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The Effect of Organizational Culture on þÿ E m p l o y e e s M o t i v a t i o n I n C a s Amhara Credit and Saving Institution West Gojjam Zone Burie Cluster Branches

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COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT MASTERS OF BUSINESS ADMINISTRATION PROGRAM

THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' MOTIVATION IN CASE OF AMHARA CREDIT AND SAVING INSTITUTION WEST GOJJAM ZONE BURIE CLUSTER BRANCHES

BY

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A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT IN BAHIR DAR UNIVERSITY AS A PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

JULY, 2020

BAHIR DAR, ETHIOPIA

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DECLARATION

I, undersigned, declare that the work entitled **"The Effect of Organization Culture on Employees' Motivation in Case of West Gojjam Zone Burie Cluster Branches of Amhara Credit and Saving Institution."** is the outcome of my own effort and study that all sources of materials used for the study have been dually acknowledged. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment Masters of Business Administration.

Awoke Ayenew Ambaw ---------------- ----------------------

    Student's Name   Signature   Date

LETTER OF CERTIFICATION

The thesis entitled **"The Effect of Organization Culture on Employees' Motivation in Case of West Gojjam Zone Burie Cluster Branches of Amhara Credit and Saving Institution."** by Awoke Ayenew is approved for the Master of Business Administration.

<u>Getnet Almaw (Assi. Prof)</u>   ---------------------   --------------------

    Advisor's Name   Signature   Date

APPROVAL SHEET

We, examinees declare that this research thesis is from the student's own work and effort, and all other sources of information used have acknowledged. This thesis has been submitted with our approval.

Approved by:

_____   _____   _____

Name, External Examiner   Signature   Date

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Name, Internal Examiner   Signature   Date

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Name, Chairperson   Signature   Date

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ACRONYMS

ACSI	Amhara Credit and Saving Institution
ANOVA	Analysis of Variance
BCB	Burie Cluster Branches
EM	Employees' Motivation
HRM	Human Resource Management
NGOs	Non- Governmental Organizations
OC	Organizational Culture
SD	Standard Deviations
SPSS	Statistical Package for Social Science

ABSTRACT

Organizational culture is the environment in the workplace formulated through the interaction of employees' at work which can be learned in the social environment and can encourage the innovative behavior among members of the organization. This study was conducted on the effects of organization culture on employees' motivation from 2019-2020 G.C. and it's aim was to assess the effect of organizational culture on employees' motivation in Burie Cluster Branches of ACSI. Organizational culture dimensions namely involvement, consistency, adaptability and mission were considered as independent variables whereas the dependent variable was employees' motivation. This study is done in a quantitative research approach, a cross sectional research methods, and explanatory, deductive and theory testing research type. A 5-point Likert scale format questionnaire was used to collect primary data. A total of 200 questionnaires were distributed to the professional employees' of the organization and 186 (93%) questionnaires were returned. The questionnaire had a Cronbach alpha coefficient of α between 0.7 up to 0.9 suggesting that the instrument was reliable. Data analysis was done using Statistical Package for Social Sciences (SPSS) version 20 and used descriptive and inferential statistics to analyze the data. The correlation between the independent variable organizational culture traits and the dependent variable employees' motivation indicates that positive and significant. Then also, linearity, normality and multi co linearity regression tests were applied to determine the contribution of each independent variable in employees'. The results show that there is strong and moderate statistical positive correlation between dependent and independent variables. Furthermore, multiple regression analysis is used to measure the statistical effect of each individual independent variable on the dependent variable. The test result indicated that the alternative hypothesis of involvement, consistency adaptability, and mission are supported by the multiple regressions because the $p<0.05$. Finally, the researcher recommended that the company should continue and enhance those stated culture traits specially involving all stakeholders in decision making, sharing the organization mission and vision to all level employees', and create policies that encourage employees' and managers to adapt new changes inside and outside the organization and to update themselves.

Keywords*: Amhara Credit and Saving Institution; Adaptability, consistency, Employees' Motivation; involvement Organizational culture*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational culture is the basic pattern of shared assumptions, values and beliefs that govern behavior with in a particular organization and it is the social glue that binds members of the organization together through shared value, symbolic devices, and social idea (Denison 1995). Whereas Motivation is as Bulent (2007) the inner force that drives individual to accomplish personal and organizational goals as the set of forces that cause people to behave in certain ways.

Lawler (2005) argues that the world is changing rapidly and the level of employees' expectation and satisfaction also change accordingly. Organizational culture adapts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations or satisfactions and employees are considered as the most valuable resource and asset to an organization (Angel, 1989). R,O,O. (2008) concluded that the productivity of an organization is greatly affected by its culture and every organization is influenced by the existing culture which varies from organization to organization.

According to Qureshi (2007) the influences of culture on employee behavior appear to be increasingly important in today's work place and culture by its nature is illusive, intangible, implicit, and taken for granted, But every organization develops a core set of assumptions, understandings, and implicit rules that govern day-to- day behavior in the workplace.

Denison (1995) argues that the success or failure of an organization is determined by how organizational culture is administered in relation to employees' motivation, because organizational culture plays a critical role on motivation of workers, as it can create commitment among members of an organization, on the other hand existence of poor culture can affect employee morale and their productivity level which makes them less motivated, even though organizational culture and motivation are distinct, they are interrelated and can play the role of construct (Denison 2002).

Organizational Culture has a potentially rich, but largely unrealized role in the development of organization as well as to raise the motivation of employees, in other words,different

organizational culture dimensions contribute to the success of the organization by enhancing employees' motivation, but not all dimensions contribute the same. The researcher perceived problems arising from significant culture and different climate can affect the management and motivational level of employees. Hence, this study was attempted to address the effect of organizational culture and worker's motivation by identifying the most used organizational culture dimensions and how they are related and affect with employees' motivation in Burie Cluster Branches of ACSI.

1.2 Statement of the Problem

In the globe, different professionals and researchers asserted that there is positive and significant relationship between organizational culture and employees' motivation. Denison (2008) described motivation as the set of forces that cause people to behave in certain ways and existence of poor culture that affects the employee morale and their productivity level makes them less motivated. Younis (2010) demonstrated that organizational culture and motivation are distinct, but interrelated and can play the role of construct.

In our country Ethiopia, as Mekonnen (2014) studied on Ethiopian Telecom employees' Organization Culture can greatly affect productivity of every single employee and an organization as whole, and suggests that it is important to the organization to know which culture can positively or negatively motivate employees.

There is also a relationship between employee motivation and employees performance in such a way that how best employees can be motivated in order to achieve high performance within one organization (Frost et al, 1985). Then the researcher wanted to examine that there is a link between motivation and organization culture as strongly integrated culture resulted in motivated employee in the given organization.

Through the examining work of Denison (2004) certain cultural dimensions are important for organizations to be successful. Different organizational culture dimensions related with employee behavior have been highly addressed by researchers in developed countries and few developing countries. But some of these researches are not conducted in most developing countries like, Ethiopia especially in Amhara Region in Western Gojjam Zone governmental or private sectors. To fill the gap, the researcher attempted to assess the organizational culture effect on motivation by applying appropriate mechanism on some important dimensions, such as involvement, adaptability, consistency and mission.

The other big reason why to conduct this research in ACSI was, because, it is a corporate owned organization which is giving saving and credit services which are partly similar services with banks and other local similar institutions in a competitive market to gain profit in this district and all Amhara region areas. However, it's very strong organization; it has been observed that the organization has large pressure on achieving the organization goals and objectives and providing excellent service for customers. Even the organization culture and policies are well developed to motivate employees' in the organization, there are problems in the service delivery, high employees turn over to the newly coming industries around there in Burie town, the existing current employees are not motivated to do job at the expected level, and work place environment is not safe for employees like transportation service for satellite workers and public communication workers. The inefficiency has persisted for years despite a considerable good service and achieving the goal (maximizing organizational profit and wealth). This also happens at the background of a lot of labor cases within the organization and some cases having been externalized to the main problem of the board of the organization. Hence to combine the two issues, there is evidence of employee disengagement in some level and organizational problem.

Therefore, this study aimed to investigate the effect of organizational culture on employees' motivation and the outcome of the study would give the employers a better insight on the importance of organizational culture and its influences on employee motivation, then, aimed to add to the current body of knowledge on the gap.

1.3 Objective of the Study

1.3.1 General Objective

The main aim of this study was to assess the effect of organizational culture on employees' motivation in the case of Burie Cluster Branches of ACSI.

1.3.2 Specific Objective

In a bid to realize the general objective, the study has the following specific objectives:

1. To identify which major organizational culture dimensions were mostly used in Burie Cluster Branches of ACSI.
2. To examine how organizational culture dimensions related to employee motivation.
3. To examine how organizational culture affects employee motivation.

1.4 Research Questions

The research was done to answer the following key research questions.

What major organizational culture components were mostly used or practiced in Burie Cluster Branches of ACSI?

How were organizational culture dimensions (involvement, consistency, adaptability, and mission) related to employee motivation?

How did organizational culture affect employee motivation?

1.5 Hypothesis of the Study

Before heading to the main part of the research work, hypotheses will set up from independent variables which could affect (positively or negatively) the growth variable. There are empirical evidences done on the relation between growth variable and organizational culture determinants. Accordingly, the investigator formulate the following four hypotheses which can be tested using model later in the analysis part of this work to guide the empirical work of the present study:

Hp_1: The Involvement dimension of Organization Culture has positive and statically significant   effect on employees' motivation.

Hp_2: The Consistency dimension of Organization Culture has positive and statically significant effect on employees' motivation.

Hp_3: The Adaptability dimension of Organization Culture has positive and statically significant effect on employees' motivation.

Hp_4: The Mission dimension of Organization Culture has positive and statically significant effect on employees' motivation.

1.6. Significance of the Study

The findings of this study would help for the private companies, for the government, for the researcher and for other institutions which involved in the organizational culture by enhancing further understanding about the effect of organizational culture on employees'

motivation. It may help for the top-level management of the company to concentrate on variables that have significant influence on both employee motivation and performance.

The result of this study would serve as an input for the companies to re-examine how much they are effective from the previous organizational culture expenditure that employed by the organization towards improving the motivation of the workforce to take corrective action for the future, and the outcome of this study would serve as a catalyst for further research on the area.

The study might serve as a spring board for other researcher of this study and other researchers that have an interest to study in the effect of organizational culture on employees' motivation in a wider scope and serves as a secondary source of data for those who want to conduct further investigation in this area.

1.7. Scope of the Study

The scope of the study is delimited in both geographically and conceptually. Geographically the study limited in Burie Cluster Branches of West Gojjam Zone ACSI only even if the institution works in all over the Amhara Region. Conceptually, the study limited to the effect of organizational culture on workers motivation with the following organizational culture dimensions namely: involvement, consistency, adaptability and mission.

Different scholars studied about organizational culture on different dimensions. But, this study would follow the model developed by Denison Daniel,R. (1990) regarding to the above mentioned dimensions.

In addition, this research was focused on 401 permanent and temporary employees working in Burie Cluster Branches of ACSI in different realms, which includes Satellite officers, line managers and supervisors, branch office officers and Managers.

1.8 Limitation of the Study

Like all other researches, this study faced different limitations. The sources of difficulties faced in this study were: Due to time and resource constraints the study covered only one single company ACSI in one Zone/district in one support and follow or cluster branches. Hence, the results cannot be taken as uniform to generalize for organizations those are not

part of this study. So, using larger samples and vast geographical area study would be suggested for cross validation purpose.

The other key challenges that would affected the result of this study were the occurrence of COVID-19 in our country which creates lack of enthusiasm of respondents and unwillingness of some individuals to give relevant information and to cooperate with the researcher while collecting the required data, problems with incomplete questionnaires and delay of responses during the data collection process, carelessness of respondents in order to fill the questionnaire within the required time schedule of the researcher. Anyhow, to defense such limitations, the researcher worked hard to mitigate these challenges and to realize the objective of study.

1.9 Operational Definition of Terms

Culture: is the set of key values, assumptions, beliefs, understandings, and norms that peoples within the same location.

Organizational culture: refers to a system of shared meaning held by members that distinguishes the organization from other organization Brown.

Employee motivation: refers to a force that enables an individual to act in a direction of a particular objective

Organizational motivation: refers to psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed.

Employee performance: refers to quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output.

Organizational effectiveness: the degree to which an organization achieves its goals and fulfills their objective.

Effect: the extent to which one variable affects the other one.

Realms: refers to different functional divisions in Burie Cluster Branches of ACSI annual reports and structure of the board.

1.10 Organization of the Study

This research paper was consisted of five chapters. The first chapter deals about background of the study, statement of the problem, objective of the study, research questions and hypothesis, significant of the study, scope of the study, limitation of the study and organization of the study. The second chapter would focus on literature review which

discusses other theories and researches on the topic by different authors. The third chapter is all about research design and methodology of the study conducted. Results and discussion will describe under chapter four. Finally, the last chapter is about summary of major findings, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1. Theoretical Review

2.1.1 Definition of Organizational Culture

Culture can be defined as a pattern of shared basic assumptions that was learned by a group. Once a set of shared assumptions has come to be taken for granted, it determines much of the group's behavior, and the rules and norms are taught to newcomers in a socialization process that is itself a reflection of culture (Schein E. H., 2004).

Organizational culture is the basic pattern of shared assumptions, values, and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization. It defines what is important and unimportant in the company (Mcshane, 2000).

Schein (2004) also describes culture is a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others, shaped by leadership behavior, a set of structures, routines, rules, and norms that guide and constrain behavior that being able to perceive and decipher the cultural forces that operate in groups, organizations, and occupations. Once we learn to see the world through cultural lenses, all kinds of things begin to make senses that initially were mysterious, frustrating, or seemingly stupid.

Linnenluecke and Griffiths (2010) have reviewed different work of scholars and noted that the concept of organizational culture first emerged in the 1970s and 1980s and then on 1995 it became one of the most influential but also most controversial concepts in management research and practice. Furthermore, as per Linnenluecke and Griffiths (2010) explanation, culture theorists have suggested a variety of definitions, ranging from notions of accepted behavioral rules / norms to shared values, ideologies, beliefs and shared patterns of meaning.

According to Harvey and Brown (1996) Organizational culture is a system of shared meanings, including the language, dress, patterns of behavior, value system, feelings, attitudes, interactions and group norms of employees within the organization. It is seen as a system of shared values held by employees that distinguishes one organization from another. Whereas Barney (1986) describes organizational culture is a mental framework held by

members of the organization, underlying beliefs and assumptions provide roots to the culture; these are shared in form of values and norms to the new members of organization.

Organizational culture is not inborn; it has to be invented over a period of time and nurtured by all members of the organization (Kondalrk, 2007), that means as Morgan (1997) Describes it is "an active living phenomenon through which people jointly creates and recreates the worlds in which they live.

To conclude, Organizational culture is the environment in the workplace formulated through the interaction of employees at work and can be learned in the social environment and can encourage the innovative behavior among members of the organization (Alkailani, 2012). Denison and Neale (2011) also refer to the underlying value, beliefs and principles that serve as a foundation for an organization management system, as well as the set of management practices and behavior that reinforce those basic principles.

2.1.2 Theories of Organizational Culture

Cultural anthropologists have proposed diverse and complex theories of culture that may be characterized by their particular assumptions, slants and emphases. For this study, the researcher selected the most common theories such as Schein's theory (1992) and Denison's theory (1995), because those theories are well-known and the most widely used theories to elaborate organization culture in the world.

2.1.2.1 Schein's Theory of organizational culture

According to Schein (1990) theory, organizational culture is defined as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid. According the Schein, organizational culture is the learned result of group experiences, and it is to a large extent unconscious (Schein E. , 1992). Schein considers culture to be a three-layer phenomenon.

A. Artifacts

The first level of culture consists of visible organizational processes and various artifacts. For example, dress codes and the general tidiness of the workplace are artifacts that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, because it represents the most superficial cultural phenomena, For example,

behavior which is a cultural artifact is also influenced by countless factors other than a company's culture (Schein, 1992).

B. Espoused Values and Norms

The second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's official objectives, declared norms and operating philosophy. Espoused values, however, do not always reflect a company's everyday operations. Most important in terms of operations is the culture's deepest level, namely its underlying assumptions (Schein E. , 1985).

C. Assumptions and Beliefs

Assumptions are unconscious and they are often taken for granted because they are available as the main ingredients for how the organization's employees feel. Basic assumptions become taken for granted to the extent that there is little variation within the cultural unit. They guide behavior and tell people how to think, feel and perceive work, performance goals, relationships and performance of colleagues (Du Toit, 2002).

2.1.2.2 Denison's Framework (Theory) of Organizational Culture

In Denison's model comparisons of organizations based on relatively more "surface-level 'values and their manifest practices are made. Such values are deemed both more accessible than the assumptions and more reliable than the artifacts (Denison, 2000). Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission (Denison, 1990).

I. Involvement

According to Denison (1990) survey, Involvement is building human capability, ownership, and responsibility. Organizational effectiveness is a function of involvement and participation of an organization's members. A high level of involvement and participation creates a sense of ownership and responsibility. According to Denison (1990), high level of employee's involvement in the organization crate a sense of ownership towards the employees in the organization and this grows a greater employee's commitment to the organization and a growing capacity to operate under conditions of ambiguity.

High involvement organizations rely on informal, voluntary and implicit control systems, rather than formal, explicit, bureaucratic control systems. Low involvement scores usually indicate an organization in which employees are disconnected from their work, unaware of its importance and its connection to the rest of the organization, unwilling to accept greater responsibility, and are hesitant about working with people outside of their immediate circle (Denison et al., 2006). In the model, involvement is measured with three indices: empowerment, team orientation, and capability development.

Empowerment - Individuals have the authority, initiative, and ability to manage their own work. This creates a sense of ownership and responsibility toward the organization.

Team Orientation - Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization relies on team effort to get work done.

Capability Development - The organization continually invests in the development of employees' skills in order to stay competitive and meet ongoing business needs.

II.   Consistency

According to Denison (1990), Consistency provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support. They have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of *do's* and *don'ts*. Consistency creates a "strong" culture based on a shared system of beliefs, values and symbols that are widely understood by members of an organization.

In the model, consistency is measured with three indices: which are core values, agreement, and co-ordination and integration.

Coordination and Integration - Different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done.

Agreement - The organization is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.

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

III. Adaptability

According to Denison (1990), Adaptability is translating the demands of the business environment into action. The adaptability culture allows an organization to adapt to changing demands and circumstances, will promote effectiveness. Adaptability allows an organization to recognize and respond to its external environment and internal constituencies. In response to either internal or external stimuli, it requires the capacity to restructure behaviors and processes, as appropriate (Denison, 1990).

Organizations with low adaptability scores usually have an inward focus and have difficulty responding to competitors, customers and employees with new ideas. Low adaptability organizations run on inertia and their past achievements could create barriers for future success (Denison et al., 2006).

In the model, adaptability is measured by three indices: creating change, customer focus, and organizational learning.

Creating Change - The organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, quickly react to current trends, and anticipate future changes.

Customer Focus - The organization understands and reacts to their customer, and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customer.

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

IV. Mission

According to Denison (1990), Mission is a meaningful long-term direction for the organization. Mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows

an organization to shape current behavior by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short and long term commitment to the organization. Success is more likely when individuals and organizations are goal directed (Denison, 1990).

In the model, mission is measured by three indices: strategic direction and intent, goals and objectives, and mission.

Strategic Direction and Intent - Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute, and "make their mark" in the industry.

Goals and Objectives - A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work.

Vision - The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

2.2 Types of Organizational Culture

There are a numbers of ways to classify different types of organizational cultures. In this study the researcher used the most common used typologies of organization culture that are Cameron's (2006) and Handy's (2000), which had direct and indirect relationship to the study.

2.2.1 Cameron's Four Types of Culture

Figure 2.1 The competing values frame work Cameron (2006)

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

2.2.1.1 The Clan Culture:

The clan culture is full of shared values and common goals, an atmosphere of collectivity and mutual help, and an emphasis on empowerment and employee evolvement. A kind of organizational culture where the sense of "family" is strongly exists. Teamwork is emphasized and leader's role is as a mentor. The organization's focus is to maintain its stability. Loyalty, cohesiveness and participation are highly regarded in setting the criteria of success (Cameron and Quinn, 2006).

2.2.1.2 The Adhocracy Culture:

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

Adhocracy is an organizational culture which gives a lot more opportunity for individuals to develop in their own way, as long as they are consistent with the organization goals. Leaders are characterized as entrepreneurs who are driven by innovation and findings of new ideas.

Organization's focus is to gain opportunity as much as it can be from the external environment and individuals will be considered a succeeded persons if they can create and develop new ideas and innovations (Cameron and Quinn, 2006).

2.2.1.3 The Market Culture:

According to Cameron and Quinn (2006) the market culture focuses on the transactions with the environment outside the organization instead of on the internal management. The organizational goal is to earn profits through market competition. Market culture is a type of culture which stresses on the effectiveness on goal achieving. Competition is a common condition among individuals in order to develop them, which cause less flexibility in personal relationship. Criteria of success are based upon target achievements by individuals, which usually conducted from activities that connect the organization with its market or stakeholders (external parties).

2.2.1.4 The Hierarchy Culture

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

2.2.2. Handy's Four Types of Organizational Culture

Handy's typologies categories organizational culture in to four culture type as power, role, task and person & defines their characteristics as follows:

2.2.2.1. Power culture

According to Handy, power culture is frequently found in small entrepreneur organizations relies on trust, empathy and personal communication for its effectiveness. Control is exercised from the center by the selection of key individuals. There are few rules a procedure and a little bureau cry. It is political organizations with decisions taken largely on the balance of influence.

2.2.2.2. Role Culture

It is often stereotyped as bureaucracy and works by logic and rationality. Role culture rests on strength of strong organizational 'pillars" the functions of specialist in for example finance, purchasing and production. The work of and coordinated by pediment of small band of senior managers. Role or job description is often more important than the individual than the individual and position is the main source of power.

2.2.2.3. Task Culture

It is job oriented or project oriented. In terms of structure the task culture can liked to a net, some strands of which are stronger than others and with much of the power and influence at the interstices. An example is the matrix organization task culture seeks to bring together the right resources and people utilize the unifying power of the group. Influence is widely spread and based more on expert power on position or personal power.

2.2.2.4. Person Culture

As Handy's argument, it is where the individual is the central focuses and any structure exists to serve the individuals within it. When a group decides that it is their own interests to band together to do their own thing and share office space, equipment or clerical assistance the resulting organization would have a person culture, examples are groups of barristers, artists, doctors, all consultants. Although, it is found in only a few organizations many individuals have to prefer for a person culture, for Example University professor and specialists. Management hierarchies and control mechanisms are possible only by mutual consent. Individuals have almost completed autonomous and any influence over them is likely to be on the basis of personal power.

2.3. Components of Organizational Culture

According to Bush (2003), the components of the organizational culture are vastly intangibles, less visible. He gives the principal components of the organizational culture as: the behaviors and norms; organizational values; rituals and ceremonies; and the stories and organizational myths.

2.3.1. Patterns of Behaviors and Norms

Patterns of behaviors and norms have been defined as the ways of thinking, behaving, and believing that members of a social unit have in common (Cooke & Rousseau, 1988). Such

imply the ways of doing things in an organization, including the rules, tasks and standards of the organization. Hofstede et al, (1990) show that the different organizations within the same national culture could be distinguished from that the behavioral norms that is, day-to-day practices they differently adopt and not from their values.

Behavior norm is categorized into two, Bush (2003); formal norms which are implemented through official regulations of organizational nature such as rules of interior order, rule of organization and functioning, descriptions of functions and positions. The other one is the informal behavior norms which have a big influence over the organizational behavior, although they are not registered in any document. Some organizations characterize norms in their leading ethics, dress codes or the ways of addressing superiors or subordinates, for example, Honorable, Sir, Brigadier, etc. (Cooper, 2001).

2.3.2. Organizational Values

All organizations have unique set of values shared by most of its members. Organizational values refer to the principles which underlie patterns of behaviors' and norms. Values are mental pictures or organizational reality, and form the basis of defining the right or wrong in the organization. For instance if in an organization the predominant belief is that meeting the customers' demands is essential for success, any behavior which supposedly meets this criteria is acceptable, even if it violates the established rules and procedures (Bush, 2003).

Organizations import values more than they create them (Neuijen, 1990). According to Hosfstede (1980) cultural values reliably distinguish national subsidiaries of Multinational Corporation. Organizational values guide organization's thinking and actions. Values focus organizational energies towards certain actions, while discouraging the other behavioral patterns. Organizational values include goals, views, and philosophies that an organization shares such as an organization's mission statement.

2.3.3. Rituals and Ceremonies

Trice and Beyer (1984), describe rituals and ceremonies are consciously enacted behavioral artifacts which help in reinforcing the organization's cultural values and assumptions. A ritual represents a set of planned actions with a dramatic content, giving a cultural expression to some organizational values, for consolidating them within the organization, Trice (1993) listed rituals and ceremonies include annual parties, sales meetings, organizational retreats, or

any other group activities. Some organizations celebrate heroes, members of the organization who personify its values and highlight its vision.

2.3.4. Histories and Organizational Myths

The organizational histories are those stories that relate to a sequence of events carried on in an organization, presents a symbolic way of approaching and solving human cases with major implications for employees and for the organization (Gephart, 1978).

Trice (1984) emphasizes that organizational history is important in presenting an organizational situation which involves tension and or uncertainty, and solving problems; represent a way of strengthening the organization and developing some organizational behavior.

A particular form of organizational histories represents the myths. The myth that highlights how the organization was born and puts in foreground the essential role played by the founder, that through his exceptional qualities, labor force and its beliefs contributed to the establishment of say, financial enterprise. Histories and organizational myths therefore represent the folklore of the organization, intended to provide pattern of behavior for its employees (Denison, 1996).

2.4 Importance of Organization Culture

Today's trend toward decentralized organizations makes culture more important than ever, but ironically it also makes establishing a strong culture more difficult. Culture has a boundary-defining role: it creates distinctions between one organization and others, it conveys a sense of identity for organization members, culture facilitates commitment to something larger than individual self-interest, and it enhances the stability of the social system. Culture is the social glue that helps hold the organization together by providing standards for what employees should say and do. Finally, it is a sense-making and control mechanism that guides and shapes employees' attitudes and behavior (Robbins, 2013).

2.5. Employees' Motivation

According to Mehal (2009) motivation is the driver which drives workers to work without pressure and plays an important role in ensuring the organization stated goals and objectives. Thus motivation can be viewed as the fuel for the organization which facilitates success.

Kreitner and Kinicki (2007) have defined motivation as those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed.

According to Grant (2008), Employee motivation is most important element for all organization to attain achievement weather these are public or private and recognized that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities.

According to Maslow (1954) growth is most influential motivator for individuals that exploit the potential of employees when organizations motivate their employees' intrinsically and extrinsically.

According to Yudhvir and Sunita (2012) intrinsic motivation comes from within the individuals. They stated that it arises from personal, educational and project successes that are derived from doing certain tasks. This type of motivation is usually linked to non-monetary incentives in the organizations. Non-monetary incentives are usually put in place to reward employees for good job performances and examples include training, excellent working conditions. On the other hand, extrinsic motivation is being driven from outside the individuals. That is employees work hard to get something in return that is closely tied with monetary incentives.

2.6. Organizational Culture and Employee Motivation

Mekonnen (2013) reviewed different scholars' idea and argued that, Managers and employees do not behave in a value-free vacuum; they are governed, directed and tempered by the organizations culture. Goffee and Jones (1996) show that strong culture where employee's values are aligned to the values of the organization.

Organizational culture has a straight impact on employee motivation. The better the organizational culture, the upper the motivational level of employees (Sokro, 2012).

Dhani Shanker (2012) concludes that organizational culture contributes to the success of the organization by enhancing employee's motivation, but not all dimensions contribute the same. It was found that the impacts of these dimensions differ by global regions, which suggests that organizational culture is impacted by national culture.

Organizational culture plays a critical role in developing and maintaining the motivation level among employees. An employee can be more effective in his or her current job and realize his or her best potential, when there is a match between the individual's motivation and the organizational culture and their analysis indicated that there is a positive correlation between organizational culture with employee motivation where they found that culture has an impact on each element of the theory (Hani *et.al.*, 2016).

Many scholars have shown that the relationship between job satisfaction and corporate culture is strengthened by synergy between individual motives and needs, and organizational culture. For example, the positive relationship between employee motivation and a culture of innovation and creativity is more prominent for those motivated by opportunities for creativity. (Johnson, *et al.,*1998).

Different dimensions of corporate culture are also positively related to the dimensions of motivation (Coster, 1992). Gunter & Furnham (1996) supports a relationship between motivation and particular dimensions of organizational culture. They argue that the dimensions represent organizational aspects that impact on job satisfaction alongside the personal and job-related aspects. Many studies support the finding that an unrealistic workload has a decreasing effect on employee motivation. Du Preez (2003) also argues that the management concern for quality in work output and the safety and security of staff and clients as well as culture of creativity can enhance employee motivation. Meyer (2002) argues that a participating culture in decision making enhances employee motivation.

2.7. Empirical Review of the Study

An empirical study by Mahal (2009) examined that organizational culture has a potentially rich, but largely unrealized role in the development of organization as well as to raise the motivation of employees. The researcher perceives problems arising from significant culture and different climate affecting the management and motivational level among the employees.

The empirical literature on organizational culture and workers motivation evolved few decades back. From the literature review, there is a strong view that organizational culture lead to increased employees motivation. Organizational culture has been shown to be an important aspect of an organization, as it can, and does affect employee's behaviors, motivation and values.

Aftab, *et al* (2012) considered Denison's four dimensions of organizational culture and role based motivation and identifying the relationship between the four components was shared in order to sustain the competitive corporate world. The result of the research concluded that culture of an organization has direct positive effect on the employee's motivation.

Similarly, Denson's tool was attempted by Beidokhti and Ghaderi (2011) to identify the relationship of organizational culture and employee motivation in banking industry. Standard questionnaire of Denison organizational culture was applied then Cronbach Alpha ratio was used to obtain the questionnaire reliability of organizational culture and employee motivation. The final result indicated that there is positive relationship between organizational culture and employee motivation.

Denison's model was also applied in a case study in Pakistan with the aim to expand the base of knowledge and empirical test on the relationship between organizational culture and employee motivation. The statistical result shows that Involvement, Consistency, Adaptability and Mission have significant positive values in correlation with employee motivation. The overall result indicated that organizational culture and employee motivation are strongly associated with each other and should be complimentary (Ehteshamet, 2011).

On the study made by Mahdavi and Nematpour (2011) the influence of organizational culture on the effectiveness of employee motivation in oil and gas Production Company was investigated. The results obtained from this research indicates that the company has desirable dimensions of organizational culture and that by using various statistical techniques it was confirmed that the organizational culture has positive effect on of employees motivation.

Generally, the above mentioned empirical studies used the Denison (1990) four cultural traits/ components of organizational culture in order to study the employee motivation measures in case studies. As to Denison's theory, it was found that each of the major traits/components promotes superior employee motivation in an organization.

Golnaz Sadri (2003) conducted an empirical study that shown concept of culture and how it affects organizations (both positively and negatively). Organizations that have been successful in establishing and fostering positive culture are profiled. The author finds that an effective culture must be aligned with employee, values and be consistent with the environment in which the organization operates. While it is best to establish positive culture employees can identify during an organization's in fancy, it is possible to change an existing

culture. Such changes is best accomplished by modeling desired behavior at all levels of management and by planning events that foster frequent interaction among cross-functional employees. The finding concludes that a positive culture can provide a significant competitive advantage.

The study also consistent with the finding in a similar way to Denison (1990) and Truskie (1999), Kotter and Heskett (1992) stated that strong organizational cultures can be advantageous as they help employees align their values with the values of the organizations. Kotter and Heskett (1992) also argue that this should therefore give unusually high levels of motivation and thus the performance of the organization as a whole is enhanced.

2.8. Conceptual Framework of the Study

The literature review shows that organizational culture and motivation is related in the context of employees. Organizational culture is an independent variable; this can be seen as culture actually has an influence on employee motivation. In actual effect motivation is part of organizational culture as companies use different ways of motivating employees. Also from literature highly motivated employees are more committed to the organization hence are likely to stay longer and perform better for the good of the organization. Thus motivation is influenced by organizational culture. Denison (1990) model of organizational culture is a base to select the four cultural traits emphasized under this study and has been modified to see the effect of the four cultural traits on employee motivation .The modified framework is shown below.

Independent Variable　　　　**Dependent Variable**
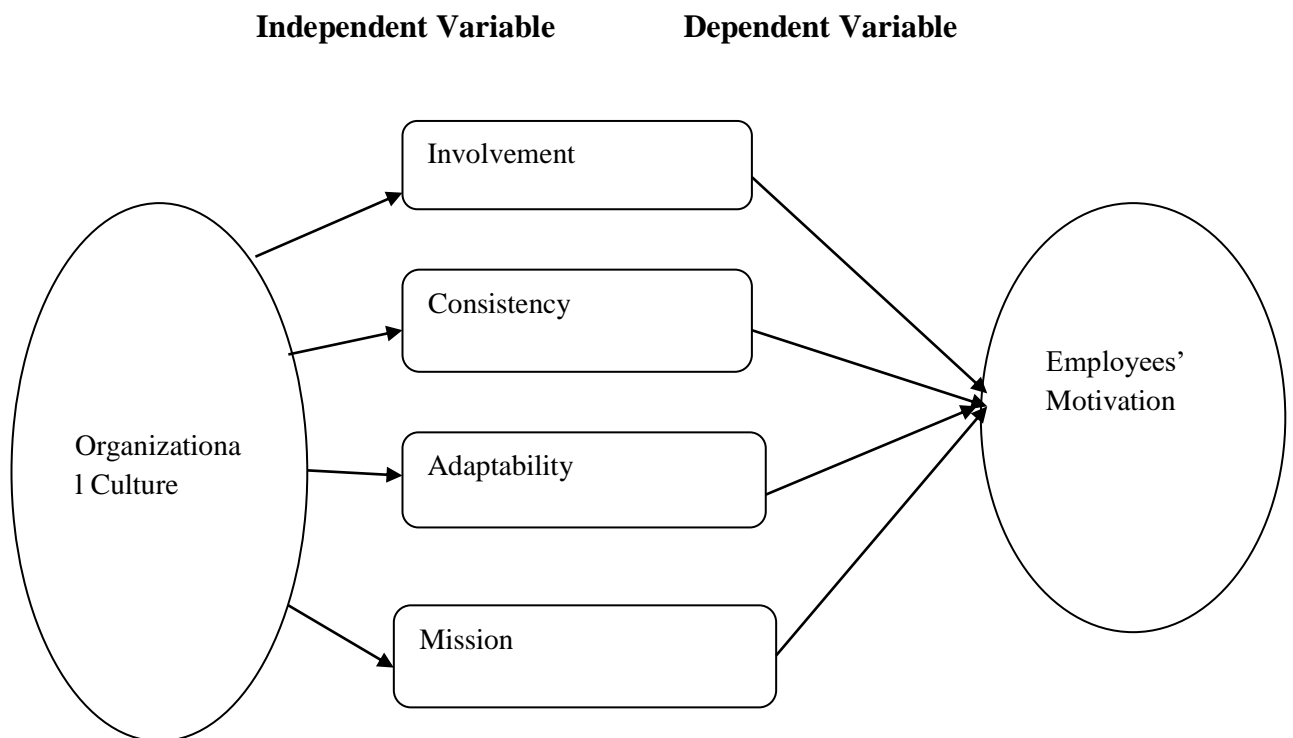
Figure2.2 Conceptual Framework of the study

Source: Aydin and Ceylan, (2009)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Topography of the Study Area

Amhara Credit and Saving Institution (ACSI) were established in 1995 and were licensed by the National Bank of Ethiopia as micro finance intermediary share company. The shareholders are Amhara National Regional State (ANRS) (98%) and other shareholders (2%). ACSI has four structural realms: Head office, Zonal office, Branch offices, and Satellite offices. This study was conducted in West Gojjam Zone on Burie Support and Control Branches/Cluster which is the most productive, profitable, and has high customers and employees' of the region. In this Cluster there are 10 branch offices and 66 satellite offices with the total population of 401 employees found in five governmental Woreda/districts which are Womberma, Burie Zurya, Burie Town Administration, some parts of Sekela, and parts of Jabi.

3.2 Research Approach

In order to achieve the study objectives, the researcher follows quantitative approach, because the data to be analyzed are numerical or information which is assigned numerical values to facilitate counting, summarization, comparison and generalization. So, the researcher examines the effect of organizational culture on employee's motivation via statistical, mathematical and computational techniques.

In general, in this study quantitative approach was designed to investigate the problem why the reason is the data was gathered by using likert scale from employees and would analyzed by using quantitative method, this helps the researcher to be more objective oriented.

3.3 Research Design

The researcher used explanatory design research, because it emphasizes on discovering the effect of organizational culture and organizational employees' motivation by explaining, understanding and predicting the cause and effect relationship between those variables. The researcher also used cross-sectional survey design to measure independent and dependent variables at the same point in time using close- ended and structured/standardized

questionnaires. Even though it suffers respondent bias, the survey method has an advantage for their external validity (generalization) since data is collected in the organizational setting.

3.4. Sources of Data

Both primary and secondary sources were the main foundations of data. In this study, primary data was collected using questionnaires by distributing for the sampling population size. The questionnaires were designed in an easy and unambiguous way to enable the respondents to understand the questions. The questions were Closed-ended questions which are centered on issues that directly related to the research topic and intended to restrict and control the respondent's answer in regard to the research objectives and this also provided an objective base for comparative analysis.

Once primary data collected, the researcher also searches for secondary data from the Internet, the institution's periodic reports, library, journals and articles on the subject matter as sources of secondary data which may give relevant information about the effect of organizational culture on employees' motivation.

3.5. Data Collection Instruments

The primary data is collected through structured standard questionnaires. The questionnaire measured the organizational cultures of the Burie Cluster Branches of ACSI and employees' motivation. Thus, organizational culture would be measured using some items adapted from the Denison organizational culture survey (Denison 2011) by using a 5 - point Likert scale, already developed in foreign studies and modified to serve the study purposes ranging from strongly agree (5) to strongly disagree (1), on which label given for respondent to express their level of agreement for each item among the scales and then the average score on each trait were used during data analysis and interpretation. Employee motivation was measured by using an instruments adapted from the Herzberg's How Do You Motivate Employees? (Herzberg 2003) questionnaires by giving alternative to select from highly agree (5) to highly disagree (1).

3.6. Population, Sample Size and Sampling Technique

3.6.1. Population of the Study

This research is aimed to examine the effect of organizational culture on the employee motivation in Burie Cluster Branches of ACSI. Therefore, the total populations of this research were employees who are currently working in Burie Cluster Branches of ACSI. In this Cluster there are 10 branch offices and 66 satellite offices with the total population of 401 employees. Employees refer to workers who have supervisory, administrative or strategic exposure in the business and the total population of this study is depicted in table 3.1 bellow.

Table 3.1: Total population of the study

No.	Work level of employees	Male	Female	Total population	Total population %
1	Satellite office employees	125	96	221	55.1%
2	Branch office employee	92	88	180	44.9%
	Total	217	184	401	100%

Source; Survey data (Dec, 2019)

3.6.2 Sample Size of the Study

To determine the sample size and representative of the target population, the researcher used statistical instrument formula. The mathematical formula that is adopted by Yamane (1967).

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

Where;-

n=Sample size required

N=the study population

e=Level of precision/allowable error /sampling error (0.05) at 0.95(95%) confidence level (t) of 0.5(5%) unit variance (p).

To calculate the sample size at 95% confidence level and 5% margin error;

$$n = \frac{401}{1+401(0.05)} \quad 2 \qquad \text{n=199.75}$$

Using the above statistical formula, the sample size of study determined as follows.

Table 3. 2: sampling method distribution for employee levels

s. No	Work levelof employees	Number of employees in each level	Proportion of samples	Sample size
1	Satellite office employees	221	221/401=0.55	0.55*200= **110**
2	Branch office employees	180	180/401=0.44	0.44*200=**90**
	Total	401		**200**

Source; Survey data (2019)

3.6.3. Sampling Technique of the Study

In this study stratified sampling method and convenient sampling technique were used. Because random sampling method cannot be employed due to the problem in sampling frame that is not in orderly list and mixed up together among all level of employees. The opinion of employees may be varied from level to level and also their performance may be differing. So, by considering this assumption to get valid representative sample of each strata, the researcher used stratified sampling method. Finally, the researcher chooses convenience (accidental) sampling method to save time and resources and helps to collect questionnaires within a short period of time.

3.7. Measurement of the Variable

In this study, the researcher selected structured and close ended questionnaire instrument for collecting the primary sources of data and may refer different sources of published materials by different scholars and institutions for different variable measurement.

3.7.1. Independent Variable Measures

The independent variable of this study is organizational culture and its components or dimensions are derived by a well-known researcher Denison Daniel (1995) organizational traits which are Involvement (empowerment, team orientation, and capability development),

Consistency (coordination and integration, agreement, and core values), Adaptability (creating change, customer focus, and organizational learning), and Mission (strategic direction and intent, goals and objectives, and vision). The reason why the researcher used Denison's model were, the model was developed with data from over 3000 organizations and more than 100,000 respondents (Denison, 1996). According to Davison (2004) Denison model tests the behaviors of groups and evaluate personality, is applicable to all the hierarchy levels in the organization, and has been extensively employed by various organizations in other countries in order to evaluate organizational culture. The instrument which is used to measure organizational culture contains 36 items. Items for each components of organizational culture are as follows: Involvement (nine items); Consistency (nine items), and Adaptability (nine items); and Mission (nine items). The items of this scale will measure using five-point Likert scale questions ranging from I-V (strongly disagree to strongly agree) or (with l = strongly disagree to 5 = strongly agree).

3.7.2. Dependent Variable Measures

Employee motivation is the dependent variable of this study. Organizational employee motivation is measured by using standard questionnaires adapted from Herzberg's How Do You Motivate Employees? (Herzberg 2003) by giving alternative to select from highly 1-5 or agree to highly disagree. These items included both intrinsic and extrinsic types of employee motivation.

3.8. Method of Data Analysis

Once the data collected, all the possible and relevant information through the methods that discussed above, the researcher has to analyze and interpret the data. So, this section explains how the data is captured and analyzed, and also defined the statistical terms of Frequency, Means, Standard deviation, which is used to analyze the data. The data was coded, entered and analyzed using statistical techniques based on the information. Therefore, the data were entered to Statistical Package for Social Sciences (SPSS) version 20.0 in order to draw the simple tabulations. In this study, multiple regression analysis is used to examine the effect of organizational culture (involvement, consistency, adaptability, and mission) on employees' motivation.

Generally, the data obtained and analyzed by using SPSS 20.0 in order to carry out inferential statistics analysis, frequencies, descriptive statistics, bivariate, correlation analysis, linear

regression analysis and other tests. To illustrate, Frequencies are used to determine the numbers of target employees of background information, Descriptive statistical analysis is used to see the sample characteristics, Correlation analyse (Pearson correlation) is used to determine the extent to which values of two variables (independent variable organization culture and dependent variable workers motivation), and linear regression (multiple regression) analysis also used to determine the effect of organizational culture on employee motivation.

3.9. Validity and Reliability

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

3.9.1. Validity

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure KOTHARI (2004). In this research content, the researcher was used a standardized questioner adopted by previous well-known researchers to control the validity of the research. The basic things taken to ensure the validity of this study are the researcher has used standardized questioners adopted by Denison D.R.,(2011) for organizational culture and by Herzberg (2003) for employee motivation which are simple and user friendly, the data were collected from the reliable (primary) sources of respondents who are employees of Burie Cluster Branches of ACSI in West Gojjam Zone. Finally, an approval from advisor and other consultants was applied in order to increase the face/content validity.

3.9.2. Reliability

Reliability is the measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda, 1999). To check the reliability of the instruments Cronbach alpha reliability coefficient was used. For this particular study, the questionnaires Likert scale items reliability were checked by Cronbach's - alpha coefficient with the help of SPSS 20.0. The Cronbach's alpha coefficients are fallen within a range of 0.70 to 1.00.in between (Sun W. C., 2007) and depicted in table 3.3 bellow.

Table 3.3 Reliability Analysis of Variance

Variables	Cronbach"sAlpha Coefficient	Number of Items
Involvement	.774	9
Consistency	.778	9
Adaptability	.828	9
Mission	.786	9
Employees' Motivation	.713	10

Source; Survey data (Jan, 2020)

3.10. Ethical Considerations

The researcher wants an approval for this study from Bahir Dar University. Because, this study considers the following ethical obligations; the participants participate without any force in voluntary in the study and not harmed as a result of their participation or non-participation in the research, the final research report or paper cannot identify a given response with a specific respondent, and also the researcher knows that have ethical obligations to the scientific community on how data is analyzed and reported in the study.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1 Demographic Characteristics of the Respondent

In this study demographic characteristics addressed age, sex, marital status, level of education and years of service or experience of the respondents were presented and discussed.

Table 4.5 Profile of the Respondents

Items	Options	Frequency	Valid Percent	Cumulative Percent
Sex of respondents	Male	104	55.9	55.9
	Female	82	44.1	44.1
	Total	186	100.0	100.0
Age of respondents	20-29	101	54.3	54.3
	30-39	68	36.6	36.6
	40-45	17	9.1	9.1
	46 and above	0	0	0
	Total	186	100.0	100.0
Education level of respondents	Diploma	154	82.8	82.8
	first degree	28	15.1	15.1
	master's degree	4	2.2	2.2
	Total	186	100.0	100.0
Work experience of respondents	under 2 years	17	9.1	9.1
	2-7 years	127	68.3	68.3
	8-15 years	42	22.6	22.6
	Total	186	100.0	100.0
Current job position of respondents	Clerical	7	3.8	3.8
	Experts	145	78.0	81.7
	Supervisors	4	2.2	83.9
	Line Managers	21	11.3	95.2
	Top level managers	9	4.8	100.0
	Total	186	100.0	

Source; Own Survey data (February 2020)

4.1.1 Sex of Respondents

Table 4.1 shows that sex profile of respondents by frequency and percent. Regarding sex distribution of sample respondents, from the 186 (100%) majority 104 (55.9%) of the sample respondents were male and 82 (44.1%) of them were female respondents. As Robbins and Coulter (2002) suggests sex can affect negatively or positively in terms of productivity with specific nature of the job at hand.

4.1.2 Age of Respondents

The data presented in the above table 4.1 shows that age of the sample respondents lies between three age categories. From the total of 186 (100%) 101 (54.3%) of respondents were between the age group of 20-29 years old, 68 (36.6%) respondents were between 30-39, and the remaining 17 (9.1%) respondents were between the age of 40-45 years old.

This indicated that most of employees' were young in between 20-29 years old. Thus, we can proof that most respondents or employees' are near to motivate, because age has inverse relation with productivity and motivation (Robbins and Coulter, 2002).

4.1.3 Education Level of the Respondents

The level of education of respondents in the above table 4.1 indicated that from 186 respondents 154 (82.8%) of the respondents were employees who are diploma holders, 28 (15.1%) were employees who have first degree and 4 (2.2%) were master's degree holders.

The result indicates that most of the employees were diploma holders.

4.1.4 Work Experience of the Respondents

Table 4.1 above shows that, 17 (9.1%) respondents have experience in the age range under 2 years, 127 (68.3 %) of the respondents have from 2-7 years of experience, 42 (22.6%) of the respondents have a range of 8 to 15 years of experience. The result indicates that majority of the employees are youngsters within the range of 2 to 7 years' experience. Hence, Tenure has a direct positive relationship with motivation and productivity, most of the experienced employees' of the institution expected to have high motivation.

4.1.5 Current Position of the Respondents

As the above 4.1 table shows, the respondents indicates that 7 (3.8%) are clerical, 145 (78%) are experts, 4 (2.2%) are supervisors, 21 (11.3%) are line managers, 9 (4.8%) are top level managers. Experts have the biggest percentage of respondents; that is 78%, which needs manageable organizational culture to motivate.

4.2 Descriptive Statistics of Dependent and Independent Variables

In this section, various statistical data analysis tools such as mean and standard deviation are used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale ("1" being "strongly disagreed" to "5" being "strongly agreed").

According to Zaidaton & Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considers as high as illustrated by Comparison bases of mean of score of five point Likert scale instrument. Thus, detail of the analysis is presented as follows:

Table 4.6 Mean and standard deviation of organizational culture dimensions on employee motivation

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Involvement	186	1.67	4.67	3.8608	.56827
Consistency	186	1.67	4.89	4.0973	.54343
Adaptability	186	1.78	4.56	3.8157	.45802
Mission	186	1.63	4.75	3.7950	.47174
EM	186	1.46	4.85	3.7911	.46574
Valid N (listwise)	186				

Source; Survey data (February 2020)

As indicated the above table 4.2 the mean of the involvement, consistency, adaptability, and mission was presented as follows 3.8608, 4.0973, 3.8157, and 3.7950 respectively. Therefore, the mean scores of the independent variable organization culture dimensions involvement, consistency, and adaptability were in high level and mission was performed in moderate level in Burie Cluster ACSI branches.

4.3. Inferential Analysis

4.3.1. Relational Analysis

The researcher used Pearson correlation analysis to find out whether dependent variable employees motivation is correlated with each independent variables includes involvement, consistency adaptability ,and mission, or not. Correlation (r) is a parametric technique which gives a measure of the strength of association between any two variables. Cohen (1988) has suggested the following guidelines: r = 0.10 to 0.29 is weak relationship; r = 0.30 to 0.49 is medium correlation and r = 0.50 to 1.0 is strong relationship among variables. If there is too much correlation, value greater than 0.9, it means absolute correlation and significant. If the significance value is less than 0.05, it is significant and above 0.05 values is not significant. "Pearson's correlation is the ratio of the variance shared by two variables" (Cramer, 1998). Thus, the correlation analysis undertaken here assists to know the relationship between organizational culture and employees' motivation in Burie Cluster branches of ACSI in West Gojjam Zone.

Table 4.7 Correlation between independent and dependent variable

Correlations

		Involvement	consistency	Adaptability	Mission	EM
Involvement	Pearson Correlation	1	.702**	.624**	.637**	.622**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	186	186	186	186	186
consistency	Pearson Correlation	.702**	1	.720**	.680**	.664**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	186	186	186	186	186
Adaptability	Pearson Correlation	.624**	.720**	1	.695**	.571**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	186	186	186	186	186
Mission	Pearson Correlation	.637**	.680**	.695**	1	.622**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	186	186	186	186	186
EM	Pearson Correlation	.622**	.664**	.571**	.622**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	186	186	186	186	186

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

Source: *Survey data (February, 2020)*

As we can observe in the above table 4.3, there is relationship between employees motivation and organizational involvement culture(r=0.622, p<0.01). This indicates that employee's motivation in West Gojjam Zone ACSI branches is correlated with organizational involvement culture score at 0.622. That is, strong positive relation.

The correlation coefficient of employees motivation and organizational consistency culture shows that there is a strong positive and significant relation in the (r-value = 0.664 p < 0.01). This indicates that employee's motivation of this organization is correlated with organizational consistency culture score at 0.664. That is, positive relation.

Furthermore, the correlation coefficient of adaptability culture and employee motivation shows that, there is a strong positive and significant relation in (r-value = 0.571, p < 0.01). This indicates that employee's motivation is correlated with organizational adaptability culture score at 0.571which is positively.

Finally, the relationship between employees motivation and organizational mission culture is a strong positive and significant relation in (r-value = 0.622, p < 0.01). This indicates that employees' motivation is correlated positively with organizations mission culture.

To conclude, each of the four organizational culture components which are involvement, consistency, adaptability and mission are positively associated with employees' motivation and most of them have strong relationship. Based on this result we can draw that there is enough evidence to accept the fact that employee's motivation is determined by the organizational culture in West Gojjam Zone Burie Cluster ACSI branches. Therefore, all variable have positive and significant relationship.

4.4. Regression Analysis

4.4.1. Assumption of Multiple Linear Regressions

Under this section normality tests, linearity, and test of multi-co-linearity would presented.

4.4.1.1. Normality Test

In order to test normality of the data, kurtosis and skewness value were checked using SPSS 20. Skewness and kurtosis are statistics that describe the shape and the symmetry of the distribution. These statistics are displayed with their standard errors.

According to Tabachnick and Fidell (2013) the acceptable range for skewness or kurtosis is below +1.5 and above -1.5 and the standard error greater than 2 indicates a normality problem. Therefore, Based on the result obtained in table 4.4 below indicates that data used in the study is normally distributed.

Table 4. 8 Correlation between independent and dependent variable

	Kurtosis		Skewness	
	Statistic	Std. Error	Statistic	Std. Error
Involvement	.180	.355	-1.422	.178
Consistency	.570	.355	-1.358	.178
Adaptability	.753	.355	-1.372	.178
Mission	.298	.355	-1.478	.178
EM	.648	.355	-1.443	.178
Valid N (listwise)				

Source: *Survey data (February, 2020)*

The other Normality Test mechanism is Histogram. If we drew a vertical line through the center of the distribution, then it should look the same on both sides. This is known as a normal distribution and is characterized by the bell-shaped curve (Ghozali 2006). This shape basically implies that the majority of the scores lie around the center of the distribution. Therefore, in the population, the data on the dependent variable employees' motivation are normally distributed for the independent variable organization culture. Figure 4.1 histogram affirmed the normality of the data.
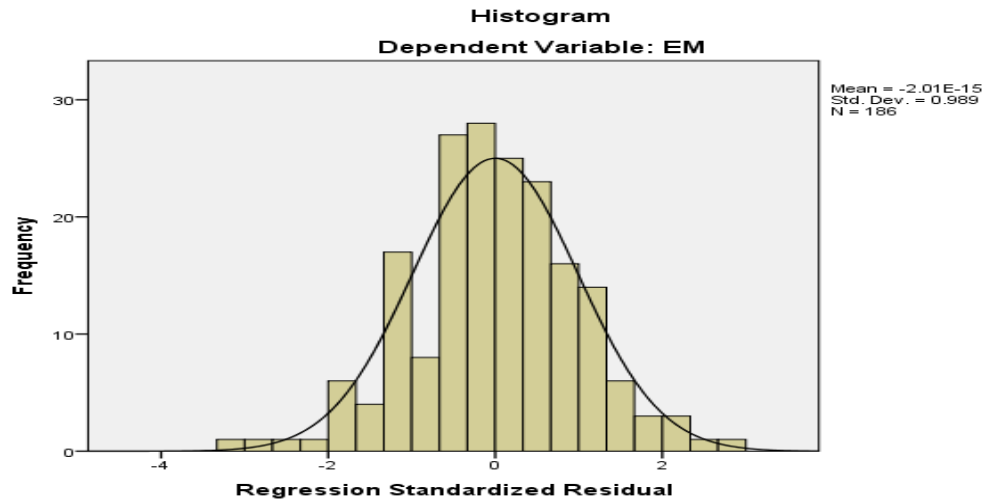
Figure 4.2 Histogram as Test of Normality for Employees motivation

Source; Survey data (February 2020)

4.5.2 Linearity Test

An underlying assumption of regression analysis is that the relationship between the variables is linear, meaning that the points in the P-P plot must form a pattern that can be approximated with a straight line. The P-P plots above shows there is strong linear relationships. Therefore, the employee motivation was found to be normally distributed and subsequent analysis was carried out and can conclude that we satisfy the assumption of linearity.
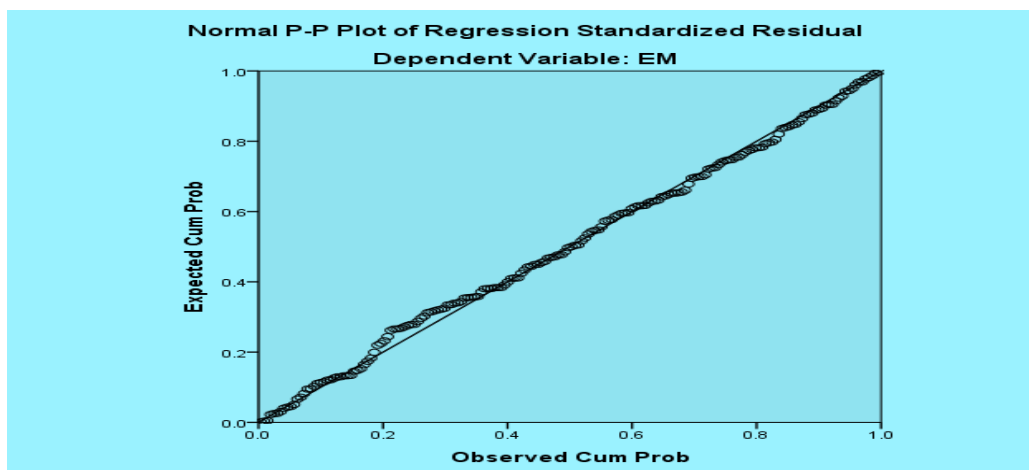
Figure 4.3 Normal P-P Plot of Regression Standardized Residual of Employees motivation

Source; Survey data (February 2020)

4.5.3. Multi-co-linearity Test

Multi-co-linearity exists when there is a strong correlation between two or more predictors in a regression model to ensure that the regression results are reliable and unbiased, the assumptions underlying a regression analysis examined. Hence, before presenting the regression models, it should be inspected for none existence of excessive correlations between the independent variables in the model.

Andy (2006) suggested that a tolerance value less than 0.1 almost certainly indicates a serious co-linearity problem. Liu (2010) also suggested that a VIF value greater than 10 there is also serious co-linearity problem. Therefore, the tolerance values of the independent variables of this research are 0.451, 0.357, 0.396, and 0.425 for organizations involvement culture, consistency culture, adaptability culture and mission culture of the organization respectively. Likewise, the variance inflation factors (VIF) are 2.215, 2.802, 2.523, and 2.353 for organizations involvement culture, consistency culture, adaptability culture, and mission culture of the selected ACSI branches.

Table 4.5 Co linearity Statistics

Model	Co-linearity Statistics	
	Tolerance	VIF
(Constant) Involvement	.451	2.215
consistency	.357	2.802
Adaptability	.396	2.523
Mission	.425	2.353

a. Dependent Variable: EM

Source; Survey data (February, 2020)

4.6. Multiple Linear Regression Analysis on the Effect of Organization Culture on Employee Motivation

Multiple regression analysis is used to measure the statistical effect of each individual independent variable (i.e. involvement, consistency, adaptability and mission) on the dependent variable (employee motivation).

4.6.1 Regression of Model Summery

Table 4.5 Regression of Model Summery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.721[a]	.519	.509	.36497	.519	48.882	4	181[a]	.000

a. Predictors: (Constant), Mission, Involvement, Adaptability, Consistency

b. Dependent Variable: EM

Source; Survey data (February, 2020)

As shown on the table 4.6 above, the model summery indicates an overall effect of independent variables on dependent variables simultaneously 50.9% variation in employees motivation is explained by organizational culture (involvement, adaptability, consistency, and mission), whereby R square is 0.519 and adjusted R square is 0.509 in Burie Cluster branches of ACSI. The remaining 49.1 % of the variance is explained by other variables not included in this study.

4.6.2. Regression of ANOVA on the Effect of organizational culture Dimensions on Employees' motivation

Table 4. 6 ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.045	4	6.511	48.882	.000[b]
	Residual	24.110	181	.133		
	Total	50.154	185			

a. Dependent Variable: EM

b. Predictors: (Constant), Mission, Involvement, Adaptability, Consistency

Source; Survey data February, 2020)

As indicated in table 4.7 there is a significant relationship between employees' motivation and the components of organizational culture. From the statistic in the model if the value of F > 1 and p< 0.05, the model is fit to predict the effect of independent variables on dependent variable. The result of this study shown that the prediction power of the model is fit at F-statistic 48.882 value at degree of freedom 4 and 181 statistically significant at 99% of confidence, P = .000 (p<0.01, F>1). Therefore, the multiple linear regression models were appropriate to this research to predict the effects of organizational culture dimensions of this researcher on employee motivation.

4.6.3. Regression Coefficient on the Effect of Organizational culture Dimensions on Employees' motivation

Table 4. 7 Regression Coefficient

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.669	.245		2.732	.007
	Involvement	.206	.070	.225	2.929	.004
	consistency	.304	.083	.318	3.683	.000
	Adaptability	.045	.093	.039	.480	.032
	Mission	.276	.093	.235	2.976	.003

Dependent Variable: EM

Source; Survey data (February, 2020)

As shown in table 4.8 unstandardized coefficient of beta indicates that independent variable changes in one unit the dependent variables also change by the unstandardized coefficient of B. So when involvement, consistency, adaptability, and mission increase by one-unit employees' motivation will increases by the value of 0.206, 0.304, 0.045 and 0.276 respectively.

On the other hand, standardized coefficient of beta indicates the effect size of independent variable on dependent variable by the coefficient of standardized beta. In this study, the standardized coefficient of beta data shows that the organizational culture dimensions affect employees' motivation by the following degree. Consistency is the highest contributing factor to predict the employees' motivation (β = 0.318 which means 31.8% predictable, Mission, Involvement, and adaptability cultures define the dependent variable employees' motivation by 23.5%, 22.5%, and 3.9% respectively.

The 'sig' value on the above table indicates our acidic test for whether each variable predict employees' motivation or not. As shown on table 4.8 the predictor involvement (0.004), consistency (sig =0.000), adaptability (0.032) and mission (sig =0.03) has significant influence on employees' motivation. Because, their 'sig' value is less than 0.05.

4.6.3.1. Hypothesis Testing

Based on the un-standardized coefficient of beta and p-value, the hypotheses of the study were tested and the results of the study presented below.

H$_1$: Involvement culture has a positive and significant effect on employees' motivation in Burie Cluster Branches of ACSI.

The result showed there is relationship between involvement culture and employees' motivation (β =0.206, $P<0.05$) and P=0.004, the hypothesis of involvement has been a positive and significant effect on employee motivation in Burie cluster West Gojjam Zone ACSI branches.

Therefore, H1 is accepted.

H$_2$: Consistency culture has a positive and significant effect on employees' motivation in Burie Cluster Branches of ACSI.

The obtained result showed there is significant relationship between consistency culture and employee motivation (β =0.304, $p<0.05$) and p=0.000, the hypothesis of consistency culture has been a positive and significant effect on employee motivation, and then the alternative hypothesis is accepted in in Burie cluster West Gojjam Zone ACSI branches.

Therefore H2 is accepted.

H₃; Adaptability culture has a positive and significant effect on employees' motivation in Burie Cluster Branches of ACSI.

The obtained result showed there is positive significant relationship between adaptability culture and employees' motivation (β =0. 045, p<0.05) and p=0.032, the hypothesis of the adaptability culture has been a positive and significant effect on the motivation of Burie cluster West Gojjam Zone ACSI branches employees'.

Therefore, H3 is accepted.

H₄; Mission culture has a positive and significant effect on employees' motivation in Burie Cluster Branches of ACSI.

The gotten result showed there is significant relationship between mission culture and employees' motivation (β =0.276, p<0.05) and p=0.003, the hypothesis of mission culture has been a positive and significant effect on employees' motivation, and then the alternative hypothesis is accepted in Burie cluster West Gojjam Zone ACSI branches.

Therefore H4 is accepted.

Finally, this research hypothesis result indicated that the organizational culture dimensions: such as involvement, consistency, adaptability and mission had positive and significant influence on the employees' motivation of Burie Cluster ACSI branches.

4.6.3.2. Regression Equation on the Effect of Organizational culture Dimensions on Employees' motivation

The equation of multiple regressions on this study is generally built on the set of variable, employee motivation as dependent variable and involvement culture, consistency culture, adaptability culture and mission culture as independent variables of organizational culture.

Model specification:

EM = β0 + β1Involvement + β2Consistency + β3Adaptability+ β4Mission+ ε (organizational culture)

Or, EM = 0.206 + 0.304 + 0.045 + 0.276 + ε

Where:

EM = Employee Motivation

β0 = Constant Term

β1, β2, β3, β4 = Beta coefficients

ε = model error term

The linear equation model developed above shows that employees' motivation with involvement, consistency, adaptability, and mission do have positive relationship. It shows the relationship between the dependent variable and predictor variables in terms of unit.

4.7. Discussion on Major Findings

The major findings of this study were summarized as follows which were obtained from data analysis.

Most of the population were male (55.4%), at the age of 20-29 or young (54.3%), and 82.8% of respondents are diploma holders.

The mean score for the measures of consistency culture is high (4.0973), followed by involvement culture (3.8608), adaptability culture (3.8157), and mission culture (3.7950) and the standard deviation of 0.56827, 0.54343, 0.45802, and 0.47174 respectively. This indicates that, the majority of respondents were performed all measures in high level.

Mean score of employees' motivation is (3.7911) with standard deviation of (0.46574) which indicates that employees' probably have medium or good emotional attachment or motivation towards their organizational culture.

The correlation result show in table 4.6 there is a positive and significant relation between involvement, consistency, adaptability, and mission with employees' motivation in r value of 0.622, 0.664, 0.571, and 0.622 respectively with the p value < 0.001. Therefore, the r - values of the indicators imply employees' motivation has moderate linear relation with adaptability and a strong linear association with others.

Finding from multiple regression analysis indicates, 50.9% variation in employees' motivation is explained by organizational culture (whereby R square is 0.519 and adjusted R square is 0.509) and the remaining 49.1 % of the variance is explained by other variables not included in this study.

The result of the study shown from ANOVA table, the prediction power of the model is fit at F- value = 48.8 at degree of freedom 4 and 181, P= .000 (p<0.01, F>1). Therefore, the

multiple linear regression models were appropriate to this research to predict the effects of organization culture on employees' motivation.

There is no multi co- linearity problem among all organizational culture variables which is asserted by tolerance values greater than 0.1 (0.451, 0.357, 0.396, and 0.425) and the variance inflation factors (VIF are 2.215, 2.802, 2.523, and 2.353) for involvement, consistency, adaptability and mission of the organization respectively which are less than 10.

Alternative hypotheses related to involvement, consistency, adaptability, and mission were accepted as significance levels of (β = 0.206, p=0.004< 0.05), (β = 0.0304, p=0.000<0.05), (β = 0.045, p=0.032<0.05), and (β = 0.276, p=0.003 which is < 0.05 respectively.

4.8. Alignment of Findings of this Research with Previous Studies

This research paper finds out the Denison D. (1995) four organizational culture traits measuring organizational culture (i.e. involvement, adaptability, consistency, and mission) which illustrates moderate and high correlation within the range of 0.571 to 0.664 correlation coefficients with employees' motivation. This finding is consistent with the findings of other researchers.

Rana and Sarwar (2012) considered Denison's four dimensions of organizational culture and role based motivation and identifying the relationship between the four components and concluded that all dimensions of culture of an organization has direct positive effect on the employee's motivation.

In Ethiopia, these four organization culture traits were studied by Abebe A. (2018) in Bahir Dar district CBE and the result indicated that correlation coefficients within the range of 0.459 to 0.590 correlation with employees' motivation. Thus, three independent variables i.e. mission, involvement and consistency show a moderate level of positive relation with the dependent variable but not adaptability.

Similarly, Denson's tool was attempted by Beidokhti and Ghaderi (2011) to identify the relationship of organizational culture and employee motivation in banking industry. Standard questionnaire of Denison organizational culture was applied then Cronbach Alpha ratio was used to obtain the questionnaire reliability of organizational culture and employee motivation. The final result indicated that there is positive effect on all traits of organizational culture and employee motivation.

Denison's model was also applied in a case study in Pakistan with the aim to expand the base of knowledge and empirical test on the relationship between organizational culture and employee motivation. The statistical result shows that Involvement, Consistency, Adaptability and Mission have significant positive values in correlation with employee motivation. The overall result indicated that organizational culture and employee motivation are strongly associated with each other and should be complimentary (Ehtesham *et. al*, 2011).

CHAPTER FIVE

Summary, Conclusion and Recommendation

5.1. Introduction

In this chapter, summary and conclusions are drawn based on the data collected, analyzed and interpreted using inferential statistics in the previous chapter. Then, recommendations for further research and for the organizations are provided.

5.2. Summary of Finding

The main purpose of this study was to assess the effect of organizational culture and employees' motivation. The research was guided by the following basic questions those were stated in chapter one:

What major organizational culture components were mostly used/ practiced?

How were organizational culture dimensions (involvement, consistency, adaptability, and mission) related to employee motivation?

How did organizational culture affect employee motivation in this Cluster?

To answer the basic research questions of this study, the researcher conducted in 10 branch offices and 66 satellite offices of Burie Cluster branches of West Gojjam Zone ACSI. From these branches 200 employees were selected by using simple random sampling technique. The instrument that used for data collection is questionnaire. A total of 200 questionnaires about the organization culture and employees' motivation were distributed. 186 questionnaires were collected and the rest 14 questioners' were not returned because of the respondents' personal problem.

Data were collected by using questionnaires adapted from (Denison D. R., 1995) cited in Abebe A. (2018). The questionnaire contained 36 items that measured four traits of organization culture. The dependent variable organizational employee motivation questionnaire is adapted by Herzberg's How Do You Motivate Employees (2003).

The finding of the descriptive statistics indicated that consistency has the highest mean score among others (4.073). This result directed that most respondents perceived that their

organization has the culture of consistency, followed by involvement (3.8608), adaptability (3.8157), and mission (3.7950). Motivations of employees' in West Gojjam Zone Burie Cluster ACSI branches have a mean score of (3.7911).

The correlation result of the paper showed involvement is positively and significantly related to employees' motivation by (r=0.622, p=0.000). Employees motivation and organizational consistency culture shows that there is a strong positive and significant relation in the (r-value = 0.664 p = 0.000). Organizational adaptability culture of ACSI in West Gojjam Burie Cluster branches is positively and significantly related to employees' motivation by (r=0.571., p=0.000). Mission culture of this organization have a positive and significant relationship with employees motivation by (r=0.622, p=0.000). This implies that consistency has relatively the highest positive correlation, which had high effect with employees' motivation.

The regression analysis of this study shows that organizational culture (i.e. involvement, consistency, adaptability and mission) of West Gojjam Zone Burie Cluster ACSI branches can explain 50.9 % of the variation in employees' motivation in the organization and 49.1 % of variance remains unexplained in this study.

5.3. Conclusion

The general objective of the study was to assess the effect of organizational culture on employees' motivation of West Gojjam Zone Burie Cluster ACSI branches and raised three basic research questions to be addressed.

It was found that the relationship between the components of organizational culture and employee's motivation practices as positive correlation, but it is not perfectly positive correlation. This means that there is a good practice, but it is not good enough.

Based on the questionnaire and personal observation the researcher found out the followings as highlighted below:

The most practiced organizational culture components were Involvement, Consistency, Adaptability and mission in the studied area and these dimensions of culture had a positive and significant relationship with employees'' motivation.

The study found that Consistency is the first and the most contributing organizational culture trait to predict employees' motivation. So, ACSI in Burie Cluster branches are effective

because they are consistent and well integrated which means behaviors are rooted in a set of core values, leaders and followers are skilled at reaching agreement and incorporating diverse points of view, and the organization's activities are well coordinated and integrated.

The second trait which has medium contribution to predict the dependent variable is in this organization is Involvement. It has medium level of correlation with employees' motivation, which means that employees are sometimes involved in decision making and sometimes are not. Therefore, it can be concluded that employees in Burie Cluster ACSI branches have a medium level of sense of ownership and responsibility, medium level of working cooperatively towards common goals and on the other hand, there is also rely on formal, involuntary and an implied control systems to handle some demotivated employees' are not committed to their organizations.

The next trait is Adaptability, also has medium contribution in the prediction of employees' motivation in the organization. Therefore, it can be concluded that the organization tried to adapt and translate the demands of business environment into action, respond to its internal and external environment, and responding to competitors actions. But, in some extent ignores the competitors, customers, employees', and other external factors pushes to change.

Finally, Mission has also medium level of correlation with employees' motivation but when we compare to the other organizational culture traits, has low contribution to define the employees' motivation in Burie Cluster ACSI branches. Most employees' are concerned with the mission, internalize and identify with an organization's mission contributes to both short and long term commitment to the organization. On the other hand, some are not agreed even if the organization sets the mission clearly.

5.4 Recommendation

Based on the findings of the study and conclusions made, the researcher were draw the following important recommendations which would help the studied branches of ACSI to focus on organizational culture traits that can highly contributed to the improvement on level of employees' motivation.

The mean and standard deviation of Consistency, Involvement, and Adaptability were high, which mean that the contribution to predict employees' motivation is high. Hence, the organization should continue in controlling these cultures by involving all stakeholders in

decision making, by adapting new changes inside and outside of the organizations, by develop clear set of values for managers and employees' to practice win-win ways in resolving disagreements and grow mindset programs to promote clear set of *do's* and *don'ts.*

The mean and standard deviation of Mission was moderate which means that the motivation level of the organization is not fully predicted by its mission. Therefore, the organization has to give emphasis to communicate and share its vision and mission for customers and employees', always reach to consensus on common goals and missions with employees'.

To increase employees' motivation and to bring creative employees', the organization should develop clear and fair policies and regulations which can promote involving employees' in decision making, encourage employees' to accept changes, push and pull managers to update themselves.

Employees' motivation in the organization has a moderate mean score and it has a positive and significant relationship with Involvement, Consistency, Mission, and Adaptability culture. So the organization should consider the above recommendations on all traits to create strong and important cultures in motivating employees'.

5.5. Limitation of the Study

There were certain constraints in conducting this study. The first one was because of the occurrence of COVID-19 (CORONA VIRUS), there was lack of enthusiasm of respondents and unwillingness of some individuals to give relevant information and to cooperate with the researcher while collecting the required data, problems with incomplete questionnaires and delay of responses during the data collection process, and carelessness of respondents.

Secondly, this paper is done on Burie Cluster West Gojjam Zone ACSI branches which make it indicative but not fully conclusive. Thus, the generalization of this paper is based on the sample taken and the results cannot be taken as uniform to generalize for organizations those are not part of this study.

Third, the cross sectional /single point data collection using quantitative research design was used to gather response from employees but this is limited to one point in time. Thus, future researchers could use longitudinal design and incorporate qualitative questions to clarify the effect of organization culture on employees' motivation.

5.6. Contribution of Study

The research approach that applied for this research is quantitative type only. This is a trigger for future researches to incorporate both quantitative and qualitative data in order exploring more about the effect of organization culture on employees' motivation. Therefore, future researches can overcome limitations of the present study in terms of number of respondents and focusing overall country that will help in generalizing the findings of the study to other branches.

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Appendixses

BAHIR DAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MBA PROGRAM

Research questionnaire

Dear Respondent

The questionnaire is prepared for the research purpose to deal with the effect of organizational culture on employee motivation in the case of Burie Cluster branches of ACSI in West Gojjam Zone for the fulfillment of the academic qualification and to provide possible recommendations for concerned bodies. It has no any objective and attachment other than serving as an input for the research. Therefore, your genuine and authentic responses will contribute for the success of this study and, the researcher kindly request you to fill the correct, on time and appropriate answer for all questions listed below.

Then, I would like to say thank you in advance for devoting your precious time on filling these questionnaires.

General Direction:

No need of writing your name

Use your response in space provided by"✓"mark

3. Note there is no wrong and right answer; just answer all questions as honestly as   possible

4. Should you have any enquiry, please feel free to contact the researcher at:

Email: -awokeayenew54@gmail.com on Cell Phone: - +251920520884

Part One

Demographic Data

Please tick the appropriate box below.

Sex   Female   ☐Male   ☐

Age (years)

20-29   ☐
               ☐
30-39

40-45   ☐

46 and above   ☐

Work experience in the organization

under 2 years   ☐

2-7 years   ☐

8-15 years   ☐

above 15 years ☐

Your current job position

clerical (counter staff)   ☐

experts   ☐

supervisor   ☐

line manager   ☐

top level manager   ☐

5. Education level

          Diploma   ☐

          First degree   ☐

          Master degree   ☐

Part Two

Organizational Culture Section

The following statements are concerned with your observation about your organization. Five alternatives are given against each statement to get your response. Please indicate to what extent you agree with the following statements regarding your organization. Use mark (√) to indicate your choice.

1= Strongly disagree (SD) 2= Disagree (D) 3= Neutral (N) 4= Agree (A) 5= Strongly agree (SA)

No.	Traits of organizational culture	SD	D	N	A	SA
1	Decisions are made at the levels where right information is available					
2	Employees believes that they can have a positive impact					
3	Information is widely shared so that employees can get the information they need					
4	Cooperation across different parts of the organization is encouraged					
5	Teamwork is used to get work done, rather than hierarchy					
6	Employees work like they are part of a team					
7	There is a continuous investment to develop the skills of employees					
8	The capabilities of employees are viewed as an important source of competitive advantage					
9	Authority is delegated so that employees can act on their own					
10	Improved ways to do work are continually adapted					
11	Different parts of the organization cooperate to create change					
12	All W/Gojjam ACSI branches respond to competitors' actions and other changes in the business environment.					
13	Customers comment leads to changes and influences decision making					
14	Employees understand customers wants and needs					
15	Customers inputs directly decisions					

16	Innovations are encouraged					
17	Learning is an important objective in a day-to-day work of the company					
18	The institution views failures as an opportunity for learning and improvement					
19	There is a clear mission that gives meaning and direction					
20	The institution strategic direction is clear to me					
21	There is a long-term purpose and direction of the company					
22	Leaders set goals that are ambitious, but realistic					
23	ACSI continuously tracks its progress against the stated goals.					
24	There is widespread agreement about the goals of the company					
25	Employees have a shared vision of what the organization will look like in the future					
26	Leaders have a long-term viewpoint					
27	The ACSI vision creates excitement and motivation for employees					
28	Managers "practice what they preach"					
29	There is a consistent set of values that govern the way ACSI does business					
30	There is an ethical code that guide behavior and tells right from wrong					
31	When disagreements occur, employee work hard to achieve a "win-win" solutions					
32	There is a clear agreement regarding the right way and the wrong way to do things					
33	It is easy to reach consensus, even on conflicting issues					
34	Employees from different parts of the organization share a common perspective.					
35	It is easy to coordinate projects across different parts of the organization					
36	The approach to doing business is very consistent					

Part three- Employee Motivation

Please indicate the extent to which you strongly agree or strongly disagree with the following statements about your feelings towards ACSI.

1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

No	Employee Motivation Scale	SA	A	N	DA	SDA
1	Company policies are fair and clear.					
2	Your boss treats with respect and integrity, encourages finding new and better way of doing things.					
3	The working conditions are safe, clean and hygienic. It maintains an equipped and healthy working environment.					
4	My current job allowed me to experiment and discover new things, to tackle new problems, to perform exciting and challenging work and to do different things.					
5	The pay or salary structure is appropriate and reasonable and it is competitive with other industries.					
6	The relationship with my peers, are appropriate and acceptable. There is no conflict or humiliation element.					
7	I have sense of achievement in my work. I have received challenging targets and there is a fruit of some sort in my job.					
8	There is praise and other outward signs of recognition for my achievements or accomplishments.					
9	My responsibility is defined and clear and I am given due responsibilities at work to execute.					
10	There are advancement opportunities to perform well and helps to prepare for future positions or responsibilities.					

Thank you again