



# **WOLKITE UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF MANAGEMENT**

**THE IMPACT OF ORGANIZATIONAL CULTURE ON  
ORGANIZATIONAL PERFORMANCE IN CASE OF WOLKITE  
UNIVERSITY**

**RESEARCH PAPER SUBMITTED FOR THE PARTIAL FULFILMENT OF  
BA DEGREE IN MANAGEMENT**

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## **DECLARATION**

I, undersigned declare that this study entitled as “ the impact of organizational culture on organizational performance in case of wolkite university, is my own work. I have carried out the research work independently with the guidance and support of the research advisor. This study had not been submitted to any degree in this university.

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**Date:** \_\_\_\_\_

## **CERTIFICATION**

This is to certify that **Kasahun Belay** has completed his paper on the impact of organizational culture on organizational performance in case of wolkite university ”, in my opinion all the materials used for the thesis has been duly acknowledged and his thesis is appropriate to be submitted as a partial fulfillment of the requirement of **BA Degree in Management**.

**Advisor: Mr. Dereje**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## **APPROVAL**

This is to certify that the Paper prepared by **Kasahun Belay**, the impact of organizational culture on organizational performance in case of wolkite university” and submitted in partial fulfillment of the requirement for the BA degree in Management complies with the regulation of the university and meets the accepted standard with respect to originality and quality.

<b>Examiner1</b>	<b>Signature</b>	<b>Date</b>
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<b>Examiner2</b>	<b>Signature</b>	<b>Date</b>
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## **Acronym**

ROA, return on asset

ROE, return on equity

ROI, return on investment

ROS return on sale

## **ABSTRACT**

*The main objective of the study was to assess the impact of organizational culture on organizational performance in case of Wolkite University. The researcher used descriptive type of research design. Primary and secondary source of data was employed. Primary data was collected through questionnaire and interview. The target population of the study was academic and administrative staff of wolkite university. From the total population of 1850 the researcher selected 95 sample of respondents by using stratified simple random sampling for population distribution. The study was use descriptive statistics of data analysis technique. Among the employees of the University there were no unity, that mean they perform a work separately rather than doing a group. There was also a problem of being indicating, pushing, Excellent, fast delivery and there is no fair procedure. In addition, there were no a good relationship between employees and administrators, the work and salary of lower level employees were not balance. The study suggested that the university is recommend to have better organization culture that used for development and the employees should know well the existing organization culture in university. In addition, the top management should execute themes responsibility in shaping suitable organization culture that used to achieve objectives of the university.*

**Key words;** *organizational culture, performance of organization*

# CHAPTER ONE

## INTRODUCTION

### 1.1. BACKGROUND OF THE STUDY

Today organizations try to achieve fast growth, continuum improvement, profitability, preparation for future, and top situation in their activities in global. Furthermore, today organizations work in an environment that constantly changes and is very hard to predict these changes. This issues have caused the organizations to spend a lot of time and money over the changes so as to achieve high performance. Indeed, at this time that has been renamed the age of changing, achieving performance excellence through traditional methods of management is not possible, and organizations are forced to use the new managerial approaches (Taslimi, 2015). Therefore, to achieve high performance of organization, it is necessary to identify the factors affecting organizational performance

The organization culture “consists of norms, values and unwritten rules of conduct of an organization as well as management styles, priorities, belief and interpersonal behaviours that prevail. Together they create climate that influences how well people communicate, plan and make decisions (Kondalkar, 2007) organizational culture is shared attitude and perceptions in an organization that are based on a set of fundamental norms and values and help members understand the organization (Ibid). Culture also includes the organizations vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (<https://gothamculture.com>). Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Also, organizational culture may influence how much employees identify with their organization (Schrodt, 2002).

Organizational performance is considered as one of the basic notions in management and most of the management’s tasks are formed according to the mentioned notion. Of course, organizations’ success can be reflected in their performance. Oxford English Dictionary defines performance as

performing, applying, and doing each regular and committed work. Organizational performance is considered to be the sum of accomplishments achieved by all businesses/departments. These accomplishments are involved with an organizational goal within a given period of time. The goal is either meant for a specific stage or on the overall extent (Lee & Huang, 2012). The idea of organizational performance is affiliated to the survival and success of an organization (Ahmed & Shafiq, 2014). Organizational performance includes effectiveness, efficiency, productivity, quality, and innovation (Tangen, 2004).

Accordingly, this study was to assess the impact of organizational culture on organizational performance in the case of Wolkite University

## **1.2 STATEMENT OF THE PROBLEM**

“As organizations grow, they tend to face more challenges. These challenges, therefore, create the need to change the organization’s culture to be more supportive to achieve the goal. Lack of effective organizational culture and poor cultural integration affect organizational performance.

Barney (1986) and others argues that organizational culture must be valuable, rare, inimitable and not substitutable so as to serve a source of sustained competitive advantage. Pfeffer (1994) notes that many of the earlier sources of competitive advantage such as economies of scale, technological Innovation, financial resources etc. have reduced significantly as a result of de-regulation, shorter product life cycles and need of flexibility in production as a result of more fragmented markets.

There were studies conducted on the effect of organizational culture on organizational performance in abroad and in the country by different researcher. Some of the studies are;

Tewodros(2016) conducted on the effect of organizational culture on organizational performance.

Addisalem 2019 examined the effect of organizational culture on organizational performance in case of Abyssinia bank. The findings of this study show the existence of a significant relationship between organizational culture and organizational performance. The study used descriptive and inferential survey research design for data analysis to determine the relationship and the effect of two variables. Bu this study basically was addresses nonfinancial performance aspects, and how culture affects these non-financial performance aspects and finally comes to the conclusion. Thus this study was addresses the impact of organizational culture on employee

performance and organizational performance to the desired results. Therefore, the researcher intends to investigate the impact of organizational culture on organizational performance in case of Wolkite University.

### **1.3 RESEARCH QUESTIONS**

1. What is the relationship between organizational culture and performance of the organization positive or negative? Weak or strong?
2. What is the impact of organizational culture on employee performance relation to the organizations desired or expected results?
3. Can an organization improve performance without influence of organizational culture?

### **1.4 RESEARCH OBJECTIVE**

#### **1.4.1. GENERAL OBJECTIVE**

- ❖ To analyse if there is a significant impact of organizational culture on organizational performance.

#### **1.4.2. SPECIFIC OBJECTIVES**

- ✓ To assess relationship between organizational culture and performance of the organization.
- ✓ To assess the impact of organizational culture on the organizations desired results.
- ✓ To assess whether organization improve performance without influence of organizational culture?

### **1.5 SIGNIFICANCE OF THE STUDY**

This study has crucial significant for the organization ,for the society, for the researcher and for the other .for the organization provides many significant, these are it helps to policy option through its recommendation on that can be consider by policymaker and decision bodies, it present the current and potential contribution for university and other part of Ethiopia. Also for the society it provides policy maker to in decode participation. Finally, helps the researcher to get additional knowledge regarding to organizational culture on organizational performance. Also uses as guideline for the other researcher who is interested in this study area.

## **1.6 Scope of the study**

Geographically, the study was limited to the impact of organizational culture on organizational performance in the case of Wolkite University. Theoretically, the study was focused only in organizational culture and performance. Methodologically, the study used descriptive research design.

## **1.7 Limitation of the Study**

The Credibility of this research was up to Wolkite University that means this research is limited only to a specific organization. Even though some of its ideas can be used to describe other situations, this study cannot be used to generalize any other research. The researcher made descriptive research; it describes the state of view as it exists at present, other than this, not responding to the questionnaires on time, not even responding at all may be the limitation.

## **1.8 Organization of the study**

The paper was organized in five chapters. The first chapter contains the introduction part, This include background of the study, statement of the problem, objective of the study, Significance of the study, Scope of the study and limitation, the second chapter was deals with related review literature, the third chapter was deals with research methodology and the chapter 4 was deals with presentation and analysis of data and finally chapter 5 was contains, conclusion and recommendation.

# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **2.1 Theoretical Review**

#### **2.1.1 What is culture?**

The word "culture" derives from a French term, which in turn derives from the Latin "colere," which means to tend to the earth and grow, or cultivation and nurture. Culture is the characteristics and knowledge of a particular group of people, encompassing language, religion, cuisine, social habits, music and arts. Schein (1999) defines culture as a pattern of shared basic assumptions that the group learned as it is helpful to solve problems of external adaptation and internal integration.

#### **2.1.2 The Concept of Organization Culture**

Pettigrew (1979) was used the term “organizational culture” first time in the academic literature for his study in the journal of “Administrative Science Quarterly”. It is necessary for the management to identify the norms and values of the organization of the employees. It should be needed that culture of the organization should be developed in a way to improve the style of employee’s performance and continuously develop the quality awareness.

Pettigrew (1979), argue that cultures of organization based on cognitive systems which help to explain how employees think and make decision. He also noted the different level of culture based on the multifaceted set of beliefs, values and assumptions that determine ways to organizations to conduct its business. According to Tichy (1982), organizational culture is known as “normative glue” means to hold the overall organization together.

Organizational culture consists of the values and assumptions shared within an organization. It defines what is important and unimportant in the company and, consequently, directs everyone in the organization toward the “right way” of doing things. You might think of organizational culture as the organization’s DNA -invisible to the naked eye, yet a powerful template that shapes what happens in the workplace. McShane and Mary (2010)

The importance of corporate culture is emphasized by Peters and Waterman (1999, p.808), who state that, “Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies or organizations”. Organizational culture can be viewed in many ways, it has been defined by different writers and majority of them agree with the concept of culture as it refers to values, underlying assumption, expectations, and definitions that characterize organizations and its employees. The definition of culture by Schein (2010) was as a pattern of shared basic assumptions learned by a group as it answered its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the right way to perceive, think, and feel in relation to those problems.

Supporting Schein’s definition Denison and Neale (2008) found that organizational culture as the underlying values, beliefs and principles that serve as a foundation for an organization’s management system, as well as the set of management practices and behaviors that both demonstrate and reinforce those basic principles and these principles and practices stand because they have meaning for the members of an organization. It was also supported with the idea that recent organizations have come to understand just how important the health of their culture is to their success. Chenot (2007) stated “organizational culture as a system of meanings and knowledge that develop into learned standards”. Then these created standards allowing employees to evaluate their own behavior in relation to others and, conversely, other’s behavior in relation to organizational standards. He also explained that organizational culture consists of traditional or historically selected ideas, behaviors and related values. This assumption was also supported by Cameron and Quinn (2011) as culture is a socially constructed attribute of organizations that serves as the social glue binding an organization together.

Generally, the above-mentioned authors agreed with the concept of organizational culture as the norms, values, beliefs and assumption that employees share in their organization. Schein (2010) indicated that organizational culture focused on private, public, non-profit organizations and governmental organizations.

### 2.1.3 Levels of Organizational

Culture Organizational culture exists on several levels, which differ in terms of visibility and resistance to change. When it comes to changing the culture of the organization, it becomes difficult to determine which the more are, .and which are the less important elements that help shape an organizations culture. Hofstede (1990) developed a four-layered hierarchical model of culture which helps to identify and categories the constituent elements of culture.

**Shared assumptions:** This is the least visible or deepest level is that of basic, which represents beliefs about reliability and human nature that are taken for granted.

**cultural values:** This is the next level of culture is that of, which represent collective beliefs, assumptions, and feelings about what things are good, normal, rational, and valuable. Cultural values might be very different in different organizations; in some, employees may care deeply about money, but, in others, they may care more about technological innovation or employee well-being.

**Shared behaviours:** These are more are more visible and somewhat easier to change than values. The reason is that people may be unaware of the values that bind them together.

**Cultural symbols:** The most superficial level of organizational culture consists of symbols; these are words (jargon or slang), gestures, and pictures or other physical objects that carry a particular meaning within a culture. Although there are various other hierarchical models of culture, it is important to note that actual organizational cultures are not as neat and tidy as the models seem to imply. Where there are cultures, there are also usually sub cultures, where there is agreement about cultures, there can also be disagreements and counter cultures; and there can also be significant differences between espoused culture and culture in practice (Burnes, 2004).

### 2.1.4 The Creation of Organizational Culture

Robbins (2001) on the other hand, argues that a company's organization culture does not pop out of thin air and, once it is established, it does not fade away. An organization's current customs, traditions, and general way of doing things are largely due to what it has done before and the degree of success it has had with these endeavours. Robbins further emphasizes that the founders of an organization have a major impact on that organization's early culture. They have a vision

of what the organization should be, and they are not restricted by previous customs and ideologies. The process of culture creation occurs in three ways:

First, founders only hire and keep employees who think and feel the way they do;

Second, they indoctrinate /brainwash and socialize these employees to their way of thinking and feeling; and

Finally, the founder's own behaviour acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values, and assumptions. When the organization succeeds, the founder's vision becomes seen as a primary determinant of that success. At this point, the founder's entire personalities become embedded in the culture of the organization. Robbins (2001, p.525) further explains that culture is transmitted to employees in a number of forms, the most influential are stories, rituals, symbols, and languages.

#### ***2.1.4.1 Stories***

Robbins (2001) quotes the story of the Ford Motor Company. When Henry Ford II was the chairman, he continuously reminded his executives, when they got too arrogant, that, it's my name on that building. The message was clear: It was Henry Ford II that ran the company. Robbins (2001) believes that culture is learned by employees who listen to other employees or managers who relate stories about how earlier managers, or even founders of companies, treated their customers, or how they handled tricky situations that arise in the company. Stories such as these circulate through many organizations, consequently transmitting the culture through the company life time.

#### ***2.1.4.2 Rituals /ceremonies***

Rituals are repetitive sequences of activities that express and reinforce the key values of the organization, which goals are more important, which people are important, and which are expendable. Certain organizations hold rituals in the form of annual award ceremonies, in recognition of outstanding services or in recognition of success at achieving certain targets set by the organization, e.g. sales targets. These functions act as a motivator, publicly recognizing outstanding performance. One of the best-known corporate rituals is Mary Kay Cosmetics''

Annual award meeting. Saleswomen are awarded with an array of flashy gifts. E.g. gold and diamond pins based on success in achieving outstanding sales performance.

### ***2.1.4.3 Material Symbols***

According to Robbins (2001) the layout of corporate headquarters, the types of automobiles top executives are given, are all examples of material symbols. Others include the size of offices, the elegance of furnishings, executive perks, and dress attire. The material symbols convey to employees who are important, the degree of impartiality desired by top management, and the kinds of behaviour that is appropriate.

### ***2.1.4.4 Organizational Language***

Many organizations and units within organizations use language as a way to identify members of a culture or a sub-culture. By learning this language, members attest to their acceptance of the culture and, in doing so, help to preserve it. Organizations over time often develop unique terms to describe equipment, offices, key personnel, suppliers, customers, or products that relate to their business. New employees are frequently overwhelmed with acronyms and jargon that, after six months on the job, become fully part of their language. Once assimilated, the terminology acts as the common denominator that unites members of a given culture or subculture (Robbins, 2001). According to McShane and Mary (2010) how employees address co-workers, describe customers, express anger, and greet stake holders are all verbal symbols of cultural values.

### **2.1.5 Denison' s model of Organizational Culture**

Depending on the approach to the organizational culture studies and the aim of these studies, the scientists have developed essentially different techniques and methods for the analysis and evaluation of organizational culture. In his turn, Denison has developed a popular and practically applicable model which explicitly shows the link existing between organizational culture and efficiency. The model is based on four basic features of organizational culture: involvement, consistency, adaptability and mission, each of them having three sub-groups. In the result, the model showing the linkage between organizational culture and efficiency with 12 different features of organizational culture has been created. The efficiency of organization's activity in this model is measured with such indicators as the increase in trade volume, market share,

profitability, development of new services and products, quality of services and products, employees' satisfaction and general efficiency of the organization. As a result, the Denison model of organizational culture has become one of the most popular models for the analysis of organizational culture.

The Denison model was developed by prof. Danial R. Denison when he was formally affiliated with school of business at university of Michigan and recently, he is professor of organization and management at IMD school of business in Lausanne Switzerland. The Denison model provides a basic assessment of an organizational performance based on four different cultural attributes which are mission, consistency, adaptability and involvement. The first two attributes were used for profitability effectiveness whereas last two were referred for innovation. This approach diagnoses strength and weaknesses of any organization and provides solutions for improving organizational performance where culture may influence its effectiveness. The four cultural marks proposed by Denison for a productive, profitable and innovative organization are presented in details as followed. Denison presented four traits of organizational culture and each has three sub-dimensions. Denison characterizes the mutual influence of the four cultural factors upon the organization's efficiency: mission and consistency, adaptability and involvement:

Mission is a characterization of organization's aims and directions of a strategic development, based on the concept which has been developed by the organization and is future-oriented; Involvement is a state during which the employees feel that their activity is tightly linked with the goals of organization, that they have been empowered, that team work is to be valued and the priority is given to the development of employees' capabilities;

Consistency is the high level of integration and coordination; Adaptability is a state within the frame of which the organization flexibly responds to costumers' requirements, takes risks, learns from their own mistakes and is ready for changes.

### **Involvement**

The objectives and goals of an organization are highly affected with the involvement of their employees whether contributing individually or working in a team. Effective organizations put a lot of efforts to improve communication skills by developing human capabilities and empowering them at all levels as well as in decision making strategic plans. As a result, every

employee shows commitment and works diligently to make the organization more effective. Furthermore, the interests of the organization become their interests with the feelings that they own a part of the organization.

### **Consistency**

The effectiveness of an organization is strongly correlated with this feature that depicts the strength of a culture which is highly consistent. There are no communication gaps between leaders and followers and they are well trained in adopting commonalities with even having diverse points of view and neglecting differences. Ethical dimensions of strong cultures are well defined and a set of core values are well coordinated and well-integrated which bring stability and well correspondence in diverse groups to work at same platforms.

### **Adaptability**

This attribute is related to the highly dynamic and customer driven or customer-oriented organizations that require implementation of new ideas and change depending on the interests of the stakeholders. Usually, it is the hardest phase for the well-integrated organization as new changes required both internal and external adaptability factors. All organizations having this attribute do not hesitate to all risks challenges that are expected with new changes. Both leaders and followers learn from previous mistakes and remained alerts during new strategic plans implementation. These new system changes result in improving the organization and providing high values to their customers.

### **Mission**

It describes the main working boundaries of an organization with defined objectives and goals that are clearly specified in terms of future perspectives and a vision. In successful organizations, any changes in mission involve changes in their cultural traits. Each of the four organizational culture factors has three variables – indices. Thus, involvement is characterized by such indices as empowerment, team orientation, capability development; consistency – by core values, coordination and integration, agreement; adaptability – by organizational learning, focus on the customer, creating change; mission – by vision, goals and objectives, and strategy.

## **2.1.6. The Concept of Organizational Performance**

### ***2.1.6.1. The Concept of performance***

Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Cascio, 2006). Different researchers have different thoughts about performance. Mostly researchers used the term performance to express the range of measurements of transactional efficiency and input & output efficiency (Stannack, 1996). Nowadays organizations are more focusing on the management of non-financial or intangible assets like customer's link, services, quality and performance, not on the assets which are financial in nature (Kaplan and Norton, 2001). So, there is a need for proper performance measurement system to measure and evaluate the performance of employee either financial or non-financial. So, there is a need for proper performance measurement system to measure and evaluate the performance of employee either financial or non-financial. Chenhall (2005), said that the SPMS provide a way to translate and measure the both financial and non-financial performance. He also suggests that it is the incorporative nature of this measurement technique; provide the potential to increase the strategic competitiveness of the organization. Researchers among themselves have different opinions of performance. The central issue concerns with the appropriateness of various approaches to the concept utilization and measurement of organizational performance (Venkatraman&Ramanuam, 1986).

According to Daft (2000), organizational performance is the organizations ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2000), Richardo (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives. Hefferman and Flood (2000) stated that Organizational performance has suffered from not only a definition problem, but also from a conceptual problem. This is what stated. They stated that as a concept in modern management, organizational performance suffered from problems of conceptual clarity in a number of areas. The first was the area of definition while the second was that of measurement. The term performance was sometimes confused with productivity. According to Ricardo (2001), there was a difference between performance and productivity. Productivity was a ratio depicting the volume of work completed in a given amount of time. Performance was a broader indicator that could include productivity

as well as quality, consistency and other factors. In result-oriented evaluation, productivity measures typically considered.

Performance is a widely used concept in many areas. Mostly, it is a measurement of how well a mechanism or process achieves its purpose. Moullin (2003) defines an organizations performance as „how well the organization is managed and the value the organization delivers for customers and other stakeholders. It is also the measurement of the effectiveness and efficiency of both the organization and the workers (Neely et al.,) where effectiveness refers to the extent to which stakeholder requirements are met, while efficiency is a measure of how economically the organizations resources are utilized when providing a given level of stakeholder and customer satisfaction. Hence, performance can be defined as the use of resources both efficiently and effectively in the achievement of its expected objectives. Performance is equally defined as the achievement of financial and non-financial goals that enables an organization to remain viable and sustainable both in the short term and in the long run (Denison, 2008).

#### ***2.1.6.2 Performance Measurement***

Although much research has been conducted on performance measurement, its definition is still widely debated. „Performance measurement is a set of systems of metrics used to quantify both the efficiency and effectiveness of actions“ (Neely et al., 2000). Moullin (2003) defined performance measurement as „the evaluation of how well organizations are managed and the value they deliver for customers and stakeholders. He argued that his definition clearly shows the purpose of performance measurement and emphasizes both the value the organization gives to its stakeholders and the way the organization is managed. Amaratunga and Baldry (2002) provided a more specific definition of performance measurement; Measurement provides the basis for an organization to assess how well it is progressing towards its predetermined objectives, helps to identify areas of strengths and weaknesses, and decides on future initiatives, with the goal of improving organizational performance“. This definition entails both the role and process of performance measurement clearly from different aspects.

### ***2.1.6.3 Measurement of Organizational Performance***

Previous research had used many variables to measure organizational performance. These variables include profitability, gross profit, return on asset (ROA), return on investment (ROI), return on equity (ROE), return on sale (ROS), revenue growth, market share, stock price, sales growth, export growth, liquidity and operational efficiency (Parnell & Wright, 1993). There was also inconsistent measurement of organizational performance- although most researchers (Kotter&Heskett, 1992) measured organizational performance by using quantitative data like return on investments, return on sales and so forth. The definition of performance has included both efficiency-related measures, which relate to the input/output relationship, and effectiveness related measures, which deal with issues like business growth and employee satisfaction. Additionally, performance has also been conceptualized using financial and nonfinancial measures from both objective and perceptual sources. Objective measures include secondary source financial measures such as return on assets, return on investment, and profit growth. These measures are non-biased and are particularly useful for single-industry studies because of the uniformity in measurement across all organizations in the sample (Venkatraman&Ramunujam, 1986).

### ***2.1.6.4 Functions of Performance Measurement***

To function successfully in the present competitive business environment, an organization depends upon the decision-making ability of its managers, who in turn, depend upon the availability of usable information. Information about performance is useful and important in different ways to the various stakeholders of the company. For example, managers look at the performance measurement as a way of keeping an organization on track in achieving the organizations objectives. In other words, it is a monitoring mechanism employed by the organization for the formulation and implementation of business strategy. The function of performance measurement can be categorized into four aspects as by neely, 1998;

1. Checking position; it is the establishment of current status and monitoring of progress over time and against benchmarks.
2. Communicating position; this deal with communicating with the shareholders, customers, or employees by releasing annual reports or calling for general meetings, etc.

3. Confirm priorities; performance data provide insights into what is important to a business, thus by exposing shortfalls that allow organizations to identify priorities.

4. Compel progress; the measures can help the organization to focus on specific issues and encourage people to search for ways to improve performance. This measure communicates priorities and can form the basis for reward.

### **2.1.7 Balanced Scorecard**

The balanced scorecard was developed by Norton and Kaplan (1992) and is perhaps the most well-known performance measurement framework. It is formulated to include financial measures that report results on customer satisfaction, internal processes, and the improvement activities – operational activities or measures that are drivers for the future financial performance (Kaplan and Norton, 1992). The Balance Scorecard suggests that managers should view organizations performance from four perspectives, namely; customer perspective, financial perspective, internal perspective and innovation and learning perspective.

#### **Financial Perspective**

The financial measurement of performance is the traditional and most commonly used tool as a measure of an organization's performance. Financial measures are typically focused on profitability, market value of the firm, return on assets, investment and equity, liquidity and various other ratios.

#### **Customer Perspective**

This perspective will aid the company in addressing the important concerns of the customers and build continued patronage. Hence, to put the balanced scorecard to work, core measures ought to include overall indicators such as customer satisfaction, customer complaints, production of new products, retention of customer, customer profitability, on-time delivery etc. This can be summarized under clearly defining goals for time, quality, performance and service and converting these goals into specific measures. In view of all this, organizations must yet still remain sensitive to the cost of their products (Kaplan and Norton, 1992).

#### **Internal Business Perspective**

This perspective aims at the identification and improvement of critical internal business processes that yield a competitive edge and result in greater customer satisfaction. The internal business perspective is based on the assumption that to satisfy customers and earn a financial return, the organization must be efficient and effective at what it does. Thus, this perspective's measurement is typically based on the objective of producing products and providing services that meet customer satisfaction efficiently and effectively.

### **Innovation and Learning Perspective**

Innovation has become a key factor in the knowledge economy. This innovation and learning perspective can be measured in a variety of ways, these may include; the speed of transactions, IT usage, training and development, new product and services development and strategic alliance and partnership. An organizations ability to innovate and learn, improves its operating efficiency causing the organization to grow and thereby increase shareholder value (Kaplan and Norton, 1992).

The four perspectives in the Balance Scorecard model are regarded as a chain of cause-and-effect. For example, financial performance depends on a customer's loyalty, which is influenced by an enterprise's internal/business processes. Similarly, internal business processes are dependent on employee's skills (learning and growth). A good Balanced Scorecard should have an appropriate mix of outcomes (lagging indicators) and performance drivers (leading indicators) of the business unit's strategy (Kaplan & Norton 1996).

## **2.2. Empirical Review**

### **2.2.1 Studies on the impact of organizational culture on performance of organization**

From the perspective of management, the organization culture has been coming to our research and practice in 1980s after experience management and scientific management (Kotter John P. & Heskett, 1992). As per Reichers and Schneider (1990), stated that culture researchers have committed various studies to the definitions of culture, relatively few researchers have been contributed in culture and performance research. Only reason for doing this was the complexity in operational concept of the culture construct.

Rousseau (1990) studied to overcome some of the limitations in measuring the culture of organization. At the end the results show that there are no positive correlations between culture and employees' performance. After critically reviewed the methodologies and findings of recent researches, it is assumed that there is a link between culture and performance (Lim, 1995). Practitioners and academics suggested that the performance of an organization is dependent on the degree to which the values of the culture are comprehensively shared (Denison, 1990). According to Saffold (1998), firstly, culture can give a shape to the organizational processes which again helps to create and modify culture. Secondly, it is likely that culture's contribution to performance is significantly less undemanding than many studies involve. Most of writer's and successful managers suggest that strong organization culture is very essential for business because of three important functions:

First, organizational culture is extremely fixed with the social control that may cause to make influence on the employee's decisions and behaviour.

Second, organizational culture works as social glue to bond the employees together and make them feel a strong part of the corporate experience, which is useful to attract new staff and retain the best performers.

Third, organizational culture is very useful to assist the sense making process, helps the employees to understand the organizational events and objectives, which enhance the efficiency and effectiveness of the employees.

Deal and Kennedy's (1982), point of view both strong and weak culture have a great impact on the organizational behavior but in the strong culture, employee's goals are side with the goal of management and helpful to increase the overall organizational performance. According to Barney (1991), organizational provide sustainable aggressive advantage. He introduced three conditions; first, he suggests that culture must be viable, second the culture must be rare and have attributes and third culture must be imperfectly imitable. So, the above all facts show us organizational culture has a significant impact on the performance that shall be supported by the research to show the fact to the responsible body of the organization for their further understanding and to work on it for a better result.

Accordingly, this paper basically addressed non financial performance aspects, and how culture affects these non-financial performance aspects and finally comes to the conclusion.

# CHAPTER THREE

## 3 RESEARCH METHODOLOGY

### 3.1 Research Design

The researcher used descriptive and inferential survey research design to determine the relationship and the effect of two variables.

### 3.2 Data Type and Source

The study conducted with both quantitative and qualitative data types. Primary and secondary data used in the study. The primary data conducted using questionnaire for the respondents and also in addition to that using an interview; Secondary data gathered by reviewing various documents. For comprehensive coverage of the subject matter researches on the area would be examined and books, journal and Internet resources would be reviewed.

### 3.3 Population of the Study, Sample Size and Sampling Techniques

#### 3.3.1. Population of the Study

All items in any field of inquiry constitute a universe or population. It is obvious that in such inquiry no elements of chance is left and highest level of accuracy can be obtained (Kothari, 2004). Accordingly, the target populations for this particular study would be Academic staff and administrative staff employees of the Wolkite University. The total population size was 1850 employees.

#### 3.3.2. Sample Size

The total population was 1850 but the researcher used 95 academic staff and administrative staff employees as a sample by using scientific formula of Taro Yamane formula (1967).

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

where:

$$n = \frac{1850}{1 + 1850(0.1)^2}$$

n= sample size

n=95N=total population

e= margin of error (10%)

Academic staff

$$791/1850*95=41$$

Administrative staff

$$1059/185*95=54$$

Table 3.1 sample size determination methods (academic staff)

Strata	No of Employees	Proportionate allocation formula	Sample from each college
Engineering and Technology	172	$172/1850*95$	9
Computing and Informatics	66	$66/1850*95$	3
Natural and Computational Sciences	130	$130/1850*95$	7
Medicine and Health Sciences	130	$130/1850*95$	7
Agriculture and Life Sciences	100	$100/1850*95$	5
Business and Economics	79	$79/1850*95$	4
Social Science and Humanities	85	$85/1850*95$	4
School of Law	29	$29/1850*95$	2
Total	791		41

Source; Wolkite University HRM and administrative staff

### 3.3.3 Sampling Techniques

To collect the necessary data the researcher used proportionate stratified and simple random sampling technique. The reason for the researcher to use this technique is to give equal chance of being selected in stratum. In this study simple random sampling technique would be used in collecting data. Creswell, (2005) defined random sampling as a subset of individuals that are randomly selected from a population. The goal is to obtain a sample that is representative of the larger population. Simple Random sampling technique would be adopted in getting the respondents to answer the questionnaires. Kothari, (2004) says that sampling technique is used because it guarantees desired representation of the relevant sub groups.

### **3.4 Data Collection Tools**

Primary source of data was collected by using questionnaire and interview. All the questionnaires distributed to the academic staff and interview was for senior management staff of the organization.

### **3.5 Presentation and Analysis Techniques**

The descriptive statistics data analysis technique practiced. Descriptive statistics used to organize, summarize and present data and translate data in to information. The data was analyzed through percentage and table. The data analysis technique makes the analysis simple and clear for readers.

# CHAPTER FOUR

## 4 DATA ANALYSIS AND PRESENTATION

### 4.1 INTRODUCTION

This chapter addressed the data analysis of the impact of organization culture on organizational performance in Wolkite University. This chapter focused on presents general characteristics of respondents' analysis and interpretation of the data collected through interview and questionnaire. The analysis of the data is made in line with basic research question and objective of the study. The analysis is based on primary data, which were collected through questionnaires and interview.

The questionnaires were distributed to 95 respondents, of which 54 respondents were administrative staff and 41 respondents were academic staff. Totally 70 participants from 95 of them responded the questioners. Among those respondents for whom the questionnaires were distribute only 50 of administrative staff, and 20 of academic staff respondents had filled and returned-back questioners. The distribution of questionnaires was conducted to different employees who are supposed to represent the total employees of the university.

### 4.2 Demographic profile of respondent

This sub title concentrates on the respondent's personal data about gender, age, educational level, and work experience, and based on this data, the researcher was analyzed and presents it as follows.

Table 4.2.1 profile of respondents

Items	Alternative	Respondent			
		administrative staff		academic staff	
		No	%	NO	%

1. Gender	Male	30	60%	15	75%
	Female	20	40%	5	25%
	Total	50	100%	20	100%
2. Age	18-25	16	32%	4	20%
	26-33	30	60%	15	75%
	34-41	4	8%	1	5%
	above 41	0	-	-	
	Total	50	100%	20	100%
3. Educational level	Certificate	6	12%	-	
	Diploma	10	20%	-	
	First degrees	32	64%	-	
	Second degrees	1	2%	18	90%
	Third degree	-	-	2	10%
	Above	1	2%	-	
	Total	50	100%	20	100%
4. work experience	below one year	2	4%	-	-
	1-5	24	48%	1	5%
	6-10	14	28%	14	70%
	Above 10	10	20%	5	25%

	<b>Total</b>	50	100%	20	100%
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Source, own survey 2020

According to the information table 4.2.1, when we see the sex distribution 30(60%) and 15(75%) of respondents in administration staff and academic staff respectively were male and 20(40%) and 5(25%) of respondents in administrative staff and academic staff respectively were female. This indicates the majority of administrative staff was male whereas the majority of academic staff was male.

The distribution of age 26(32%) and 4(20%) of respondent in the administrative and academic staff respectively were 18-25 years and 30(60%) and 15(75) of respondent in the administrative and academic staff were found between 26-33 years, and 4(8%) of administrative and 1(5%) of academic staff were 34-41 years, and no respondents are above 41 years in both the staffs This indicates the majority of administrative staff were between 26-33 years and the majority of academic staff were found between 26-33 years.

The educational level of employees 6(12%) of the administrative staff were certificate and 10(20%) of administrative staff were diploma and 32(62%) of administrative staff were first degree 1(2%) and 18(90%) of respondent in the administrative and academic staff respectively were second degree, and 2(10%) of academic staff was third degree holders, 1(2%) of administrative staff was above. It implies that the majority of administrative staff was first degree and majority of academic staff were second degree.

When we see the work experience of employee 24(48%) and 1(5%) of respondent in the administrative and academic staff respectively have 1-5-year work experience. And 14(28%) and 14(70%) of respondent in the administration and academic staff respectively have 6-10 years' work experience, and 10(20%) and 5(25%) of administrative and academic staff respectively have above 10 years work experience and the last 2(4%) of the administrative staff have below one-year work experience. It indicates that the majority of academic staff has 1-5 work experience and the majority of academic staff has between 6-10 work experiences.

### **4.3 Innovative and risk taking**

Innovative and risk taking is one dimension of organization culture which refers the degree to which employees are encouraged to be innovative and take risks. To know about this dimension, the researcher was asked the respondents related either position about the extent employees are encouraged to be innovative. The information obtained was analyzed and presented as follows.

Table 4.3.1

Item	Response	Respondent			
		administrative staff		academic staff	
		No	%	No	%
1. In your institute employees are encouraged to be innovative and take risks.	strongly agree	6	12%	1	5%
	Agree	20	40%	11	55%
	Neutral	2	4%	3	15%
	Disagree	13	26%	4	20%
	strongly disagree	9	18%	1	5%
	<b>Total</b>	50	100%	20	100%

Source, own survey 2020

Item 1 of table 4.3.1 shows that about 6(12%) and 1(5%) of respondents in administrative and academic staff respectively said that strongly agree. 20(40%) and 11(55%) of respondents in administrative and academic staff respectively said that agree. 2(4%) and 3(15%) of respondent in the administrative and academic staff respectively said that neutral. 13(26%) and 4(20%) of respondent in the administrative and academic staff respectively said that disagree, and 9(18%) and 1(5%) of respondent in the administrative and academic staff respectively said that strongly disagree.

In sum, 26(52%) and 55% of administrative and academic staff respectively said that agree, where as 44% and 25% of administrative and academic staff respectively said that not agree to the employees are encouraged to be innovative and take risk. This implies that the majority of respondents in administrative staff and academic staffs were said agree on the employees are encouraged to be innovative and take risk.

#### 4.4. Precision, Analysis, and Attention to detail.

It is the second dimension of organization culture states that the degree to which employees expected to precision, analysis, and attention to detail. To obtained information about it, we asked respondents by distributing questioner, and we analyzed and presented the obtained data as follows.

Table 4.4.1

Item	Response	Respondent			
		administrative staff		academic staff	
		No	%	No	%
2. In your institute employees are expected to exhibit precision, analysis, and attention to detail.	strongly agree	12	24%	0	-
	Agree	21	42%	3	15%
	Neutral	2	4%	4	20%
	Disagree	11	22%	12	60%
	strongly disagree	4	8%	1	5%
	<b>Total</b>	50	100%	20	100%

Source, own survey 2020

Data collected, shows that about 12(24%) of respondents in administrative staff said that strongly agree. 21(42%) and 3(15%) of administrative and academic staff respectively said that agree.

2(4%) and 4(20%) of respondent in the administrative and academic staff respectively said that neutral. 11(22%) and 12(60%) of respondent in the administrative and academic staff respectively said that disagree, and 4(8%) and 1(5%) of respondent in the administrative and academic staff respectively said that strongly disagree to the employees are expected to exhibit precision, analysis, and attention to detail.

Generally, 66% and 15% of respondents in administrative staff and academic staff respectively said that agree where as 30% and 65% of administration and academic staff respectively said that disagree to the employees are expected to exhibit precision, analysis, and attention to detail.

### 4.5 Outcome orientation in the University

Another dimension of organization culture is outcome orientation which refers the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve these outcomes. To know about it, we asked the respondents through questioner, and the data gathered was analyzed and presented as follows.

Table 4.5.1

Item	Response	Respondent			
		administrative staff		academic staff	
		No	%	No	%
3. In your institute management focuses on results or outcomes rather than on the techniques and processes used to achieve these outcomes.	strongly agree	6	12%	1	5%
	Agree	20	40%	14	70%
	Neutral	12	24%	1	5%
	Disagree	9	18%	2	10%
	strongly disagree	3	6%	2	10%

	<b>Total</b>	50	100%	20	100%
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Source, own survey 2020

Item 3 of table 4.5.1, on the management focus on result or outcomes rather than on the techniques and processes used to achieve those outcomes, shows that about 6(12%) and 1(5%) of respondents in administrative and academic staff respectively said that strongly agree. 20(40%) and 14(70%) of administrative and academic staff respectively said that agree. 12(24%) and 1(5%) of respondent in the administrative and academic staff respectively said that neutral. 9(18%) and 2(10%) of respondent in the administrative and academic staff respectively said that disagree, and 3(6%) and 2(10%) of respondent in the administrative and academic staff respectively said that strongly disagree.

In total 52% and 75% of respondents in administrative and academic staff respectively said that agree where as 24% and 20% of respondents in administrative and academic staff respectively said that disagree to management focus on result or outcomes rather than on the techniques and processes used to achieve those outcomes. This indicates that the majorities of administrative and academic staff were agree to focus on result or outcomes rather than on the techniques and processes used to achieve those outcomes.

#### 4.6 Employee orientation.

It is the fourth dimension of organization culture states employee orientation that the tendency the organization management decision take in to consideration the effect of outcomes on employee within the organization. To know about employee’s perception of this we, asked item 4 and their responses as presented table 5.

Table 4.6.1

Item	Response	Respondent			
		administrative staff		academic staff	
		No	%	No	%

4. In your institute management decisions take into consideration the effect of outcomes on people within the organization.	strongly agree	1	2%	-	
	Agree	14	28%	2	10%
	Neutral	5	10%	4	20%
	Disagree	15	30%	13	65%
	strongly disagree	15	30%	1	2%
	<b>Total</b>	50	100%	20	100%

Source, own survey 2020

Item 4 of table4.6.1, on the management decision take into consideration the effect of outcomes on employees, shows that about 1(2%) of administrative staff said that strongly agree. 14(28%) and 2(10%) of respondents in administrative and academic staff respectively said that agree. 5(10%) and 4(20%) of respondent in the administrative and academic staff respectively said that neutral. 15(30%) and 13(65%) of respondent in the administrative and academic staff respectively said that disagree, and the remaining of respondent in the administrative and academic staff respectively said that strongly disagree. in sum 30% and 10% of administrative and academic staff respectively said that agree where as 60% and 67% of respondents in administrative and academic staff respectively said to the management decision take into consideration the effect of outcomes on employees within the University . This implies that the majority of administrative and academic staff was disagreeing.

#### **4.7 Team orientation in the University .**

It is the fifth dimension of organization culture that refers the degree to which work activities are organized around teams rather than individuals. To know about it, we asked the respondents through questioner, and the information obtained was analyzed and presented as follows

Table 4.7.1

Item	Response	Respondent			
		administrative staff		academic staff	
		No	%	No	%
5. In your institute work activities are organized around teams rather than individuals.	strongly agree	2	4%	-	-
	Agree	16	32%	2	10%
	Neutral	9	18%	12	60%
	Disagree	18	36%	4	20%
	strongly disagree	5	10%	2	10%
	<b>Total</b>	50	100%	20	100%

Source, own survey 2020

Item 5 of table 4.7.1, on the work activity in the University are in group rather than individual, shows that about 2(4%) of administrative staff said that strongly agree. 16(32%) and 2(10%) of administrative and academic staff respectively said that agree. 9(18%) and 12(60%) of respondent in the administrative and academic staff respectively said that neutral. 18(36%) and 4(20%) of respondent in the administrative and academic staff respectively said that disagree, and 5(10%) and 2(10%) of respondent in the administrative and academic staff respectively said that strongly disagree.

Generally, 36% and 10% of administrative staff employees and academic staff respectively said that agree where as 46% and 30% of administrative and academic staff respectively said that disagree to the work activity in the University are in group rather than individual.

#### **4.8 Aggressiveness and Competitiveness of the employees.**

It is the sixth dimension of organization culture states that the degrees to which people are aggressive and competitive rather than easygoing. To obtained information about it, we asked

respondents by distributing questioner, and we analyzed and presented the obtained information as follows.

Table 4.8.1

Item	Response	Respondent			
		Administrative staff		academic staff	
		No	%	No	%
6. In your institute employees are aggressive and competitive rather than easygoing.	strongly agree	7	14%	1	5%
	Agree	23	46%	12	60%
	Neutral	2	4%	2	10%
	Disagree	11	22%	3	15%
	strongly disagree	7	14%	2	10%
	<b>Total</b>	50	100%	20	100%

source, questioner 2012E.C

Item 6 of table 4.8.1, on the employees are aggressive and competitive rather than easygoing, shows that about 7(14%) and 1(5%) of administrative and academic staff respectively said that strongly agree. 23(46%) and 12(60%) of administrative and academic staff respectively said that agree. 2(4%) and 2(10%) of respondent in the administrative and academic staff respectively said that neutral. 11(22%) and 3(15%) of respondent in the administration and academic staff respectively said that disagree, and 7(14%) and 2(10%) of respondent in the administrative and academic staff respectively said that strongly disagree.

In total 60% and 65% of administrative and academic staff respectively said that agree where as 36% and 25%% of administrative and academic staff respectively said that disagree to the employees are aggressive and competitive rather than easygoing.

**10. Do you think that the organization culture of the University is good?**

The justification given by the respondents from the above question number 10, the majority of respondent didn't agree on the organization culture of the University is good

**11. Based on question number "10" your answer is yes or no justifies the reason?**

Because of the following problem is happened. Among the employees of the University there were no unity, that mean they perform a work separately rather than doing a group. There was also a problem of being indicating, pushing, Excellent, fast delivery and there is no fair procedure. In addition, there were no a good relationship between employees and administrators, the work and salary of lower level employees were not balance.

Some of the respondents were agree that the organization culture of the University is good due to the following justification. There were good hygiene and gardening facilities in the University, and there was a sense of mutual respect, co-operation, co-creation, and good communication among employees. Organization culture of the University honors the race, color, and religion of the employees.

**12. Do you think that the administrators of the University execute their responsibility that expected from them in shaping a good organization culture?**

Based on the above question number 12, the respondents gave the following justification. The majority of respondents didn't agree the administrator execute the responsibility that expected from them.

**13 Based on question number "12" if your answer is yes or no justify the reason?**

Because of the following reasons there was the problem of the administration system, the administrator's do not respond appropriately and quickly to the questions and requests they asked, failing to meet multiple fulfillment requirements, Top managements did not reschedule employees based on their profession. Instead of engaging in good working culture, they are putting their own interests first. They failed to manage materials properly, focus only on activities rather than the worker. They didn't formulate strategies for a better organizational development.

Some of the respondents were said that the administrators of the University execute their responsibility that expected from them in shaping a good organization culture because of the following reason. The administrators of the University will provide training for employees and provide new and up-to-date information. This means there is good information flow.

#### **14 What is the contribution of good organization culture for employees and organization performance?**

Organization culture had an ultimate contribution for the success and development of the organization.

According to the response of the respondents, organization culture had the following benefits for the organization and employees of the University. It is used to live the employees Socially, Ordered the employees to do their work with sincerity and fidelity, it supports to solve problems together for the greatest achievement, it offered good leadership who solve faced problems quickly and accordingly, carries, support, encourage and motivate the employees.

Prepare employees for better work, develop a culture of work and increases competitiveness of the organization and employees, Worker's work demand increases, it brings an empowerment, provides a job opportunity, it helps to work smoothly and would bring a good reputations and respect between workers and administrators. It used to provide the required materials and facilities for achieving better efficiency and results, reducing employees turnover, loving and engaging workers in the team, strive for excellence, improves the quality and accessibility of information, and improve the sanitation and hygiene system of the University.

The organization culture aids to top management to formulate, implemented and evaluate the strategies, to set vision and mission accordingly and to announce for employees of the University.

#### **15. What type of organization culture should exist to achieve the desired objective?**

As information given by the respondents, to achieve the desired objective of the organization, the organizations culture should be supported by an appropriate strategy and structure, vision, goals, attitudes, habits and shared values

## **Interview question**

### **How do you relate organizational culture and performance of the organization?**

A question was raised to the management staff of university in order to comment on the relationship of organizational culture and performance of the organization. As the interview results shows performance of organization is related with organizational culture by the way that organizations tend to satisfy their employee by giving attention to their culture and performance management practice in order to retain their employees

### **What do you think about the impact of organizational culture on the organizations desired results?**

The second question also rose for key informants to comment how the organizational culture affects the organizations desired results. As results shows strong organizational culture directly affect the expected level of results by showing if there is weak culture in organization, result in poor results and loss productivity.

### **Do you think that organization improve performance without influence of organizational culture?**

The third question is about, organization improve performance without influence of organizational culture? As most of key informants responded 'no' therefore organization culture and performance are related in every situation within the organization.

## **CHAPTER FIVE**

### **5 CONCLUSION AND RECOMMENDATION**

In this chapter, we try to and draw a conclusion about the outcomes of the research, and give some recommendation, which could be important for the institutions future to establish a good organization culture that enhances the capacity and productivity of the institution.

#### **5.1 CONCLUSION**

From the respondents answer to the questionnaire and the response for the interview questions, the researcher tried to concluded as follows:.

When we see the respondents answer about the employees are expected to exhibit precision, analysis, and attention to detail, majority of the administration staff are expected to exhibit precision, analysis, and attention to detail, but majority of academic staff were not expected to exhibit precision, analysis, and attention to detail.

Encourage the employees to do their work with sincerity and fidelity, it brought good leadership who solve faced problems quickly and accordingly, carries, support, encourage and motivate the employees.

Prepare employees for better work, develop a culture of work and increases competitiveness of the organization and employees, Worker's work demand increases, it brings an empowerment, provides a job opportunity, it helps to work smoothly and would bring a good reputations and respect between workers and administrators. It used to provide the required materials and facilities for achieving better efficiency and results, reducing employees' turnover, loving and engaging workers in the team, strive for excellence, improves the quality and accessibility of information. Generally, organization culture had an ultimate role for the institution to achieve the desired objective.

According to the respondent in the administrative and academic staff recommended about the type of organization culture that should be establish were summarized as follows. Communicating to the employees about organization mission, vision, goal and objective.

There should be a work procedure or activity free from corruption like nepotism, beriberi. Employees should be self-initiation and work motivation.

They advised that, there should be no division and separation based on race, nation, friendship, relative, and religion, formulated rules and regulations should practically have implemented. The effects of outcomes on employees should be considered. They advise that formulated strategies and policies should support the college and employees to be competitive and creative.

The work and outcomes of employees should be examined, gave incentives and education opportunities for whom effective and create new ideas for the college.

The employees should be employed based on their educational level and profession to become effective, they also suggest that, there should be full of accountability and transparency administration and control system, there should be smooth relation and good communication between employees and top managements, the respondents also advised that there should be a culture of punctuality.

## **5.2 RECOMMENDATION**

Based on the major finding of the study, we suggest the following recommendation that helps the college to establish a better organization culture for achieve its vision.

- ❖ As the study indicates, top management couldn't perform their responsibility appropriately like improper inventory management, unfair work procedure, and it results ineffective and inefficient in the work process. So, they should perform the function properly in order to be successful.
- ❖ Based on the finding, employees are unfamiliar with organizational culture so, it is better that the organization should provide effective training program for employees and create awareness about the culture of the organization to achieve its goal.
- ❖ According to the study shows, majority of academic staff are not expected to exhibit precision, analysis, and attention to detail. Therefore, Employees of the college should

have expected to exhibit precision, analysis, and attention to detail for the success of the institution.

- ❖ Focusing both on outcomes and processes is important to come effective results, but both the administrative and academic staffs focus on outcomes rather than processes or techniques. Hence, they should be considering on both aspects to be successful.
- ❖ As the study shows, majority of the administrative staff perform the tasks individually, it is not productive. As a result, the researcher advises that they should to work in group to come effective result.

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**APPENDIX**  
**WOLKITE UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGEMENT**

**Questionnaire**

Dear respondent; the purpose of this questionnaire is to assess the impact of organization culture on organizational performance in Wolkite university. You are kindly requested to fill out the questionnaire accurately and frankly. We would like to thank you in advance for your cooperation. You are kindly requested to complete this questionnaire sincerely and honestly. All information you provided will be kept with strict confidence and the aim is for academic purpose only.

**Instruction**

No need of writing your name, mark “√” to show your response

**Part one: demographic profile.**

1. Gender.

Male  female

2. Age.

Below 18-25years      from 26-33 yea      above 34-41    above 41

3. Educational level.

certificate  diploma  first degree  second degree  third degree   
above.....

4. Work experience.

below one years  from 1-5 years  from 6-10 years  Above 10 years

**Part two: Questioner related to the study.**

		Strongly Agree	agree	Neutral	disagree	Strongly disagree
1	In your organization employees are encouraged to be innovative and take risk					
2	In your organization employees are expected to exhibit precision, analysis, and attention to detail					
3	In your organization management focuses on result outcomes rather than on the techniques and process use to achieve these outcome					
4	In your organization management decision take in to consideration the effect of outcome on people within the organization					
5	In your organization work activities are organized around teams rather than individuals					
6	In your organization employees are aggressive and competitive rather than easy going					
7	My manager seeks other people's input to evaluate our work					
8	Overall, my organization is performing well					
9	My organization's customers are satisfied with our products or service					

10. Do you think that the organization culture of the University is good?

Yes  no

11. Based on question number "8" your answer is yes or no justifies the reason?

.....

12. Do you think that the administrators of the University execute their responsibility that expected from them in shaping a good organization culture?

Yes  no

13. Based on question number "12" if your answer is yes or no justify the reason?

.....

14. What is the contribution of good organization culture for employees and organization performance? .....

15. What type of organization culture should exist to achieve the desired objective.....

### **Interview question**

1. How do you relate organizational culture and performance of the organization?
2. What do you think about the impact of organizational culture on the organizations desired results?
3. Do you think that organization improve performance without influence of organizational culture?

