slightly higher mean of **3.94** and a **standard deviation of 1.17**, suggesting that employees feel the Organizational culture positively influences their work experience.
- **Consistency (CON)** within the banks scores **3.89** with a **very low standard deviation of 0.166**, indicating that employees perceive consistency in values and practices, which likely contributes to a stable and satisfying work environment.
- **Adaptability (ADP)**, with a mean of **3.88** and a **standard deviation of 0.078**, shows that employees appreciate the banks' ability to adapt and evolve, which can enhance job satisfaction by promoting flexibility and innovation in the workplace.
- The highest mean score, **4.10**, is for **Mission (MIS)**, with an extremely low **standard deviation of 0.042**. This suggests that the clarity of the banks' mission, goals, and strategic direction strongly contributes to employee satisfaction, as employees feel aligned with and motivated by the banks' vision.

Overall, the data suggest that Organizational culture through its impact on consistency, adaptability, and a clear mission plays a significant role in enhancing employee job satisfaction. Employees feel engaged, aligned with the banks' values, and supported in their roles, leading to higher satisfaction levels.

4.4. Inferential Statistical Analysis

In this part of the analysis, the **Pearson** correlation coefficient has been used to examine the relationship between the dependent and independent variables. According to (Robert, 2008), **Pearson correlation coefficients range** between:

- ✦ -1 and +.1, when 0 indicates no relationship,

- ✦ -1.00 indicates a perfect negative relationship and
- ✦ +1.00 indicates a perfect positive relationship.

For intermediary values, the study uses Pallant's (2010) guideline to determine the strength of the correlation, less than 0.1 indicates a weak correlation, a small correlation for values 0.1 to 0.29; medium/moderate for 0.3 to 0.49; and large for 0.50 to 1.00).

4.4.1. Pearson Correlation Analysis

Table 15: 4.13 Correlation Analysis

<i>T</i>		EJS	INVL	CON	ADP	MIS
Correlations Analysis		EJS	INVL	CON	ADP	MIS
EJS	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	272				
INVL	Pearson Correlation	.435**	1			
	Sig. (2-tailed)	.000				
	N	272	272			
CON	Pearson Correlation	.575**	.491**	1		
	Sig. (2-tailed)	.000	.000			
	N	272	272	272		
ADP	Pearson Correlation	.598**	.449**	.681**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	272	272	272	272	
MIS	Pearson Correlation	.612**	.387**	.598**	.664**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	272	272	272	272	272
**. Correlation is significant at the 0.01 level (2-tailed).						
<i>Source: Own Survey 2024</i>						

The correlation matrix presented illustrates the relationships between five variables:

EJS (Employee Job Satisfaction), Mission (MIS), Involvement (INVL), Consistency (CON), and Adaptability (ADP). The sample size for each variable is 272.

1. **EJS (Employee Job Satisfaction)** shows a moderate to strong positive correlation with the other variables:

- ✦ **INVL:** $r=0.435$, $p<0.01$ indicates a significant relationship.
- ✦ **CON:** $r=0.575$, $p<0.01$ suggests a stronger correlation than with INVL.
- ✦ **ADP:** $r=0.598$, $p<0.01$ demonstrates a strong correlation.
- ✦ **MIS:** $r=0.612$, $p<0.01$ reflects the strongest correlation with EJS.

2. **INVL (Involvement)** exhibits significant positive correlations with:

- ✦ **CON:** $r=0.491$, $p<0.01$ indicating a strong relationship.
- ✦ **ADP:** $r=0.449$, $p<0.01$ shows a moderate correlation.
- ✦ **MIS:** $r=0.387$, $p<0.01$ suggests a weaker but still significant correlation.

3. **CON (Consistency)** correlates positively with:

- ✦ **ADP:** $r=0.681$, $p<0.01$ indicates a very strong relationship.
- ✦ **MIS:** $r=0.598$, $p<0.01$ signifies a strong correlation.

4. **ADP (Adaptability)** has strong positive correlations with:

✦ **MIS:** $r=0.664$, $p<0.01$ indicating a significant relationship.

5. Finally, **MIS (Mission)** shows a pattern of strong positive correlations with all other variables, highlighting its relevance to employee job satisfaction, Involvement, consistency, and adaptability.

In summary, all variables are positively correlated with one another, suggesting that Involvements in one area (e.g., adaptability or Mission) may lead to enhancements in employee job satisfaction and related outcomes. These findings underscore the interconnectedness of these variables, which may be crucial for Organizational development strategies and employees job satisfaction.

4.4.2. Regression Assumption Test

4.4.2.1. Tests of Normality

The significant results from both tests point towards a non-normally distributed dataset for Employee Job Satisfaction. This is an important consideration for any subsequent statistical analyses, as many parametric tests assume normality in the data. Researchers may need to consider non-parametric alternatives or transformations to meet the assumptions required for further analysis.

Normality assumption is around the mean of the residuals is zero and used to determine whether a data set is well modeled by a normal distribution or not and also to indicate whether an underlying random variable is to be normally distributed (Gujarati,2009). The researcher used histogram methods to test the normality of the data. If the residuals are normally distributed about its mean of zero, the shape of the histogram should be bell-shaped and the regression standardized residual plotted between -3.3 and 3.3. From the figure below data normality can be indicated.

Figure 6: Normality Test

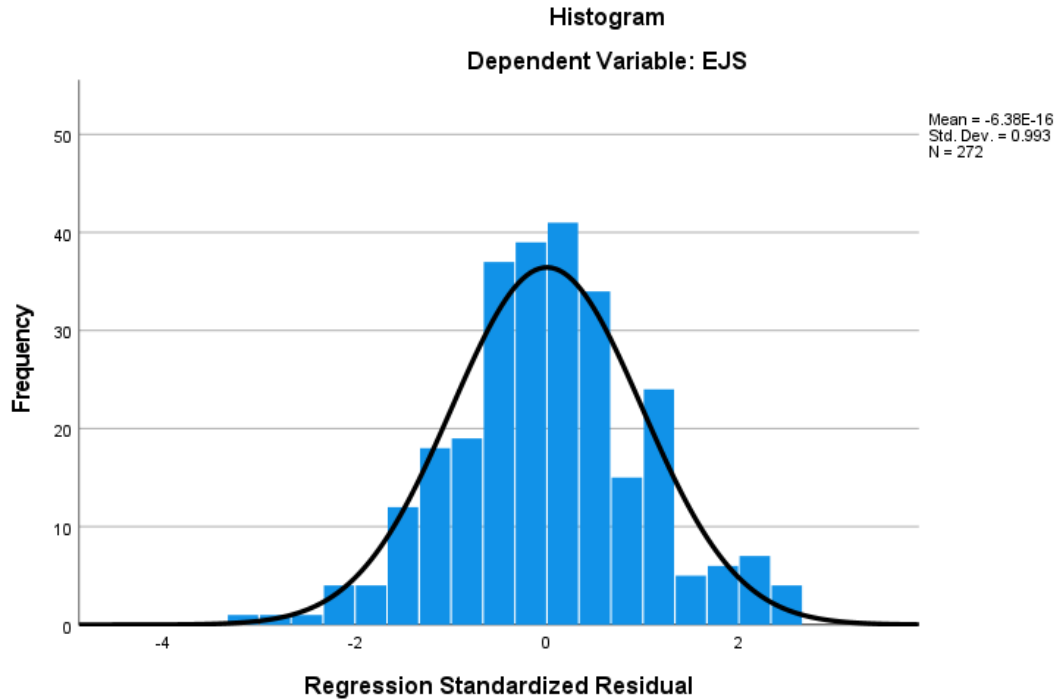


Figure 6 Normality Test

Source: Own Survey 2024

4.4.2.2 Linearity Test

Linearity is used check whether all the estimates of regression including regression coefficients, standard errors and tests of statistical significance are biased or not (Keith, 2006). There is no linearity problem on the data for this study residual follow at straight line.

Figure 7: Linearity Test

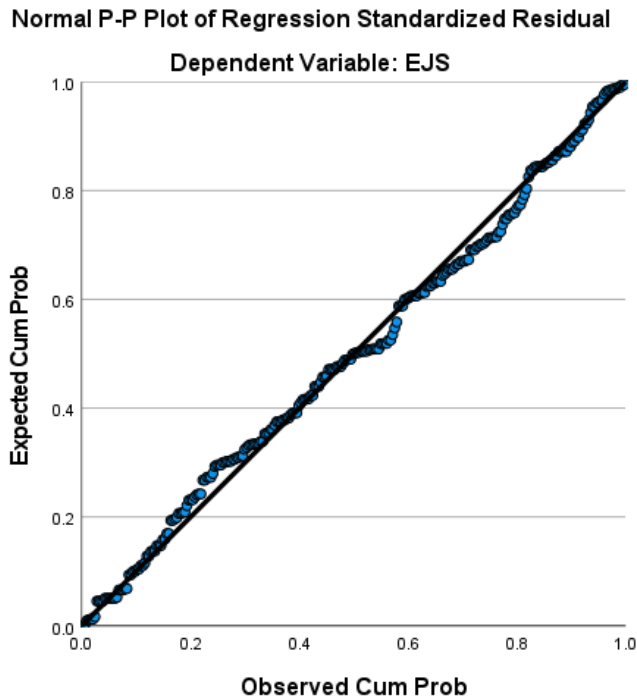


Figure 7 Linearity Test

Source: Own Survey 2024

4.4.1.3. Heteroscedasticity test

Heteroscedasticity is the equality or violation of the residuals for every set of values for the independent variables. Therefore, the researchers assume that errors are spread out constantly between the variables. A heteroscedasticity problem exists when the scatter plot is greater than 3.3 and less than -3.3. Therefore as indicated in the figure below the data did not violate the Heteroscedasticity assumption and instead, it homoscedastic.

Figure 8: Heteroscedasticity Test

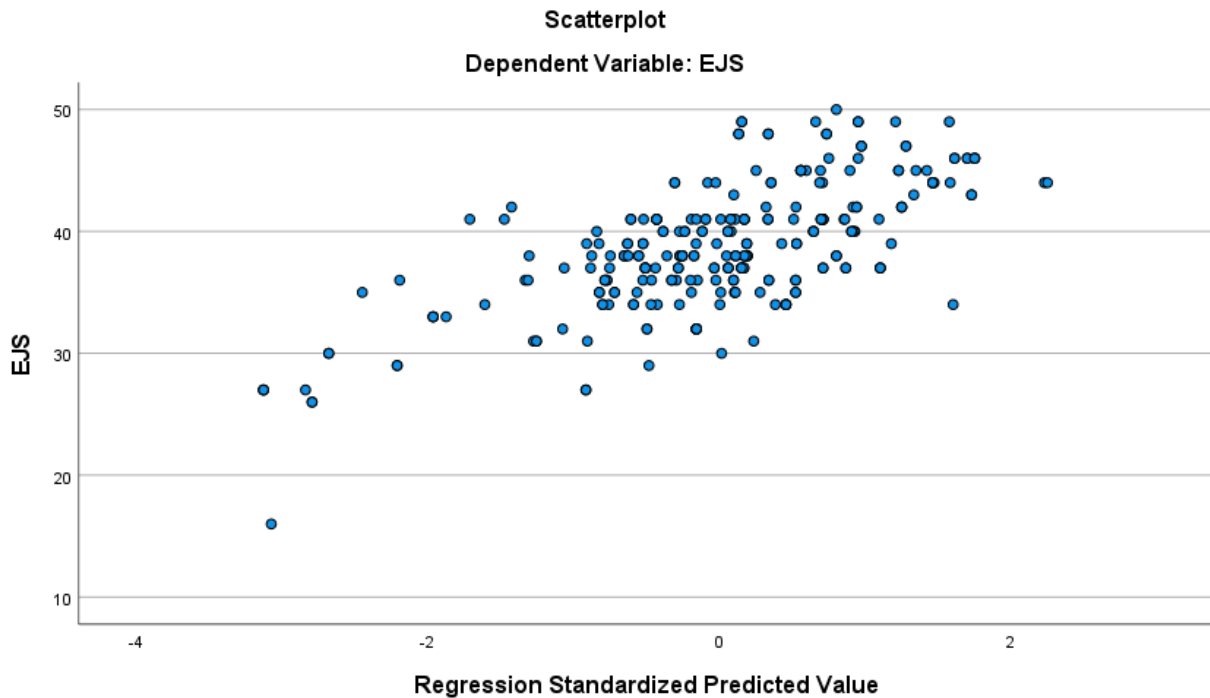


Figure 8: Heteroscedasticity test

Source: Own Survey 2024

4.3.3.4 Multicollinearity Tests

According to Gujarati (2003) Multicollinearity tests help to identify the high correlation between explanatory variables and to avoid the double effect of independent variables from the model. The predictor variable should be strongly related to the dependent variable but not strongly related to each other. For this purpose variance inflation factor (VIF) and tolerance test were used to check Multicollinearity for variables if the value of VIF is less than 10 there is no Multicollinearity and on the other hand, if VIF is greater than or equal to 10 there is a serious Multicollinearity problem.

Table 11: 4.14 shows Multicollinearity Test

Variable	Tolerance	VIF
INVL	.732	1.367
CON	.465	2.150
ADP	.426	2.348
MIS	.518	1.931

Source: Own Survey 2024

Variance Inflation Factor (VIF) and Tolerance for four variables: INVL, CON, ADP, and MIS. Here is an interpretation of these statistics:

1. Variance Inflation Factor (VIF):

- **Involvement (INVL) (1.367):** A VIF below 5 suggests low multicollinearity, so INVL is not significantly correlated with other variables.
- **Consistency (CON) (2.150):** Similarly, this VIF is also below 5, indicating acceptable levels of multicollinearity.
- **Adaptability (ADP) (2.348):** This value, while higher than the others, still falls below the threshold, suggesting no major multicollinearity concerns.
- **Mission (MIS) (1.931):** This is also within the safe range, indicating low multicollinearity.

2. Tolerance:

- **Involvement (INVL) (0.732):** A tolerance value above 0.1 suggests that collinearity is not a concern for this variable.
- **Consistency (CON) (0.465):** This is relatively low but still acceptable, indicating moderate multicollinearity.
- **Adaptability (ADP) (0.426):** A lower tolerance indicates some multicollinearity, but it is still manageable.
- **Mission (MIS) (0.518):** This suggests moderate collinearity, but not critically high.

Overall, the VIF values and tolerance statistics indicate that while some variables exhibit moderate collinearity, none of them reach problematic levels. This suggests that your model should be stable and that the relationships among the variables can be interpreted without significant distortion from multicollinearity. However, it's advisable to monitor the more closely clustered tolerance values, especially for **Consistency (CON)** and **Adaptability (ADP)**, in case further analysis reveals potential issues.

4.4.3. Linear Regression Analysis Result

4.4.3.1 Model Summary

Table 12 : 4.15 shows Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.856	.732	0.728	.0317	1.872

a. Predictors: (Constant), MIS, INVL, CON, ADP

b. Dependent Variable: EJS

Source: Own Survey 2024

The model summary provides insights into the relationship between the dependent variable, Employee Job Satisfaction (EJS), and several predictors: Mission (MIS), Involvement (INVL), Consistency (CON), and Adaptability (ADP).

- R (Correlation Coefficient):** The R-value of **0.856** indicates a strong positive correlation between the predictors and the dependent variable. This suggests that the combined effect of MIS, INVL, CON, and ADP significantly contributes to explaining the variability in EJS.
- R Square (Coefficient of Determination):** The R^2 value of **0.732** means that approximately **73.2%** of the variance in Employee Job Satisfaction can be explained by the four predictors in the model. This is a substantial proportion, indicating that the model is effective in capturing the factors that influence EJS.
- Adjusted R Square:** The adjusted R^2 value of **0.728** is slightly lower than the R^2 value, which is typical when adjusting for the number of predictors in the model. This adjusted value indicates that even when accounting for the number of predictors, the model still explains a significant amount of the variance in EJS.
- Standard Error of the Estimate:** The standard error of **0.0317** provides an estimate of the average distance that the observed values fall from the regression line. A smaller standard error suggests that the model's predictions are relatively close to the actual data points.

5. **Durbin-Watson Statistic:** The Durbin-Watson value of **1.872** is close to the ideal value of 2, indicating that there is no significant autocorrelation in the residuals. This suggests that the errors are randomly distributed, which is an important assumption of regression analysis.

In conclusion, the model effectively predicts Employee Job Satisfaction using the predictors (MIS, INVL, CON, ADP), accounting for a substantial amount of variance, and adheres to the assumptions required for regression analysis.

4.4.3.2 AVOVA Test

Table 13 shows AVOVA Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3456.835	4	864.209	61.037	.000 ^b
	Residual	3780.367	267	14.159		
	Total	7237.202	271			
a. Dependent Variable: EJS						
b. Predictors: (Constant), MIS, INVL, CON, ADP						

Source: Own Survey 2024

The ANOVA (Analysis of Variance) table provides a statistical examination of the overall significance of the regression model used to predict Employee Job Satisfaction (EJS) based on the predictors: Mission (MIS), Involvement (INVL), Consistency (CON), and Adaptability (ADP).

Key Components of the ANOVA Table:

1. Sum of Squares:

- **Regression:** The sum of squares for regression is **3456.835**. This value indicates the amount of variability in the dependent variable (EJS) that can be explained by the predictors in the model.
- **Residual:** The sum of squares for residual is **3780.367**, representing the amount of variability in EJS that is not explained by the model.

- **Total:** The total sum of squares is **7237.202**, which is the total variability in EJS, combining both explained and unexplained variance.

2. Degrees of Freedom (df):

- **Regression (df = 4):** This indicates the number of predictors in the model, reflecting the degrees of freedom associated with the regression.
- **Residual (df = 267):** This reflects the degrees of freedom for the error term, calculated as the total number of observations minus the number of predictors minus one.
- **Total (df = 271):** This is the total degrees of freedom for the dataset, representing the total number of observations minus one.

3. Mean Square:

- **Mean Square for Regression:** This is calculated as the regression sum of squares divided by its degrees of freedom, resulting in **864.209**.
- **Mean Square for Residual:** This is calculated as the residual sum of squares divided by its degrees of freedom, resulting in **14.159**.

4. F-statistic:

- The F-value of **61.037** is a measure of how much the model has improved prediction accuracy over using the mean of the dependent variable alone. A higher F-value indicates a better fit of the model to the data.

5. Significance (Sig.):

- The p-value associated with the F-statistic is **.000**, which is significantly below the common alpha level of 0.05. This indicates that the overall regression model is statistically significant; meaning that at least one of the predictors (MIS, INVL, CON, and ADP) significantly contributes to explaining the variability in Employee Job Satisfaction.

The ANOVA results indicate that the regression model is statistically significant, explaining a substantial portion of the variance in Employee Job Satisfaction. The predictors used in the

model collectively have a meaningful impact on EJS, reinforcing the importance of these factors in enhancing job satisfaction among employees.

4.4.3.2 Regression Coefficient

Table 14 shows Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	16.089	1.509		10.665	.000
	INVL	.075	.030	.132	2.545	.011
	CON	.182	.065	.181	2.791	.006
	ADP	.267	.088	.205	3.022	.003
	MIS	.346	.067	.317	5.157	.000

a. Dependent Variable: EJS

Source: Own Survey 2024

The coefficients table provides detailed insights into the individual contributions of each predictor variable to the dependent variable, Employee Job Satisfaction (EJS), along with their statistical significance and potential multicollinearity issues.

The result analysis of the regression Coefficients:

1. Unstandardized Coefficients (B):

- ✦ **Constant:** The intercept (constant) is **16.089**, meaning that if all predictors (INVL, CON, ADP, MIS) are zero; the predicted value of EJS would be **16.089**.
- ✦ **INVL (Involvement):** The coefficient is **0.075**, indicating that for each one-unit increase in INVL; EJS is expected to increase by 0.075 units, holding other variables constant.
- ✦ **CON (Consistency):** The coefficient is **0.182**, suggesting that a one-unit increase in CON is associated with a 0.182 unit increase in EJS, controlling for other factors.

- ✦ **ADP (Adaptability):** The coefficient is **0.267**, indicating that a one-unit increase in ADP is associated with a 0.267-unit increase in EJS.
- ✦ **MIS (Mission):** The coefficient is **0.346**, suggesting that for each one-unit increase in MIS; EJS is expected to increase by 0.346 units.

2. Standardized Coefficients (Beta):

- ✦ These coefficients indicate the relative importance of each predictor in the model, standardized to have a mean of 0 and a standard deviation of 1.
- ✦ **INVL:** $\beta=0.132$ \beta = 0.132 $\beta=0.132$
- ✦ **CON:** $\beta=0.181$ \beta = 0.181 $\beta=0.181$
- ✦ **ADP:** $\beta=0.205$ \beta = 0.205 $\beta=0.205$
- ✦ **MIS:** $\beta=0.317$ \beta = 0.317 $\beta=0.317$
- ✦ Among the predictors, MIS has the highest standardized coefficient, indicating it has the most substantial impact on EJS, followed by ADP, CON, and INVL.

3. t-statistic and Significance (Sig.):

- ✦ The **t-value** tests the null hypothesis that the coefficient is equal to zero (no effect).
- ✦ All predictors have significant p-values ($\text{Sig.} < 0.05$ \text{Sig.} < 0.05 $\text{Sig.} < 0.05$):
 - **INVL:** $t=2.545, p=0.011$ $t = 2.545, p = 0.011$ $t=2.545, p=0.011$
 - **CON:** $t=2.791, p=0.006$ $t = 2.791, p = 0.006$ $t=2.791, p=0.006$
 - **ADP:** $t=3.022, p=0.003$ $t = 3.022, p = 0.003$ $t=3.022, p=0.003$
 - **MIS:** $t=5.157, p=0.000$ $t = 5.157, p = 0.000$ $t=5.157, p=0.000$
- ✦ This indicates that all predictors significantly influence Employee Job Satisfaction.

The coefficients analysis indicates that all predictors significantly contribute to explaining variations in Employee Job Satisfaction, with Mission having the most substantial effect. The

low multicollinearity among predictors strengthens the reliability of the regression model, making it a robust tool for understanding the factors influencing employee job satisfaction.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Summary of Findings

This analysis explores various aspects of employee job satisfaction, Involvement, consistency, adaptability, and mission within both banks, **drawing on descriptive and inferential statistics** from a survey of 272 employees. The findings indicate a generally positive perception across these dimensions, while also highlighting areas needing attention to enhance employee job satisfaction.

- ✦ **Employee Job Satisfaction:** The descriptive statistics reveal a grand mean score of 3.88, indicating overall positive job satisfaction among employees. Notably, the statement "I would be delighted to spend the rest of my career with this banks" received a mean of 3.58, suggesting moderate career satisfaction, while a higher mean of 3.85 for "I believe this banks is an excellent place to work" reflects a favorable workplace environment. However, the low mean of 2.79 for "I don't feel any necessity to continue with my employer" points to potential retention issues. On the positive side, employees feel committed to their work, scoring 3.67 for their dedication, and high scores for goal accomplishment indicate strong engagement and motivation.
- ✦ **Involvement:** The banks demonstrate a commitment to Involvement and teamwork, as evidenced by a grand mean of 3.94. High scores for statements like "The capabilities of people are viewed as an important source of capability development" (4.57) and "Teamwork is used to get work done, rather than hierarchy" (4.32) reflect strong employee empowerment and collaboration. However, areas such as "Business planning is ongoing and involves everyone in the process" (mean = 3.40) reveal some employees feel excluded from decision-making, indicating a need for better communication and inclusion in strategic initiatives.
- ✦ **Consistency:** The consistency in Organizational values is underscored by a grand mean of 3.89, indicating a stable and predictable work environment. The highest mean score (4.09) for "Our approach to do business is very consistent and predictable" suggests reliability in the bank's practices. Nevertheless, lower scores for "Managers practice what they preach" (mean = 3.63) and consensus-building (mean = 3.77) indicate

potential gaps in leadership integrity and conflict resolution, which could affect employee trust and engagement.

- ✦ **Adaptability:** Employee perceptions of adaptability within the banks are positive, reflected in a grand mean of 3.89. High scores for statements about learning and customer feedback indicate a focus on continuous Involvement and responsiveness to external input. However, lower scores for "Innovations are encouraged" (mean = 3.63) and viewing failures as learning opportunities (mean = 3.70) highlight areas for growth in fostering a culture of innovation and resilience.
- ✦ **Mission Clarity:** The bank's mission and strategic direction are perceived positively, with a grand mean of 4.10. Employees feel a strong sense of purpose, as evidenced by a high mean for the statement "There is a clear mission that gives meaning and direction to our work" (4.01). However, the slightly lower scores for tracking progress against goals (mean = 3.87) and ensuring a shared long-term vision (mean = 3.86) suggest that while there is alignment, there is room for Involvement in reinforcing commitment to the bank's objectives and vision.

Overall, while the banks exhibit strengths in employee job satisfaction, Involvement, consistency, adaptability, and mission clarity, addressing areas such as communication, leadership practices, and innovation will be crucial for enhancing employee's job satisfaction.

This analysis explores various aspects of employee job satisfaction, Involvement, consistency, adaptability, and mission within both banks, **drawing on inferential statistics** from a survey of **272** employees. The findings indicate a generally positive perception across these dimensions, while also highlighting areas needing attention to enhance employee satisfaction.

- ✦ The correlation matrix identified positive correlations among EJS, Involvement (INVL), Consistency (CON), Adaptability (ADP), and Mission (MIS). The strongest correlation between EJS and MIS ($r=0.612$), followed closely by the correlation with ADP ($r=0.598$) and CON ($r=0.575$). INVL demonstrated a moderate correlation with EJS ($r=0.435$). Furthermore, all variables showed significant relationships with each other, underscoring their interconnectedness and suggesting that enhancements in one area could positively

affect others. The data highlights the importance of considering these variables in developing Organizational strategies aimed at improving employee satisfaction.

- ✦ The regression model summary indicated a strong positive correlation ($R=0.856$) and explained a substantial portion (73.2%) of the variance in EJS through the combined effect of INVL, CON, ADP and MIS,. The ANOVA results confirmed the overall significance of the regression model, with an F-statistic of 61.037 and a p-value of .000, indicating that at least one predictor significantly contributes to explaining variability in EJS. The coefficients table further detailed the individual contributions of each predictor; with MIS having the highest un standardized coefficient (0.346), indicating it has the most substantial impact on EJS. These findings reinforce the relevance of the predictors in enhancing employee's job satisfaction, providing valuable insights for banks seeking to improve employee satisfaction levels.

5.2. Conclusion

The descriptive and inferential analyses of employee job satisfaction (EJS) reveal a multifaceted understanding of the Organizational culture, to enhance employee job satisfaction.

The **descriptive statistics** indicate a generally positive perception of job satisfaction, with an overall grand mean score of 3.88. Employees express commitment and a favorable view of their workplace, yet the moderate scores related to long-term career satisfaction highlight potential concerns that require attention. Specifically, the low mean for the statement regarding the necessity to remain with the banks (2.79) signals a need for enhanced retention strategies.

In terms of Involvement, the banks show cases strong employee empowerment and teamwork, reflected in a grand mean of 3.94. However, a gap exists in the inclusivity of decision-making processes, as indicated by the lower mean score of 3.40 for ongoing business planning. Addressing this issue could foster greater engagement and ensure that employees feel valued and involved in the banks' strategic initiatives.

The consistency of Organizational values, with a grand mean of 3.89, suggests a reliable work environment; however, areas such as managerial integrity and consensus-building need Involvement to strengthen employee trust.

Adaptability also presents a positive outlook with a grand mean of 3.89, though there is room for growth in encouraging innovation and viewing failures as opportunities for learning.

Mission clarity stands out as a strong point, with a grand mean of 4.10, indicating a well-defined Organizational mission. Nevertheless, enhancing efforts to track progress and ensure a shared vision among employees could further reinforce commitment to the banks' objectives.

The **inferential analysis underscores** the significant correlations between EJS and factors such as Mission (MIS), Adaptability (ADP), Consistency (CON), and Involvement (INVL), suggesting that Involvements in these areas could positively influence job satisfaction. The regression model, explaining 73.2% of the variance in EJS, emphasizes the critical role of MIS in enhancing employee satisfaction.

Overall, while the banks demonstrate a solid foundation in employee satisfaction, addressing communication, and leadership practices, and fostering a culture of innovation will be essential for enhancing job satisfaction. By strategically focusing on these areas, the banks can cultivate a more motivated workforce, ultimately leading to improved job satisfaction.

5.3. Recommendations

Based on the findings from the descriptive and inferential analyses of employee job satisfaction (EJS), the following recommendations are proposed to enhance employee engagement, satisfaction, and retention:

Enhance Communication and Inclusivity:

- ✦ **Action:** Implement regular forums or feedback sessions where employees can voice their opinions and participate in decision-making processes, especially regarding business planning and strategic initiatives.
- ✦ **Rationale:** Fostering a culture of open communication can empower employees and help them feel more connected to the banks' goals.

Focus on Career Development:

- ✦ **Action:** Develop structured career development programs that include mentorship opportunities, training, and clear pathways for advancement within the banks.

- ✦ **Rationale:** Addressing moderate career satisfaction (mean of 3.58) can improve retention and motivate employees to invest in their careers within the banks.

Strengthen Leadership Integrity:

- ✦ **Action:** Conduct leadership training focused on ethical practices, integrity, and effective consensus-building strategies. Encourage managers to lead by example and align their actions with Organizational values.
- ✦ **Rationale:** Enhancing leadership practices will build trust among employees and contribute to a more cohesive work environment.

Foster a Culture of Innovation:

- ✦ **Action:** Create initiatives that encourage innovation, such as innovation workshops, and rewards for creative problem-solving.
- ✦ **Rationale:** By promoting a culture that views failures as learning opportunities (mean of 3.70) and encourages innovative thinking, the banks can improve adaptability.

Regular Monitoring of Job Satisfaction:

- ✦ **Action:** Establish a system for periodic surveys to assess employee satisfaction and gather feedback on Organizational changes or initiatives.
- ✦ **Rationale:** Continuous monitoring will allow the banks to identify trends, respond to employee concerns proactively, and make data-driven decisions to enhance satisfaction.

Improve Management information system :

- ✦ **Action:** Invest in an advanced Management information system that facilitates better communication, performance tracking, and data accessibility for employees.
- ✦ **Rationale:** Given the strong correlation between EJS and MIS ($r=0.612$), improving these systems will enhance Organizational effectiveness and employee satisfaction.

Reinforce Mission and Strategic Direction:

- ✦ **Action:** Organize regular workshops and team-building activities that emphasize the banks mission and strategic objectives, ensuring that all employees understand and share in these goals.
- ✦ **Rationale:** Strengthening employees' connection to the Organizational mission (mean of 4.10) can enhance their sense of purpose and engagement.

Recognition and Reward Programs:

- ✦ **Action:** Develop recognition programs that celebrate employee achievements and contributions, fostering a culture of appreciation and motivation.
- ✦ **Rationale:** Recognizing employee efforts can improve job satisfaction and loyalty, leading to better retention.

By implementing these recommendations, the banks can create a more positive and engaging work environment, ultimately enhancing employee job satisfaction, commitment, and retention.

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APPENDICES

Appendix 1:

MEKELLE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT MANAGEMENT

Post Graduate program in Business Administration

Questionnaire to be filled by Employees

Dear Respondents:-

I would like to express my deep appreciation for your generous time, honest and prompt response.

Objectives:-

This questionnaire is designed to collect data about the effect of organizational culture on employee job satisfaction in Wegagen Bank and Commercial Bank of Ethiopia in Mekelle city. The information that you offer me with this questionnaire will use as a primary data in my case study which I am conducting as a partial fulfillment of the requirements for the degree of Master of Business Administration (MBA) at Mekelle University. Therefore, this research is to be evaluated in term of this contribution to our understanding of effect organizational culture on employee job satisfaction and its contribution in the area.

General Instructions

- ✓ No write your name
- ✓ In all cases where answer options are available please (✓)

Confidentiality

I want to assure you that this research is only for academic purpose authorized by the by the Mekelle University. No other person could access the collected data. In any sort of report I might publish, I can not include any information that will make it possible to identify any respondents.

1. General information about respondents

A. Respondents Background

1. Gender

Male Female

2. Age

20-25 26-35
 36-45 above

3. Level of educational

Diploma Degree
 Masters others specify

4. Experience in Commercial Bank of Ethiopia or Wegagen Bank

Commercial Bank of Ethiopia
 Wegagen Bank
 1-5 years 6-10 years
 11-15 years 16-20 years Above 20 years

B. Perception Checklist/

Please put tick mark (√) that best describes your view by using the scale of 1-5

Where, 1= Strongly disagree/ (SD) 2= Disagree/(D)

3 = Neutral/(N) 4= Agree (A) 5 = Strongly Agree (SA)

S.N	Employee job satisfaction	SA (5)	A (4)	N (3)	DA (2)	SD (1)
1	I would be delighted to spend the rest of my career with organization. /					
2	I believe this organization is an excellent place to work					
3	I would take almost any kinds of job responsibility to keep working for this company.					
4	I don't feel any necessity to continue with my employer.					
5	I am committed for work more than I should.					
6	I use my potential to do in a better way.					

7	I am working attentively to accomplish organizational goal.					
8	I always strive to find a better way of doing things.					
9	I do anything successfully, I feel like a personal accomplishment.					
10	I have all resource I need to do my job successfully.					
Organizational culture effects						
Involvement						
1.	Employees believes that they can have a positive impact					
2.	Most employees are engaged in their work.					
3.	Information is widely shared so that employees can get the information they need.					
4.	Everyone believes that 'she/he can have a positive impact.					
5.	Business planning is ongoing and involves everyone in the process to some degree.					
6.	Cooperation across different parts of the organization is encouraged.					
7.	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.					
8.	People work like they are part of the team.					
9.	Teamwork is used to get work done, rather than hierarchy					
10.	The capabilities of people are viewed as an important source of capability development					
11.	There is continuous investment in improving the skills of employees.					
Consistency						
1.	There is a clear and consistent set of values that governs the way business is done					
2.	Managers "practice what they preach"					
3.	There is an ethical code that guides behavior and that tells right from wrong.					
4.	There is a 'strong culture' of doing things.					
5.	It is easy to reach consensus, even on conflicting issues					
6.	There is a good alignment of goals across levels.					

7.	Our approach to do business is very consistent and predictable					
Adaptability						
1.	Improved ways to do work are continually adapt.					
2.	Different parts of the organization cooperate to create change					
3.	Customers comment leads to changes and influences decision making Employees understand customers wants and needs					
4.	Learning is an important objective in a day-to-day work of the company					
5.	CBE or Wegagen Bank view failures as an opportunity for learning and Involvement					
6.	Innovations are encouraged					
Mission						
1.	Our strategic direction is clear to me.					
2.	There is clear mission that gives meaning and direction to our work					
3.	There is wide spread agreement about goals.					
4.	We continuously track our progress against our stated goals					
5.	Our vision creates excitement and motivation for our employees					
6.	Employees have a shared vision of what the organization will look like in the future					

Thank you for your time and cooperation!

መቐለ ዩኒቨርሲቲ

ኮሌጅ ቢዝነስን ኢኮኖሚክስን

ማናጂመንት ዲፓርትመንት

ድህሪ ምረቃ ፕሮግራም ኣብ ምምሕዳር ንግዲ(MBA)

ብሰራሕተኛታት ዝምላእ መሕተቲ ቅጥዒ

ዝኸበርኩም ተሳተፍቲ ኣካላት:-

ንዝሃብኩምኒ ልግሲ ዝመልኦ ግዜኹም መስዋእቲ ገይርኩም ብቅንዕና ቅልጡፍ ምላሽኩምን ኣድናቓተይ ክገልፅ ይፈቱ።

ዕላማ:-

እዚ መሕተቲ ቅጥዒ ብመቐለ ዩኒቨርሲቲ ዝወሃብ ማስተር ዲግሪ (MBA) መፅናዕታዊ ፅሑፍ ንምክያድ ዘዳለውክዎ ኮይኑ እቲ መፅናዕታይ ድማ ብዘገባ ኣብ ባንክታት ዘሎ ናይ ሰራሕ ባህሊ ኣብ ዕግበት ሰራሕተኛታት ዘለዎ ፅዕንቶ እንታይ ይመስል ዝብል መሰረት ገይሩ ካብ ዝተመረጸ ኣብ መቐለ ካብ ዘለዎ ጨንፈራት ባንክታት ባንኪ ንግዲ ኢትዮጵያን ባንኪ ወጋግንን ቀዳማይ ደረጃ መረዳእታ ንምእካብ ዘዳለኹዎ ቅጥዒ እዩ።

ኣፈሻዊ መምርሒ

- ✓ ሽም ኣይፀሓፍን
- ✓ ኣብ ሕድሕድ መማረቂ ናይ(√) የቕምጡ

ምስጢራዊነት

እዚ መፅናዕታዊ ፅሑፍ ብመቐለ ዩኒቨርሲቲ ዘተረጎፀ ንትምህርቲ ዕላማ ጥራሕ ዝውዕል ምዃኑ ከረጋግፀልኩም ይፎቱ። እዚ ዝእኩብ ሓበሬታ ካብ መፅናዕቲ ዘካይድ ኣካል ወፃኢ

ካልእ አካል ክረኸቦ ዘይኸእል ኮይኑ፤ መዕናቲ ዘካየደ አካል መዕናዕቲ ምስ ወደእ እውን ናይ መልሲ ወሃብቲ መንነት ፈጻሙ ክፍለጥ ኣይኸእልን።

A. ሓፈሻዊ መግለጺ ተሓተቲ አካለት

2. ድሕረ ባይታ ወሃብቲ ግብረ መልሲ

ፆታ ተባ አነ

5. ዕድመ 20-25 26-35
36-45 ልዕሊ

6. ብርኪ ትምህርቲ

ዲፕሎማ ዲግሪ
ካልኣይ ዲግሪ ካልእ

7. ኣብ ባንኪ ንግዲ ኢ/ያ ወይ ኣብ ባንኪ ወጋገን ዘለዎም ስራሕ ልምዲ

ባንኪ ንግዲ ኢ/ያ ባንኪ ወጋገን
1-5 ዓመት 6-10 ዓመት
11-16 ዓመት 16-20 ዓመት ልዕሊ 20 ዓመት

B. ዝርዝር መፈተሻ ርድኢት

ካብዞም ካብ 1-5 ዝተዘርዘሩ መማረጺታት መልሲ እዩ ንዝብልዎ መማረጺ ቢይዘኦም ኣብ ውሽጢ ቅንፍ ዘሎ ምልክት(✓) ይጠቐሙ።

እቶም መማረጺታት

1 = (SD) ብጣዕሚ ኣይስማዕማዕን 2 = (D) ኣይስማዕማዕን
3 = (N) ማእኸላይ 4 = (A) ይስማዕማዕ 5 = (SA) ብጣዕሚ ይስማዕማዕ

S.N	Employee job satisfaction/ ዕግባት ሰራሕተኛታት	SA (5)	A (4)	N (3)	DA (2)	SD (1)
1	ዝተረፈኒ ናይ ስራሕ ዘመን ምስ እዚ ትካል እንተዘሕልፍ ሕጉስ እየ።					
2	እዚ ትካል ንስራሕ ብሉፅ እዩ ኢሉ ይኣምን።					
3	አነ ኣብዚ ትካል ንክቕፅል ዝኾነ ይኹን ናይ ስራሕ ሓላፊነት ክወስድ እየ።					
4	ኣብዚ ድርጅት እዚ ንምቕፃል ድሌት የብለይን።					
5	ክናገሮ ካብ ዝኸእል ንላዕሊ ኣብዚ ትካል ንምስራሕ ድሉው እየ።					
6	ዘለኒ ዓቕመይ ተጠቒመ ዝሓሸ ስራሕ ክሰርሕ እየ።					
7	ናይዚ ትካል ዕላማ ንምስኻዕ ብትኹረት ይሰርሕ እየ።					
8	ዝበለፀ ስራሕ ንምስራሕ ኩሉ ጊዜ ይፅዕር እየ።					

9	ዕውነት ብዝኾነ መንገዲ ዝሰርሖም ስራሕቲ ብወገነይ ሕጉስ እዮ።					
10	ስርሖይ ዕውነት ብዝኾ መንገዲ ንክሰርሖ እኹል ዝኾነ ናውቲ ኣለኒ።					
Organizational culture effects/ትካላዊ ባህሊ ተፅዕኖ						
Involvement/ ተሳትፎ						
12.	ንባዕልኻ ብምምሕያሽ ስራሕተኛታት ኣወንታዊ ተፅዕኖ ከም ዘለዎ ይአምኑ።					
13.	መብዛሕተኣም ስራሕተኛታት ስርሖይ ይሰርሖ እዮም።					
14.	ስራሕተኛታት ዝደለይዎ ሓበሬታ ይረኽቡ እዮም።					
15.	ኹሉ ሰብ ንሱ/ንሳ ኣወንታዊ ተፅዕኖ ከም ዘለዎም ይአምኑ።					
16.	ናይቲ ትካል ትልሚ እንትወፅእ ሕድሕድ ስራሕተኛ ይሳተፈሉ እዮ።					
17.	እቲ ትካል ተሓባቢርኻ ናይ ምስራሕ ተግባር የበረታትዕ።					
18.	ኩሎም ስራሕቲ ነቲ ናይ ባንኪ ዕላማ ንምስኻዕ ምስ ስራሕተኛ ዘለዎም ርክብ መሰረት ተገይሩ ዝተመሰረቱ እዮም።					
19.	ስራሕተኛታት እቲ ትካል ተሓጋጊዞም ብሓባር እዮም ዝሰረሩ።					
20.	ላዕላዎይ ሓላፊ ብላዕሊ ኮይኑ ኣዚዞ ካብ ዘስርሖ ብጉጅል ምስራሕ ዝበለፀ እዮ።					
21.	እኹል ስራሕተኛ እንተሃልዩ እኹል ስራሕ ክትሰርሖ የኸእል።					
22.	ስራሕተኛታት ናይ ስራሕ ክእለት ንክዕብዩ ብቐፃሊነት መዕበይ ዓቕሚ ስልጠና ይወሃብ እዮ።					
Consistency/ቀፃልነት						
8.	እቲ ባንኪ ዝመረሖሉ ግልፂን ቀፃልን ዝኾነ ናይ ሓባር ክብርታት ዝሓዝ እዮ።					
9.	ስራሕ መካየድቲ ዝሰብክዎ ብተግባር ይለማምድዎ እዮም።					
10.	እቲ ትካልና ንባህርያት ዝመርሖ ቅኑዕን ካብ ጌጋ ዝእርምን ስነ-ምግባራዊ ስርዓት ኣሎ።					
11.	ኣብዚ ትካል ዘሎ ናይ ስራሕ ባህሊ ጠንካራ እዮ።					
12.	ኣብዚ ትካል ዘይምርድዳእ ዋላ እንተኣጋጠሙ ንምፍትሖ ቀሊል እዮ።					
13.	ብብርኩ ንዘሎ ስራሕተኛ ንፁር ዝኾነ ዕላማታት ኣለዎ።					
14.	ኣብዚ ትካል ንምስራሕ ዘለና ተበገሶ ኣዚዩ ቅኑዕ እዮ።					
Adaptability/ ምልማድ						
7.	እቲ ትካል ብዝተመሓየሽ መንገዲ ስራሕቲ ይፍፅም።					
8.	ዝተፈላለዩ ክፋላት ናይቲ ትካል ለውጢ ንምፍጣር ይተሓባበሩ።					
9.	ስራሕተኛታት ርኢቶታትን ድልየትን ዓማዊል ብምርዳእ ውሳኔታቶም ኣብ ምቕያር ዓብዩ ዕልዋ ኣለዎ።					
10.	ትምህርቲ ኣብ መዓልታዊ ስራሕ ናይቲ ትካል ኣገዳሲ እዮ።					
11.	እቲ ትካል ድኸመቱ ከም ዕድል ተጠቂሙ መምሃሪ ይጥቀመሉ እዮ።					
12.	እዚ ትካል ንምህዞታት የተባብዕ።					

Mission/ልኩሽ						
7.	ስትራቴጂካዊ መምርሒታት ናይዚ ትካል ንግይ ንፁር እዩ።					
8.	እዚ ትካል ንሰራሕኛ ዝኸውን ንፁር ልኡኽ ዘለዎን ኣንፈት ዘቐመጠን እዩ።					
9.	ብዛዕባ ዕላማ እቲ ትካል ሰራሕ ስምምዕ ኣሎ።					
10.	ብቐጻልነት ንግሥትና ዘዕንቅፋ ተግባራት ንምዕጋት ንከታተሎ ኣ.ና።					
11.	ራእይና ንሰራሕተኛታትና ፍናንን ምትብባዕ ይፈጥር።					
12.	ሰራሕተኛታት እቲ ትካል ኣብ መፃኢ እቲ ትካል እንታይ ከም ዝመስል ሓባራዊ ራእይ ኣለዎም።					

ንዝገበርኩሙለይ ምትሕብባር ኣቐዲመ የመስግን!