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COLLEGE OF BUSINESS AND ECONOMICS

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ORGANIZATIONAL CULTURE AND ITS ADAPTABILITY BY EMPLOYEES: (THE CASE OF COMMERCIAL BANK OF ETHIOPIA IN GUBRYE BRANCH)

A RESEARCH PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR BACHELOR OF ART DEGREE IN MANAGEMENT

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Declaration

This is to certify that the research thesis prepared by Markos Gonsamo entitled **"organizational culture and its adaptability by employees "** compiles with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved by the Board of Examiners

Adviser: _____ Signature _____Date_____

Examiner _____ Signature _____Date_____

Acknowledgment

First of all, my gratitude goes to almighty GOD(Ominpotent GOD)who has helped me on all of my life and whose offerings, forgiveness and mercy has been with me. Second, I would like to express my deepest gratitude to my advisor mr.tilahun damitew .for his comments, suggestion and constructive advice on my research paper preparation. Next, my deepest and heartfelt thanks goes to my family who supported me financially and morally during my education

ABSTRACT

This study is designed to assess the organizational culture and its adaptability by employee in commercial bank of Ethiopia at gubrye branch. The main objective of conducting this study is to deal with the different problems related organizational culture to investigate the possible relation between workers and managers. The relevant data were collected form primary and secondary sources through the census survey method.The tools of data collection were questionnaire for employees and structured interview formanager of organization. The secondarily data were collected form published and unpublished materials which are available in organization. The study population would be 22 employees and all of them were selected as a sample. The data collected through questionnaire and interviews were processed through descriptive analysis and were presented with tabulation and percentage.Finally conclusion is made and the possible recommendation was forwarded.

Key words organizational culture, adaptability and employees commitment

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organization culture is the concept a developed by research to explain the values, psychology attitude, belief and experience of the organization. Generally speaking, it is viewed the shared norms and values of the individual and groups within organization. Through this set of mutual understanding , organizational culture control the individual interact with each other within the organization as we as with customer supplier and the other stock holder existing outside the boundaries of the organization (Steven Mc Can, 2005).

The topic of the organizational culture has been study by the researchers from diverse field Those are sociology and as well as applied displays such as management sciences and organizational behavior have the offered their perspectives and what is . Although it might not be possible of or one definition to suite all fields. There is general agreement among the researches on various aspects of the organizational culture (Steven McCann, 2005). The manager and executive with an organization have a significant on the culture because of the role in making decision but they are not the only member of work community ,in reality all employees contribute of the culture in the environment of the work place is the result of weakness , strength , life experiences and education of in very one who is part of the organization work force (Steven McCann, 2005).

Since, organization culture involves shared expectation, values and attitude, its expert influence an individual, groups and organizational process. For example, member is influence to be good citizens and to go along. Thus, if quality customer services important in the culture then individual are expected to adapt this behavior. Thus if on the other hand adhering to a specific set of the producers in dealing with the customer is the norms then this types of behavior will be

expected , recognized and rewarded . Researchers who suggest and studied adaptability of culture on employees indicate that in provided s and encourages by an organizational culture is able to attract , develop and retain top quality employees because of the firm stability and the pride identify that goal being a part of the Disney team (Steven McCann, 2005)

1.2 statement of the problem

In a completive environment it is challenging task to ensuring smooth and orderly function the organization. Employee are most valuable to be coming enemies of the adaptability during the on brooding process, a time when they are blank slates seeking to understand both an organization informal culture and formal expectation .Yet organization obtain fail to address adaptability during on boarding, leading to incorrect conclusion and a miss opportunity. When an organization failed to address adaptability during on boarding, new employees may come to understand whether accurate or nations revolve around fear of failure (mesh an and Glints, 1994)

Such a conclusion can be reached at the organization levels and draw during on boarding, through a new employee's predilection of organizational culture. One of the first experiences with the larger organization to failure can easily be interpreted by new employees as disinterest innovation and fear or failure .With their drive try to and to fit in to organization culture, not saying anything about adaptability or experimentation during the on boarding process still says something to new employee and the will be particular sensitive to the message, such as conclusion at the individual level could be reached during on boarding or even in early work interaction .

In instance, formally interaction with an agent of the organization (such as, a manager or on boarding trainer) may convey expectation of an employee that those to support or even encourage caution, rigidity and fear of future. Organization point of view different organization have efficient service, delivery, mismatch between worker sill and new technology lack of finance adapt new technology and when we see employees point of view of the organization gives high priority relative, bank of the vertical and horizontal condition between employees (annual report of commercial bank of Ethiopia ,1992).

1.3 Research question

This study was answered the following question

3 What is the existing culture of commercial bank of Ethiopia gubrye branch?

4 How much the existing employees are committed to the organization?

5 What is importance of organizational culture for employees on the performance?

1.4 Objective of the study

1.4.1 General objective

The general objective of this study was be assess the organizational culture and its adaptability by employee in commercial bank of Ethiopia gubrye branch

1.4.2 Specific objectives

The following points were the specific objectives of this study was be

1. To identify the existing culture in commercial bank of Ethiopia gubrye branch
2. To find out the degree extent of employees adaptability to the organization
3. To know how organizational culture affects and guides the behavior of employees

1.5 Significance of the study

This study was various importance for the research to have more and detailed experiences on research and it enable other researcher to use it as reference for the further study.

It helps an organization to reduce the give problems through using solution that obtained from this study. This study was be helps new research organizations and the other concerned bodies. For the concerned oldies its will help associates economic development though giving recommendation on other draw.

1.6 Scope of the study

The study was delaminated methodologically, geographical and conceptual

Geographically, it was study only in commercial bank of Ethiopia gubrye .branch and I was not study overall the commercial banks of Ethiopia.

Conceptually, the research was focus only the assessment of organizational culture and its adaptability by employee on commercial bank of Ethiopia gubrye branch and it may not represent the other factor that affect commercial bank of Ethiopia gubrye branch. The other things are that might get match information from the different branches through different sources. There for this study was focus only commercial bank of Ethiopia in gubryebranc

CHAPTER TWO

REVIWEW OF RELATED LITERATURE

2.1 definition of organizational culture

According to NOE; (1996) culture is set of shared assumptions, values and norms that identifies what the organization consider and important how employees in the doing manager should have. Culture is the system of share values and belief that produce norms of behavior (Smirch, 1983). According to Anglo kinkiness (1992), culture can be the style of dress they use jargons that are suitable and used for the task of the organizations ways of doing things. It expresses social ideas and beliefs that the organizational member come to share manifests in symbolic devices such as myth, rituals, legends stores and specialized language. Mesh and Diclinous(2000), tried to define the organizational culture in the way that the basic pattern of shared assumption values beliefs governing the was employees within organization think about set on problems and Opportunities Organizational culture of the organization plays a major role, is compatible with the surrounding circumstances, encourage staff to achieve goals. The organization provides unity legitimacy and acceptability in society and the environment is preserved. (Payambarzadeh, 2009) Thinking and behavior of the staff of an organization dominated by the culture of the organization, leading are or at least are influenced by culture. (Hofstede, 2001). Peters and Waterman argue that one of the salient traits of highly successful organizations that are culturally advanced and highly capable .

Organizational culture, management style and processes are closely linked. Impressions and ideas of management are given the weather and the organization they represent the rhythm of operations influence on the decision-making process. Enthusiasm arouse to action and culture, the desire to stimulate the creation of a full-scale effort to be personable and future prospects, such vision that ensures the achievement of organizational goals and hence is subject to the ability, behavior and values of individuals. (Mohanty, 2011

2.2 Theoretical Review

Under the following theoretical literatures relevant to the variables of the study were reviewed. It started with the concepts and definitions of employee performance and then organizational culture and its importance, characteristics of organizational culture, models of organizational culture, and functions of organizational culture. The chapter continues with the empirical review of different researchers' works regarding the relationship and effect of organizational culture on employee performance and then followed by the conceptual framework. The organizational effectiveness is defined as the extent to which an organization fulfills the objectives (The topic of organizational effectiveness emphasized process control, information management and foal setting (Denison, Haaland and Goelzer, 2004). Handna and Adas (1996) identified fourteen organizational effectiveness variables into the four general categories for analyzing the organizational characteristics.

In additional to the roles of leaders, the managerial leadership skills possessed by those involved in the culture change process also have an important relationship to personal and organizational effectiveness. The criteria of effectiveness most highly valued in a hierarchy culture are efficiency, timeliness, smooth functioning, and predictability. The dominant operational theory that drives organizational success is that control fosters efficiency (elimination of waste and redundancy) and therefore, effectiveness. Hierarchy organizations like internal revenue service for example are judged to be effective only if they achieve these dominant characteristics.

The criteria of effectiveness most highly valued in a market culture are achieving goals, outpacing the competition, increasing market share, and acquiring premium levels of financial return. The dominant operational theory that drives organizational success is that competition increasing market share and acquiring premium levels of financial return. The dominant operational theory that drives organizational success is that competition creates an impetus for higher levels of productivity and therefore, higher levels of effectiveness.

In a clan culture, the criteria of effectiveness most highly valued include cohesion, high levels of employee morale and satisfaction, human resource development, and teamwork. The operational

theory that dominates this culture type is that involvement and participation of employees fosters empowerment and commitment. Committed satisfied employees produce effectiveness.

Finally the adhocracy most highly values new products creative solutions to problems cutting edge ideas and growth in new markets as the dominant effectiveness criteria. The underlying

Operational theory is that innovation and new ideas create new markets, new customers, and new opportunities. These outcomes comprise the basic indicators of effective performance.

Steers and Zammuto (1982) described the measurement of effectiveness was the most issue in organizational culture theory. The ultimate purpose of strategic management is to help organizations increase performance through improved effectiveness, efficiency and flexibility. They utilized the planning and goal setting, flexibility and adaptation, information management, communication, readiness evaluations by external entity and stability concepts of organizational effectiveness for consultation management. It included the rules and regulation, sensitivity contributing to the environment, transformation and planning variables. The process control, information management and goal setting importance are emphasized on organizational effectiveness. Culture can be defined as a pattern of shared basic assumptions that was learned by a group as it solved 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 correct way to perceive, think, and feel in relation to those problems any group with a stable membership and a history of shared learning will have developed some level of culture, but a group that has had either considerable turnover of members and leaders or a history lacking in any kind of challenging events may well lack any shared assumptions. Not every collection of people develops a culture; in fact, we tend to use the term group rather than, say, crowd or collection of people only when there has been enough of a shared history for some degree of culture formation to have taken place. 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, 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).

(Schien, 2004) In his book with the title — organizational culture and leadership— defined Culture as both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior. When one brings culture to the level of the organization and even down to groups within the organization, one can see clearly how culture is created, embedded, evolved, and ultimately manipulated, and, at the same time, how culture constrains, stabilizes, and provides structure and meaning to the group members. Also he has stated 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. Researchers have supported some of these views by reporting findings that cultural ―strength‖ or certain kinds of cultures correlate with economic performance (Denison, 1990; Kotter and Heskett, 1992; Sorensen, 2002).

2.3 Empirical review

Organizational culture It has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems (Schein 1990). The organization‘s internal environment is represented by its culture and is constructed by assumptions, values, attitudes, and behaviors of its members is a valuable source of firm‘s competitive advantage (Hall 1993; Petraf 1993) since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and thereby, hindering or facilitating the organization‘s achievement of its goals (Yilmaz, 2008). Organizational culture as ―shared philosophy, ideology, value, assumption, beliefs, hope, behavior and norms that bound the organization together‖. Robbins mentioned it as ―Common perceptions which are held by the members of an organization; a system of common meaning‖, while George & Jones mentioned it as ―Informal design of values, norms that control the way

people and groups within the organization interact trough each other‘s and with parties outside the organization‖.

According to (Kalyani, 2011), the characteristics that capture the essence of innovative culture include: openness, collaboration, trust, authenticity, proactive, autonomy, confrontation, and experimentation. While Quinn and Spreitzer (2001) formerly identified four types of corporate culture: group, development, hierarchical, and rational culture.

OC is about the norms, values and beliefs that employees share in an organization. In cognitive terms, OC is often broadly defined as the shared values, beliefs, ideologies, and norms held by organizational members that influence their behavior (Schein, 1992).

2.3.3 Basic underlying assumption or norms (level three)

This is at the core deepest level of an organization culture. According to (Wright and noel , 1999) basic underline assumption defined as “ shared views that are taken for guaranteed and considered as on negotiable . The members of the organizational may not be aware of their assumption and may not be unwilling or unable discusses them or change them (nelson and quick 1998).

2.4 Dimension (characteristics) of the organizational culture

Organizational culture has its characteristics dimensions that are interdependent on each other. The presence of this dimension used to understand the organization culture. Moreover, culture should have distinct characteristics that can be defined and measured. When we combine and see this dimension and use for the differentiating one organizations culture for mother (Robbins, 1995).

2.5 Types of organizational culture

According to sandier (1998) culture can be categorized in to four different aspects. These are described below:

2.5.1 The bureaucratic or role colure

This organization has formal structure and operated by well-established rule and procedures job description. Definite task for each person job and procedure and established for many work

routines, communication between individual department and settlements as disputes appeals. Members of the culture are "to do things right but not necessarily in do right thing, the organizational structure defines authority and responsibility to individual manners.

2.5.2 The power culture

The powerful individual at the center who controls all resources and makes all decision dominates. The members of this culture organization with such culture can achieve outstanding performance of for a time as long as the source of power has strength sense of direction exercise sound judgment make the right decision behave with integrity and wins loyalty form the other.

2.5.3 Task or matrix achievement culture

On these culture there is no dominant or clear particular concern in this culture is to get the job done. There for who are paramount are the experts with able to accomplish a particular aspect of the task organization power over distributed to employees up on competence and experts. So there will be high job satisfaction the value will include the achievement.

2.5.4. Personal or support culture

This type of culture is formed in an organization whose purpose is to serve the interest of the person or individual with in it. This individual is very important and the organization culture and system are designed to facilitate and support the work individual with earns.

2.6 The role of culture in the organization

Organizational culture plays important role in the organization it has a culture that meet its operating environment. According to sign and cobra (2000), culture casernes to critical function in the organization. The first role is creates internal integration in the organization. In addition, it shows acceptable and what is not acceptable behavior in organization is. This lead them collecting identify and know how to work together effectively to meet the organization objectives and response rapidly to customer needs and the moves of the computation. Finally the organization culture can act as a boundary that differentiates one organization from the other. This may encourage employee's sense of identity. If it is strong accept by numbers it generates commitment to the organization and can act as a rule and regulation control mechanism. Because

this is not like a written rules and regulation rather if it is mind rules benefit that performance people to behave (Robbins, 1999)

2.7 The dimension of culture difference among nation

Organizational Culture has dimension that different one organizational culture from the others national culture. These dimension can be used a method for describing culture. In terms of five dimension (Neel Wright, 1999). Individual collectivism: the degree to which people act as individual rather than as member of group. The in structure that emphasize individualism people are expected to take care proud our personal accomplishment in a culture where collectivism is strongly people are expected the look after the community and they are expected to get support from the community when the need it. Uncertainty avoidance: describes the degree to meet people preferred in structure rather than unstructured situation. A culture with strong uncertainty avoidance, favors structure situation. These types of culture socialize people to seek security through clear rules form to act. On the other hand in a culture with the work uncertainty avoidance, people copy not warning to much about the future they are flexible and take each day as it comes.Long and short term orientation: This describes the degree to which culture focus on the future rather than past and present. Culture with long term orientation such traits as thirty as persistence. They can be a wise of where people from specific country tend to fall a long each dimension preparing them for the cultural difference that are likely when working people from those country .

2.8 How leader manage culture

Managing organizational culture is difficult because managers well as non-managers employees are part of it and share its assumption. However, this task in not optional if managers are interested in organizational behavior. Rather managing culture is necessary part of leading in the world of (Schien , 1996) leader do not have a choice about whether or not to communicate (culture contain) they only have a choice about how much to manage what they communicate”

2.8.1 Deciding what to measures and control

Employees are acutely of what their bosses measure and control workers who get paid by piece was care about how much they produce or if the vice presidents routinely focuses on costs when evaluating a proposal, people planning it was speed a lot of time estimating costs. Employees are effected when the both in consistent in such causes, they devote a lot of general to predicting what was measured and trying to figure out the bosses motivates (Wright and noel,19992).

2.8.2 Reaching to crisis

During crisis emotion runs highly as peoples strive to resolve the crisis and reduce their on anxiety , they notice how the organization leaders behave more than at other times employees are recites to information about underlying assumption consequently, crisis are important times for creating and transmitting organizational culture . The types of culture influence not only how leaders behave but what they define as a rises in first place (Wright and noe ,1995)

2.8.3 Role modeling

In organizational culture role models who embody the attribute are known as her soles of curses, this needs not be managers. The organization myths and legend tell of remarkable deeds by the organization heroes not be manager in which their behavior expiries a value or underlying assumption of the culture (conger, Patrick Noel, 2005)

2.8.4 Allocating rewarding to specter (200) three psychologically factors describe commitment

- An acceptance of the organizations goals and values
- Willingness to work hard for the organization
- willingness to obey and fill full responsibility

2.8.5 Empirical Literature Review

Organizational culture

It has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems (Schein 1990). The organization‘s internal environment is represented by its culture and is constructed by assumptions, values, attitudes,

and behaviors of its members is a valuable source of firm‘s competitive advantage (Hall 1993; Petraf 1993) since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and thereby, hindering or facilitating the organization‘s achievement of its goals (Yilmaz, 2008). Organizational culture as ―shared philosophy, ideology, value, assumption, beliefs, hope, behavior and norms that bound the organization together‖. Robbins mentioned it as ―Common perceptions which are held by the members of an organization; a system of common meaning‖, while George & Jones mentioned it as ―Informal design of values, norms that control the waypeople and groups

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CHAPTER THREE

3. RESEARCH METHODOLOGY

The objective of this research was to examined the organizational culture &its adptablity by employees .the methodology used to achieve this object was presented in the following sections

3.1 Research Approach

In order to achieve the study objectives ,the researcher adopted mixed type of research approache which comprises both qualitative and quantitative methods.quantitative method is appropriate to examine the relationship between two and more variables in the study ,and is mainly relevant for theory testing and qualitative method is appropriate to explore the phenomenon in the study situations through using interviews ,observations ,and document reviews (Tsang, 2014).

3.2 Research design

The researcher was used descriptive types of research. Because of descriptive study under taken in order to ascertain and able to the properties of variable of interest in situation. Quit frequently will be undertaken in the organization to describe the properties of a group of employees. And also to understand the characteristic of the organization that follows certain common practices.

3.3 Target population

Target population of this study was all employees and managers of the organization in commercial bank of Ethiopia in gubrye branch. Total population in this organization was 22. The researcher was used censuses survey method, because of the small numbers of the employees.

3.4 types and sources of data

3.4.1 Types of data

The researcher were used both qualitative and quantitative types of data for this study

3.4.2 Sources of data

To conduct this study the researcher was used both primary and secondary sources of data. Primary data source has been collected from respondents through distributing questionnaire, asking interviews that either written or oral. Secondary sources of data were gathered from the documented data about the organization which is published and unpublished materials records and documents of the organization.

3.5. Sampling procedure

To determine the study the researcher were uses only census survey methods due to small number of total population. There for, no need to take either probability or non probability sampling method. Total population in the organization was 22.

3.6. Methods of data collection

There are different methods or tools of data collection. For example interview focus group discussion, books questionnaire and observation. But for this research, the researcher will use both close ended and open ended questionnaire and unstructured interview to collect data. For open ended questionnaire the respondents were asked to support their own judgments and for close ended questionnaires the respondents were asked to select their own answer for the given list.

3.7 methods of data analysis and presentation

After the finishing the data collection, the researchers was organized and analyzed the data through descriptive methods. Using this method the data has been collected by questionnaire and interview was parts through the process of coding and editing the edited data were summarized from the statements percentage and tabulation. In addition to the analyze part in cooperates in percentage. Finally, the result of the analysis were interpreted or presented correctly.

3.8 conclusions

On the basis of major finding the following are made as the finding employees of commercial bank of majority of employees in bank In the organization majority of employees are BA degree holders.

Based on the major finding employees in the bank were relatively young and economically active, and also most respondents work experiences, which account Majority of employees in organization were married. This implies that they have additional responsibility. The existing culture of commercial bank of Ethiopia gubrye branch has an organizational culture that enables to improve employee life style. In the organization, employees were motivating feel to work hard. Employees were not care about what other do, rather than what they do. According to the major findings given culture in bank and employee have neutral relations to adopt, which implies their culture adaptability is very low. Discussed in the major finding organizational culture have the positive impact to achieve organizational goals and objectives. In the commercial bank of Ethiopia gubrye branch have the own culture that differentiate it from the other banks. Employees of bank rate very high that existed in the banks, that means, they adapt existing culture very high.

As shown in the analysis part in the organization sometimes conflict and grievances were allowed among the people. In the bank most of the time regular meetings were held to facilitate various departments with together.

Supervisor of bank most of time spent his time working with employees to solve job related problems and also a supervisor is very important to the organization as well as to the employees in order to achieve their goals. At moderate level the roles and regulation of organization is address their activity. Majority of employees in the bank were not satisfied with their salary.

Finally, some employees have an interest to stay in the bank and some employees have no feeling to work with bank.

3.9 Recommendations

On the basis of the findings made and conclusions drawn with regard to organization culture and its adaptability by employees the case study of CBE the following recommendations are given.

As inferred from the data that the researcher was collected, CBE has both good and supportive culture, that leads to the employees to be adapted and has culture that hinder employees efficient

operation in the organization work life. It also has its own effect on employees' feeling of adaptability to their organization.

Any organization has to sustain and transform supportive culture. Among the supportive culture in CBE, communicating to the employees' about organization mission, vision, goal and objectives. There are number of ways that support to sustain and maintain its present culture including the following activities; providing written statement aboutaa the organization mission and philosophy in continuous manner, practicing good leadership style, participating of the employees in decision making process, rewarding those employees, who understand well about the existence of the CBE, in terms and performance.

But, the researcher has focuses on those problems which are founded by the research finding. CBE has problem on attitude of employee to work hard. To overcome this problem the researcher recommended that: CBE have to improve working condition and offer better salary or incentive.

Also CBE has problem on relation of a given organizational culture and its adaptability of its employee. To overcome this problem the researcher suggests that: organization have to provide sufficient training to their employee.

Also CBE has problem on rate of cultural adaptability. To overcome this problem theresearcher suggest that: by promoting different seminar and inviting different professional to its company and they are to share their experience to employees of CBE.

Conflicts are sometime not allowed in CBE. To overcome this problem, CBE has better to: allowed functional conflict among employees as well as the management, of CBE, better to follow participatory kind of decision making, providing continuous ethics course. When employees participate in decision making process a must for rising conflicting idea and this pave for creativity and innovation.

Addition to that also CBE has problem on guiding activity of rule and regulation. To overcome this problem the researcher suggest that: CBE have give awareness to its employee about the

organization rule and regulation. In addition to that employees are able to active participation in organization decision making process.

Other problem in CBE has related with salary .To overcome this problems CBE have better balance between employee's salary and their work. In addition to that CBE have satisfied its employee by providing incentive to their especial activity.

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