



**EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE'S
JOB SATISFACTION IN THE CASE OF WOLKITE
UNIVERSITY**

MBA THESIS

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JUNE, 2013

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UNIVERSITY**

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**A THESIS SUBMITTED TO THE
DEPARTMENT OF MANAGEMENT,
COLLEGE OF BUSINESS & ECONOMICS,
SCHOOL OF GRADUATE STUDIES
WOLKITE UNIVERSITY
WOLKITE, ETHIOPIA**

**IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE
DEGREE OF
MASTER OF BUSINESS ADMINISTRATION (MBA)**

JUNE 2021

DECLARATION

I hereby declare that this thesis MBA dissertation is my original work and has not been presented for degree in any other university, and all sources of material used for this thesis have been duly acknowledged.

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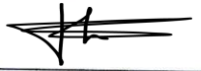
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ACKNOWLEDGEMENT

First of all I would like to express my deepest gratitude to the Almighty God for his blessing and for making every step of my life possible.

Secondly, I am greatly indebted to thank my advisor Aweke Ashenafi (PhD) for his unreserved attention to correct my report and advising me for the better improvement of this thesis.

My deepest appreciation also goes to my co-supervisor, Alemayehu Takele for his assistance in the whole process of my thesis writing.

Thirdly, I am very grateful to thank my family for everything they have done for me up to this moment. Moreover, I would like to acknowledge the participants and individuals who have been contributing to the study for their willingness, participation and valuable information.

Finally, my deep appreciation goes to Kasahun Tiruha and Zerihun W/Hawariat for their constant encouragement and support that they rendered in entire endeavor of my work.

LIST OF ABBREVIATIONS

CLRM- Classical Regression Model

SPSS - Statistical Package for Social Sciences

VIF - Variance Inflation Factor

ANOVA: Analysis of variance

JSS: Job Satisfaction Survey

OCAI: Organizational Culture Assessment Instrument

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Abstract

The purpose of this study was to examine the effects of organizational culture on employee job satisfaction in Wolkite University. Explanatory research design was employed in this study. Out of 2411 employees 313 of them was participated in this study. Data were collected using questionnaires and document analysis. Data were analyzed by using the latest version (version 26) of statistical package for the social sciences (SPSS) software. Two types of statistics, namely descriptive and inferential statistic was employed. While the research was expected to leverage on such descriptive statistical tools as frequency, mean, and standard deviation, it also applied inferential statistics through anova, Pearson coefficient of correlations and multiple linear regression model analysis. The findings of this study revealed that adhocracy culture was the dominant culture in the university. The organizational culture and employees' job satisfaction have positive and moderate strength of relation. In addition, the level of employees' job satisfaction was low in the university. Moreover, 21.1% of employees' job satisfaction is explained by organizational culture. The results of this study also show that all the four organizational culture type has positive contribution to overall job satisfaction, but only the hierarchy culture has statistically significant influence on overall job satisfaction. Based on the findings, it was concluded that Wolkite University had focused on new innovation, risk taking and uniqueness of performance. But, since employee's job satisfaction is highly affected by hierarchy culture type the university should focused on stability, formal structured chain of command and control, and efficiency.

Keyword: *Organizational culture, hierarchy culture, market culture, clan culture, adhocracy culture, job satisfaction.*

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

According to John (1992), organizational culture has received extraordinary attention ever since the concept was proposed by American scholars in 1980's. By contrast with this the management practice in Japanese companies, the concept organizational culture proposed and related theory was developed. The academia and managerial practitioners have reached the consensus that organizational culture is the core competency for an organization. It will impact effectiveness or performance of the individuals, the groups and the whole organizations.

There is no agreed up on definition of organizational culture. More than 150 definitions of culture have been identified by different scholars (Kluckhohn, Kroeber & Meyer, 1952). Culture is granted values, underlying assumptions, expectations, and definitions that characterize organizations and their members. Most definitions of organization culture (Cameron and Quinn, 1988; O' Reilly and Chatman, 1996; Schein, 2010) agree that culture is a socially constructed attribute of organizations that serves as the social glue binding an organization together (Cameron & Quinn, 2011).

Schein (1999) defined culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaption and internal integration that has worked well enough to be considered valid and, therefore to be taught to the new members as the correct way to perceive, think, and feel in relation to those problems. Mullins (1999) defined organizational culture as the collection of traditions, values, beliefs, polices and attitudes that constitute a pervasive context for everything one does and thinks in an organization.

Organizational culture is a system of shared meaning held by members that distinguishes one organization from other organizations because the organizational culture in all over the world have been innovative, aggressiveness, stability, people, outcome, and team oriented and provide attention in the organization that taking risk (Robins & Judge, 2013).

Organizational culture has a powerful effect on the performance and long term effectiveness of organizations. In addition to organization level effects, the impact of organizational culture on individual's morale, commitment, productivity, physical health, and emotional wellbeing is also well documented relation with the job satisfaction of employees in the organization (Cameron & Quinn, 2006).

Research has confirmed, (Yusof & Ali, 2000, as cited in Bashayreh ,2009), that organizational culture is not only able to change, guide and display but also give significant contributions by influencing the thought, feeling, interacting and performance in the organization. Organizational culture stands as the center from which all other factors of human resource management derive (Bashayreh, 2009). It is believed that culture influences individuals' attitudes concerning outcomes, such as commitment, motivation, morale, and satisfaction. Moreover, Cameron and Quinn (2006) indicated that clan-type cultures are most effective in domains of performance relating to morale, satisfaction and internal communication and supportiveness. Lund (2003), had found that job satisfaction was positively related to clan and adhocracy cultures and negatively related to market and hierarchy cultures. In addition, Choi, Martin, and Park (2008), found that the clan culture is the most desired cultural type to increase employees' job satisfaction as well as motivation for achieving organizational success.

A large number of researchers link job satisfaction with organizational culture (Sabri, Ilyas, and Amjad, 2011; Taber and Seashore, 1975; Jiang and Klein, 2000; McKinnon, Harrison, Chow, and Wu, 2003; Waliser, 2004; Rad, Mohammad, Mohammadian, and Hossein, 2006; Arnold and Spell 2006; Chang and Lee, 2007; Mansoor and Tayib, 2010). According to Schhneider and Reicher (1983) organizational culture is a combination of value system and assumptions which lead an organization to run its business. Higher education institutes and universities are believed to produce human capital because the academic staffs of higher education institutes make a big community of this sector. According to Peters and Waterman (1982) success of the organization depends on the brilliance or the excellence of the culture. A moral and emotional support of organizational culture of higher education institution would play its role in different ways. Therefore, this study was aimed to

determine the effect of organizational culture on employee job satisfaction in Wolkite universities, Ethiopia.

1.2 Statement of the Problem

In higher education, conducive internal organizational conditions are needed, especially organizational culture, to bring a sense of satisfaction among employees. Conducive organizational culture, in which basic values, norms and beliefs are built together by members of the organization to achieve organizational goals, will enable the availability of adequate aspects of work for organizational members of employees. This means that job satisfaction of lecturers as functional employees in tertiary institutions will be possible when organizational culture that is built, grows, and develops in organizations clearly supports the availability of aspects of work in accordance with the expectations, needs, and interests of administrative staffs and lecturers.(Pudjiarti et al., 2017). Higher education organizations now face various challenges to improve organizational capability, dissemination of knowledge and community service (Pucciarelli & Kaplan, 2016; Lesley, 2018; Kaplan & Haenlein, 2016)). Therefore, organizational culture both in business organizations and education institutions that is accommodating to the aspirations of members of the organization tends to be seen as conducive by members of the organization, so as to invite the interests, attitudes and behavior of members of the organization to achieve organizational goals. A conducive and supportive culture will also encourage a strong willingness of the members of the organization to participate in realizing the organization's goals.

Academic interest in organizational culture is evidenced by the level of attention it has received over the last few decades (Ojo, 2010). According to Ashraf & Rezaie, (2015) the role of organizational culture had aimed to investigate organizational culture as a predictor of faculty members' job satisfaction. The finding of those studies showed hierarchical culture was not related to job satisfaction significantly, but advocacy, clan and market culture were related to job satisfaction positively. On the other hand, in Tesfatsion 2011, the hierarchy culture had a negative significant influence on overall teacher's job satisfaction. Whereas Fatima in his research showed that organization culture types strongly impact the job satisfaction of

employees (Fatima, 2016). But, according to Getachew (2014) there was a very weak non-significant positive correlation between organizational culture and employee job satisfaction. Therefore the researcher hasn't got any research conducted in WKU about this topic in order to fill this gap to understand a sense of identity about them to add the contribution of culture on job satisfaction in Wolkite University. The researcher was also conducted this research to know the reality in Wolkite University from the perspective of creating a sense of interest among the employees to achieve organizational objective by satisfied employees.

In general, there were different research findings done on the relationship of organizational culture and job satisfaction of academic staffs. According to Abel (2015) and Fatima (2016), there is high relation between organizational culture and employee's job satisfaction. While as to Getachew (2014) there is very weak non-significant positive relationship between organizational culture and employee job satisfaction. Ashraf & Rezaie, (2015) found out that hierarchy culture was not related to job satisfaction, but the other three culture types like adhocracy, clan and market were related to job satisfaction positively. On the other hand, in Tesfatsion 2011, the hierarchy culture had a negative significant influence on overall teacher's job satisfaction. But, as far as the researcher knowledge there is no study done including both administrative and academic staff that the researcher used for this study in Wolkite University.

1.3. Research Questions

This study was conducted to address the following basic research questions;

1. Which Organizational culture type is dominant in the university?
2. What is the level of job satisfaction of employees in the university?
3. Is there significant relationship between organizational culture and job satisfaction of employees in the university?
4. Which organizational culture type/s has more effect on employee job satisfaction?
5. What is the effect of organizational culture on employee's job satisfaction in the university?

1.4 Objectives of the study

1.4.1 General Objective

The general objective of this study was to assess the effect of organizational culture on job satisfaction of employees in Wolkite University.

1.4.2. Specific Objectives

The following specific objectives were aimed to be achieved by this study:

1. To identify the dominant organizational culture type in Wolkite University.
2. To describe the level of job satisfaction of employees in Wolkite University.
3. To assess the relationship between organizational culture and job satisfaction of employees in wolkite university.
4. To identify organizational culture type that has more effect on employees' job satisfaction.
5. To assess the effect of organizational culture on employee's job satisfaction.

1.5 Significance of the Study

Wolkite University envision being one of the best ten university in East Africa by 2027 E.C. Organizational culture is one of the critical factors that enhance the attainment of organizational goals and objectives (Nongo & Ikyanyon, 2012). Thus, it seems highly essential that ensuring to have highly satisfied employees might help Wolkite University to meet the strategic objectives and goals outlined in the Vision of the university. Furthermore, this study will have the following significance:

The study could benefit the organization by determining which type of organizational culture has highest effect on employee's job satisfaction. This could also lead to improvements in workplaces to help employees become more satisfaction on their jobs.

Effect of organizational culture on the university employee's job satisfaction is not evidently known. Therefore, this study can help Wolkite University to enrich its organizational culture practice and adjust its focus on most important organizational culture type that can bring employee job satisfaction.

The company might use the study finding as an input to amend its policy and procedure on organizational culture and other related human capital management strategies.

The study might contribute to the existing literature through identifying the significance relationship between the selected organizational culture and employee satisfaction. Moreover, empirically identifying the contribution of organizational culture type to employee job satisfaction in Ethiopian context is an important addition for the literature as well.

Lastly, similar stake holders might use it as an input for further study and to investigate more in the area: in a broader and wider scope.

1.6. Scope of the Study

The aim of this study was to assess the effect of organizational culture on employee's job satisfaction. To make the study manageable, the study was limited on examining the effect of the four organizational culture type based on the competing values framework (Hierarchy, Market, Clan, and Adhocracy) on employee's job satisfaction of Wolkite University. Therefore, any result in this study was interpreted in relation to the organizational culture and employees' job satisfaction of the institution.

1.7 Limitation of the Study

Currently, COVID-19 pandemic is a great challenge throughout the world. Therefore the some respondents were not volunteer to fill the questionnaire because of fear of the pandemic transmission through paper contact. All employees were not on full time work because of the pandemic, therefore it was difficult to get the respondents on time in order to distribute and get back the questionnaires.

1.8. Definitions of Terms

Culture is the learned and shared way of thinking and acting among a group of people or society.

Organizational culture: is defined as “a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein, 1993).

Culture Types – refer to the four categories identified from extensive research on effective organizations by Cameron and Quinn within the Competing Values Framework: clan, adhocracy, hierarchy, and market.

Job satisfaction: Job satisfaction reflects the extent to which individuals find fulfillment in their work.

1.9. Organization of the Study

The study is organized in to five chapters. In the first chapter background of the study, statement of the problem, research questions, objective of the study, significant of the study, scope of the study, limitation of the study, and organization of the study have been discussed. The second chapter is all about the review of related literatures. The third chapter covers research design and methodology of the study. Results and discussion has been discussed under chapter four. The last chapter discuss about summary of major findings, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

Introduction

In this chapter theoretical and empirical concepts of organizational culture, functions of organizational culture, characteristics of organizational culture, strong and weak culture, dimensions of organizational culture, approaches of organizational culture and conceptual framework are included in detail.

2.1 Theoretical Literature Review

2.1.1. Concept of Organizational Culture

There is considerable debate concerning the nature of organizational culture. It had far reaching consequences for management and all manner of organizational activity. It was, therefore, vital that we explore the different definitions and implications of the concept of culture and organizational culture. One source of divergence of opinion as to the meaning and value of organizational culture derives from the different fields which study the concept. Much work in the 1980s, for example, derived from business and management schools (Griffin & Moorhead, 2014).

Many definitions of culture are incompatible with one another along a number of dimensions. For example, if we define culture in an objective manner as an organizational variable then the understanding that culture can and should be actively managed is implicit. If we view culture as interpretative, intangible and indistinguishable from the organization itself, we tend to accept that it is a much deeper concept which can only be understood in subjective terms. In the latter case, the management and intentional change of culture is viewed as a more haphazard and doubtful experience (Brooks, 2006).

An aspect of the recent rise in interest in organization culture is that the concept, unlike virtually every other concept in the field, has no single widely accepted definition. Indeed, it often appears that authors feel compelled to develop their own definitions, which range from very broad to highly specific. More specific definitions include those of Schein (1985) the pattern of basic assumptions that a

given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration. Peters and Waterman (1982) a dominant and coherent set of shared values conveyed by such symbolic means as stories, myths, legends, slogans, anecdotes, and fairy tales (Griffin & Moorhead, 2014).

As to Armstrong (2006) Organization culture is the unique configuration of norms, values, beliefs and ways of behaving. Those characterize the manner in which groups and individuals combine to get things done. Similarly Deal & Kennedy (1982) defines culture as the commonly held beliefs, attitudes and values that exist in an organization. Culture is the way we do things in the organization. In addition, Furnham and Gunter (1993) defined as a system of shared values and a belief about what is important, what behaviors are important and about feelings and relationships. Culture is a system of informal rules that spells out how people are to behave most of the time (Eldridge & Crombie, 1974).

Organizational culture shows how employees perceive the characteristics of an organization, not whether they like them that is, it's a descriptive term. Research on organizational culture has sought to measure how employees see their organization. In contrast, job satisfaction seeks to measure how employees feel about the organization's expectations, reward practices, and the like (Robbins & Judge, 2013).

Organizational culture reflects the shared and learned values, beliefs, and attitudes of its members. Organizational culture includes organizational rituals, ceremonies, the language commonly used, the norms shared by individuals, teams throughout the organization. In addition organization culture includes dominant values held by the organization, the philosophy that guides management's policies and decision making. None of these components individually represents the culture of the organization (Hellriegel & Slocum, 2011).

In general organizational culture is the system of shared actions, values, and beliefs that develops within an organization and guides the behavior of its members. In the business setting, this system is often referred to as the corporate culture. Just as no two individual personalities are the same, no two organizational cultures are identical. Today management scholars and consultants believe that cultural

differences can have a major impact on the performance of organizations and the quality of work life experienced by their members (Schermerhorn, Hunt, Osborn & Uhl-Bien, 2010).

2.1.2. Models of Organizational Culture

One reason so many dimensions have been proposed is that organizational culture is extremely broad and inclusive in scope. It comprises a complex, interrelated, comprehensive, and ambiguous set of factors (Cameron & Quinn, 2011).

The models discussed in this section provide valuable insights into the dimensions along which organization cultures vary. No single framework for describing the values in organization cultures has emerged; however, several frameworks have been suggested. Although these frameworks were developed in the 1980s, their ideas about organization culture are still influential today. Some of the excellent companies that they described are not as highly lauded today. But the concepts are still in use in companies all over the world. Managers should evaluate the various parts of the frameworks described and use the parts that fit the strategic and cultural values of their own organizations (Griffin & Moorhead, 2014).

The organizational culture has several models and dimensions that influence the job satisfaction, performance, effectiveness and others according to the nature of the organization. Some of the models of organizational cultures have discussed as follows.

Charles Handy's Organizational culture Model

According to Handy (1981) organization culture contain role culture, achievement culture, power culture and support culture.

A role culture is one which emphasizes conformity to expectations. The Role orientation assumes that people work most effectively and efficiently when they have relatively simple, clearly defined, circumscribed and measurable tasks. Clarity and precision of roles and procedures are striven for in order to fit the parts of the organization together (Handy, 1981).

For Harrison's categorization, the role orientated focus on legality, legitimacy and bureaucracy because which has a system of structures and procedures focuses on job description and specialization (Harrison 1972).

An achievement culture people are interested in the work itself, and have a personal stake in seeing that it is done. The achievement oriented organization makes high demands on its people's energy and time, assuming that people actually enjoy working at tasks which are intrinsically satisfying (Handy, 1981).

A power culture certain persons are dominant and others subservient. There is a relatively bounded and stable occurrence of social order based on habits of deference to authority. In the Power organization at its best, leadership is based on strength, justice and paternalistic benevolence. The leaders are expected to be all knowing as well as all powerful. Subordinates are expected to be compliant and willing. At its worst, the Power organization tends towards a rule by fear (Handy, 1981).

According to Harrison (1972), power orientated culture has competitive, responsive to personality rather than expertise. It has a single source of power to control and influence work and employees due to inequality access of resources, highly centralization and low formalization modes of operation.

The Support oriented organization culture offers its members satisfactions which come from relationships, mutuality, belonging, and connection. The assumption is that people will contribute out of a sense of commitment to a group or organization of which they feel themselves truly to be members, and in which they believe they have a personal stake (Handy, 1981).

In Harrison's categorization, it is called people orientated culture. This orientation rejects management control, and it is task orientated, and focuses on competency, dynamic.

According to Schein (1985) the following four cultures of the organization are identified based on the personality and psychological perspective nature of culture. These dimensions are discussed as follows:

The power culture is one in which leadership resides in a few and rests on their ability and which tend to be entrepreneurial.

The role culture is one in which power is balanced between the leader and the bureaucratic structure. The environment is likely to be stable and roles and rules are clearly defined.

The achievement culture is one in which personal motivation and commitment are stressed and action, excitement and impact are valued.

The support culture is one in which people contribute out of a sense of commitment and solidarity. Relationships are characterized by mutuality and trust.

According to Williams (1989) redefined the four categories listed by Harrison and Handy; Power orientation organizations try to dominate their environment and those exercising power strive to maintain absolute control over subordinates. Role orientation emphasizes legality, legitimacy and responsibility. Hierarchy and status are important. Task orientation focuses on task accomplishment. Authority is based on appropriate knowledge and competence. People orientation the organization exists primarily to serve the needs of its members. Individuals are expected to influence each other through example and helpfulness.

Denison Organizational cultural dimension

Denison and Neale (2011) identifies four cultural traits Involvement, Consistency, Adaptability and Mission. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model (Denison & Neale, 2011). The below succeeding paragraphs briefly discuss each of the four organizational culture traits and their respective indices.

The adaptability dimension of organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development.

Three aspects of adaptability impact an organization's effectiveness. The first is ability to perceive and respond to the external environment. Successful organizations are very focused on their customers and their competitors. The second is ability to respond to internal customers, regardless of level, department or function. The third is capacity to restructure and re institutionalize a set of behaviors and processes that

allow the organization to adapt. Without this ability to implement adaptive response, an organization cannot be effective.

Involvement is the rate of participation and initiative of all the employees in an organization (Macleod and Brady, 2008). Research literature has shown that effective organizations empower and engage their people, build their organization around teams, and develop human capability at all levels (Denison, et al 2006). Employees at all levels of the organization feel that they have at least some input in to decisions that will affect their work and feel that their work is directly connected to the goals of the organization (KurstedtandMallak,1996). This allows high involvement organizations to rely on informal, voluntary and implicit control systems, rather than formal, explicit, bureaucratic control systems. Denison, et al (2006) measures this trait with three indexes: The first is empowerment, where individuals have the authority and ability to manage their own work. This creates a sense of ownership and responsibility towards the organization; the second is team orientation, which places much value on working cooperatively towards common goals for which all employees feel mutually accountable; and the third is capability development, a trait that is evident when the organization continually invests in the development of employees skills in order to remain competitive and meet on-going business needs.

An organizational mission is an organization's reason for existence (Sorensen,2002). Forest and David (2003) assert that successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of what the organization will look like in the future, adding that a sense of mission allows an organization to shape current behavior by envisioning a desired future state. Lee and Yu (2004) believe that being able to internalize and identify with an organization's mission contributes to both short- and long-term commitment to the organization. They therefore measured this trait with three indexes as follows:

The first index looks at the strategic direction and intent. Here, clear strategic intentions convey the organization's purpose and make it clear on how everyone should contribute towards fulfillment of organization's purpose. The second index

analyses the goals and objectives. Here a clear set of goals and objectives highlight the targets the organizations wants to achieve within a given time period. This is then linked to the mission, vision, and strategy and provides every one with a clear direction in their work. The third index looks at the vision. Here, the organization has a shared view of a desired future state. Item bodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction. A clear sense of purpose and Direction in an organization, which is what defines organization's goals and strategic objectives, can only be attained if there is consistency in the organization's way of doing things.

Consistency implies the extent to which the values, beliefs and standards of behavior are acquired and shared among employees in an organization (Denison,2009). Denison, et al (2006) found out that organizations are effective when they assume a predictable style of doing things for a considerable period of time. Consistent organizations, according to Denison, et al (2006), develop a mindset and create organizational systems that build internal systems of governance based on consensual support. These implicit control systems can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations. Xenikou and Simosi,(2006) measured this trait with three indexes: The first index is the core values where members of the organization share a set of attributes, which create a sense of identity and a clear set of expectations, the second index is agreement where members of the organization are able to reach consensus on critical issues and the third is coordination and integration where different functions and units of the organization are able to work together well to achieve common goals.

Hofstede's Dimensions of National Cultures

Cultures vary in their underlying patterns of values and attitudes. The way people think about such matters as achievement, wealth and material gain, and risk and change may influence how they approach work and their relationships with organizations. A framework developed by Hofstede (1980) offers one approach for understanding how value differences across national cultures can influence human behavior at work.

The five dimensions of national culture in his framework can be described as follows: The first four dimensions in Hofstede's framework were identified in an extensive study of thousands of employees of a multinational corporation operating in more than 40 countries. The fifth dimension of long term or short term orientation was added from research using the Chinese Values Survey conducted by cross cultural psychologist Michael Bond and his colleagues. Their research suggested the cultural importance of Confucian dynamism, with its emphasis on persistence, the ordering of relationships, thrift, sense of shame, personal steadiness, reciprocity, protection of face, and respect for tradition. In the Hofstede framework, it is important to remember that the five dimensions are interrelated, not independent.

According to Hofstede (1980), the followings are meaning of the cultural dimensions.

Power distance is the willingness of a culture to accept status and power differences among its members. It reflects the degree to which people are likely to respect hierarchy and rank in organizations.

Uncertainty avoidance is a cultural tendency toward discomfort with risk and ambiguity. It reflects the degree to which people are likely to prefer structured versus unstructured organizational situations.

Individualism collectivism is the tendency of a culture to emphasize either individual or group interests. It reflects the degree to which people are likely to prefer working as individuals or working together in groups.

Masculinity femininity is the tendency of a culture to value stereotypical masculine or feminine traits. It reflects the degree to which organizations emphasize competition and assertiveness versus interpersonal sensitivity and concerns for relationships.

Long term or short term orientation is the tendency of a culture to emphasize values associated with the future, such as thrift and persistence, or values that focus largely on the present. It reflects the degree to which people and organizations adopt long term or short term performance horizons.

2.1.3. Type of Organization Culture

According to Cameron and Quinn (2006), organizational culture determines the organization consistency in the market with important leadership that bureaucratic, entrepreneur for growth and development have a clan, market, advocacy and hierarchal culture in the nature of the organizations.

The four culture types of the competing values framework (Hierarchy, Market, Clan, and Adhocracy) was developed initially from research conducted on the major indicators of effective organizations. The Competing Values Framework diagnoses and facilitates change in organizational culture (Cameron and Quinn, 2006). It is a framework that was empirically derived, has been found to have both face and empirical validity. The researcher used this dimension for the study due to the psychology and personality based particularly in the academic environment than the business environment (Denison, 2011).

The Competing Values Framework has been found to have a high degree of congruence with well-known and well accepted categorical schemes. That organize the way people think, their values and assumptions, and the ways they process information. The Organizational Culture Assessment Instrument (OCAI) is based on the Competing Values Framework, a theoretical model that is now the dominant framework in the world for assessing organizational culture (Cameron & Quinn, 2011).

The six items describe some of the fundamental manifestations of organizational culture. These dimensions are not comprehensive, of course, but they address basic assumptions (dominant characteristics, organizational glue), interaction patterns (leadership, management of employees), and organizational direction (strategic emphases, criteria of success) that typify the fundamentals of culture (Cameron & Quinn, 1988).

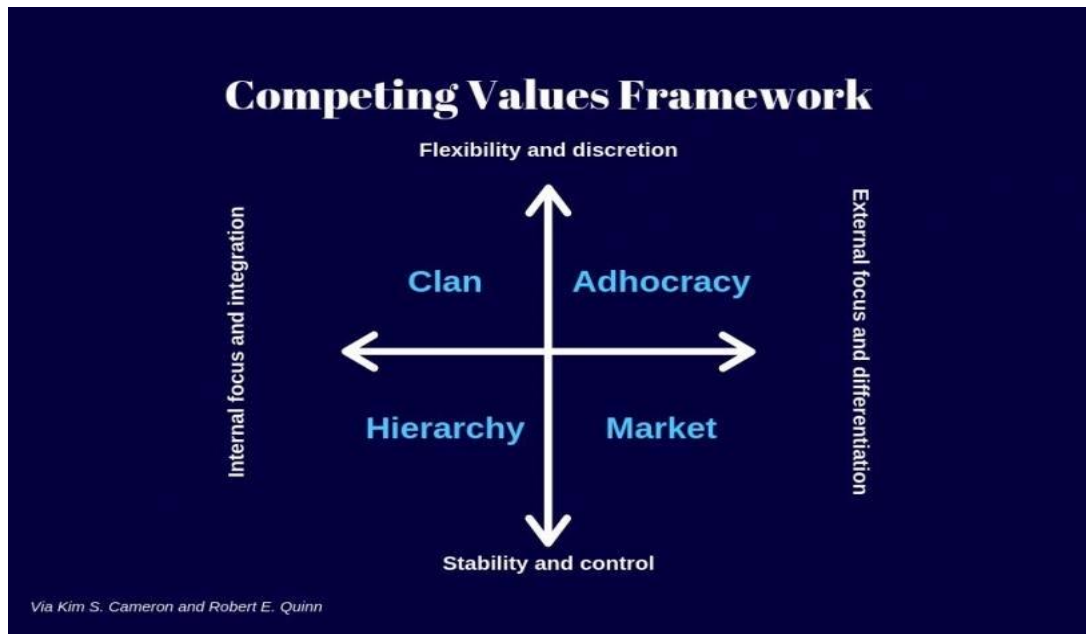


Figure 2.1 The competing values frame work (Kate Heinz, 2020)

Competing value framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is based on six organizational culture dimensions (dominant characteristics, institutional leadership, management of employees, organizational glue, strategic emphasis, and criteria of success) and four dominant culture types (Clan, Adhocracy, Market, and Hierarchy). The detail of each culture type is discussed as follows.

2.1.3.1 Hierarchy Culture

The Hierarchy culture, which has “get it done right” Motto (Kate Heinz, 2020), and characterized by stability and an internal focus, is made up of a formal structured chain of command and control that emphasizes constancy, predictability, and efficiency. The Hierarchy culture type is one of the earliest and most widely adopted organizational culture types, particularly in government entities. In this culture type, there are clear decision makers, rules, and procedures that control and govern all aspects of the organization. The classical organizational theory that developed with the industrial age of the early 1900s provides the theoretical foundation for this cultural type.

The fundamentals of this theory are that organizations will act rationally in order to maximize production through a systematic organization with labor division and specialization (Maslowski, 2001). Research by Taylor (1916) and Gulick (1937) form the basis of this theory. Taylor developed a scientific management research method to hone in the one best way to perform a particular organizational process. Gulick provided a principle based management method by introducing key principles for management. In sum, the hierarchy culture focuses on managers maintaining unity and control to meet internal goals of production and effectiveness.

2.1.3.2 Market Culture

The primary focus of market culture is competition and growth, and has a motto “we are in it to win it” (Kate Heinz, 2020). The market culture, characterized by stability and an external focus, produces a competitive organization that emphasizes results and achieving goals. The organization functions similar to a market focused on outward transactions with external communities that interact with the organization, such as suppliers, customers, licensees, unions, and regulators (Cameron and Quinn, 2011). Stability and control arises through the competitive and economic drive to reach targets and grow the number of customers served, rather than through rules and specialized functions like a hierarchy. The market culture type assumes that the external environment is hostile and requires the organization to fight and compete in order to improve its position and grow. Consequently the organization is driven by a constant push towards increasing productivity and making sure results are met.

Market culture, as assessed in the OCAI, is a result oriented workplace. Leaders are hard driving producers and competitors who are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long term concern is on competitive actions and achieving stretch goals and targets. Success is defined in terms of market share and penetration. Outpacing the competition and market leadership are important. Consumers are choosy and interested in value, the organization is in the business of increasing its competitive position, and the major task of management is to drive the organization toward productivity. It is assumed that a clear purpose and an aggressive strategy lead to productivity and profitability (Cameron & Quinn, 2006).

2.1.3.3 Clan Culture

According to Heinz, the motto of clan culture type is “we are all in this together”, and the primary focus is mentorship and team work (Kate Heinz, 2020). The Clan culture, characterized by a flexible and internal focus, is a collaborative culture with a strong commitment to the people of the organization and their development, much like an extended family. Employees often work in semiautonomous teams and are rewarded based on production and goals achieved as a team, not as individuals. Employees are encouraged to actively participate in the development of the organization by providing their thoughts and input on how to improve production. Managers focus on empowering employees and help them development their skills. Facilitating this employee cultivation is designed to build commitment and loyalty from employees in order to have a more effective overall organization. Organizations need the energy, ideas, and skills people provide. People need the career, earnings, and sense of purpose that organizations provide. A poor fit between an organization and the individual leads to suffering for both, but a good fit will benefit both.

The clan culture, as assessed in the OCAI, is typified by a friendly place to work where people share a lot of themselves. It is like an extended family. Leaders are thought of as mentors and perhaps even as parent figures. The organization is held together by loyalty and tradition. The organization emphasizes the long term benefit of individual development, with high cohesion and morale being important. Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus (Cameroon & Quinn, 2011).

2.1.3.4 Adhocracy Culture

According to Cameroon & Quinn (2011) adhocracy culture, as assessed in the OCAI, is characterized by a dynamic, entrepreneurial, and creative workplace. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk oriented. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and services. Readiness for change and

meeting new challenges are important. The organization's long term emphasis is on rapid growth and acquiring new resources. Success means producing unique and original products and services. Generally, the motto of this adhocracy culture type is "risk it to get the biscuit", the primary focus is risk-taking and innovation.

2.1.4. Levels of Organizational Culture

According to Schein (1985) many definitions of culture give primacy to the cognitive components, such as assumptions, beliefs and values. Others expand the concept to include behaviors and artifacts (Rousseau, 1990) leading to a common distinction between the visible and hidden levels of organizational culture. Gagliardi in Tosi and Rizzo (2000) developed three multidimensional and multilevel nature of organizational culture on the bases of basic values, the way they are reflected and modes of implementation. Rousseau (1990) in his critique of research, who concentrates one of few attributes, proposes a multi-layered model, which he structured as a ring. Rousseau's rings were organized from readily accessible (outer layer) too difficult to access (inner layers).

Rousseau's model appears to capture all the key elements of culture "a continuum from unconscious to conscious, from interpretative to behavior, from inaccessible to accessible". But whilst Rousseau asserts that the layers of culture associated with values, beliefs, and expectations constitute the primary elements in organization researchers' conceptualization of culture it would appear from other critical researchers' view point that in fact most research has concentrated on those more visible outer layers. At this point it should be highlighted that many researchers use the same terms of organizational culture but for different meanings. Thus Rousseau's "values" are inner or hidden" and the primary elements in organizations, while Schein's "values" are visible "dominant values espoused by organization" i.e., values are not the primary elements in organizations. Rather, Schein's primary elements are assumptions. Many scholars in the field adopted Schein's (1985) classification of cultural levels. Schein's model consists of three layers that differ regarding their visibility within an organizations and their consciousness among organizational members.

The first level of Schein's classification scheme consists of artifacts and practices. In cultural artifacts, the basic assumptions, values and behavioral norms of the organization are visualized. For instance, symbolic objects to which organizational meanings has become attached-can include titles, parking places, special dining rooms, office size, location, and furnishings and other position and power (Williamson, 1981). In any organization, the specific symbols will be unique and related to the shared perspective of members. Symbols can also distinguish status and power differences between individuals and groups at the same level (Tosi, et al., 2000). This level of culture also consists of practices. In these practices or behavioral patterns, the underlying assumptions, values and norms come to the surface. These practices are not the result of any formal agreement or arrangement between employees, but developed from socially accepted or reinforced behavior of employees (Deal, 1985). Practices essentially refer to the customs, "the way use do things around here", or to the rituals in organization.

The second level consists of values and norms. Values refer to what organizational members believe to be good, right or desirable. Values, therefore, are to be considered standards of desirability; they reflect what is conceived to be important to pursue or worth striving for in organization (Maslowski, 2001). Although organization members are not always conscious of the values that guide their behavior, most are able to express their core values (Deal, 1985).

The third and the "deepest", least tangible level of culture consists of basic assumptions shared by organizational members, which comprises the core of organizational culture. Assumptions refer to taken-for-granted beliefs that staff members perceived to be "true" (Schein, 1985). Because of their taken-for-granted nature, organizational members often are no longer aware of the assumptions that underlie the daily interpretations of their duties. These assumptions are likely to remain unconscious until other organizational members and other external body challenges them (Maslowski, 2001). Generally, it is clearly shown that organizational culture elements could be analyzed at different levels, based on the degree to which the cultural elements are visible to individuals. Some managers focuses on the most outer or visible cultural elements while others on the most inner or invisible cultural elements. As the organization matures, artifacts take on a

primary role in creating and sustaining the culture. Thus, the organization's future leaders will learn acceptable ways to behave through such artifacts as the organization's structure, systems and procedures, rites and rituals, and myths and legends.

Organizational structure: May reflects the leader has consciously held values. When leaders believe they must exert strong day- to- day control, they set up a centralized hierarchy with tight controls. Leaders who believe the organization competitive advantage lies in its people choose a decentralized structure that leader's authority (Ladibo, 2005).

Systems and procedures: Every organization has routines procedures, reports, and other regular tasks. Their existence gives employees a degree of certainty and predictability. They also reinforce the organization's culture. An organization that values collaboration among employees might set up regular meetings among employees from several functions.

An organization that assumes top managers should have the final say would set up review processes in which top managers could make decisions and issues orders (Ladibo, 2005).

Rites and Rituals: When people think of "organizational culture", they often think of the organization's rites and rituals. These are ceremonies incorporating forms of cultural expression such as recounting legends. Typically, they have a prescribed form and are repeated according to the custom of the culture (Ladibo, 2005).

Stories, Legends and myths: Overtime, organizations create and preserve stories, legends, and myths. These (often-true) anecdotes are widely recounted within the organization. They tell of how the organization's leaders, handled a crisis or a surprise. These stores reinforce underlying assumptions and they teach new employees about the organization's assumptions. Stories, legends, and myths are a powerful but hard to manage category of artifacts. They are powerful because they can stir emotions and are readily passed from one employee to another. Managers can actively recount stories that reinforce the values they consider important (Ladibo, 2005). Generally, it is clearly shown that organizational culture elements could be analyzed at deferent levels, based on the degree to which the cultural

elements are visible to individuals. Some authorities focus on the most outer or visible cultural elements while others on the most inner or invisible cultural elements. The following section presents employees job satisfaction, job satisfaction theories, factors affecting job satisfaction and dimensions of job satisfaction.

2.1.5. Job Satisfaction

Job satisfaction is one of the most important and heavily researched areas of inquiry in the field of industrial-organizational psychology. Even though, it is difficult to find consistent job satisfaction definition in the literature (Bonner, Hayes & Pryor, 2010), with regard to its meaning there is agreement among scholars (Okpara, 2006). Let's see some of the definitions of job satisfaction hereunder.

Evans (1997) views job satisfaction as a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job-related needs to be meeting (p. 833). In similar vein, Schmidt (2007) stated that job satisfaction refers the degree of understanding the attractiveness of a given job to an individual. On top of this, it is an affective reaction to a job that results from the person's comparison of the actual outcomes with those that are desired, anticipated or deserved (Okpara, 2006). Similarly, Saiyadain's (2007) view of job satisfaction, namely as an employee's end-state of feeling after accomplishing a task. This feeling may lead him/her to have either a positive or a negative attitude towards the job.

Accordingly, Armstrong (2006) defined the term job satisfaction as the attitudes and feelings people have about their jobs. For Armstrong, positive or favorable attitudes about the work and the work environment indicate job satisfaction, and the inverse, referring to negative or unfavorable attitudes towards the work indicate job dissatisfaction.

Job satisfaction may also refer to the fulfillment acquired by individuals in respect of the various job activities, and the rewards for their jobs and job-related matters. According to Spector (1997), job satisfaction refers to the extent to which employees or individuals like or dislike their jobs and the various aspects of their jobs. For Spector (1997), job satisfaction can be a diagnostic indicator of how a person is doing in one of the major domains of his or her life-role. Spector further stated that the absence of job satisfaction suggests that a problem exists either in the job or in

the person, whereas job satisfaction is indicative of good work-adjustment and positive well-being. Falkenberg and Schyns (2007) are in agreement with the definition given by Spector, and argue that the term job satisfaction is seen as satisfaction with different aspects of the job and the work environment/situation.

Employee job satisfaction refers to the overall attitude and views of teachers toward their working conditions and profession (Hongying, 2008). It denotes the extent to which teachers are happy with their jobs and the different aspects thereof. The definitions given above suggest that the job satisfaction of employees in Ethiopia includes the overall feeling they may have about their work when they evaluate their job and their job-related experiences or work factors. Work factors include salary and benefits, management, work characteristics, and interpersonal relationships.

2.1.6. Job Satisfaction Theories

Job satisfaction has been the focus of much research in the developed countries (Papanastasiou & Zembylas, 2006), and has been the topic of interest of researchers and practitioners in many fields, including organizational psychology, public administration, education, and management (Kim, 2005). These researchers have formulated many generic theories, and have attempted to explain job satisfaction in the workplace. In an effort to understand the nature of job satisfaction, Green (2000) concluded that there are three theoretical frameworks of job satisfaction, namely content or needs theories, process theories, and situational models of job satisfaction. All of these frameworks may be useful to a greater or lesser extent to understand the job satisfaction of Ethiopian employees.

According to Amos, Pearson, Ristaw, and Ristaw (2008, 175), the needs or content theories focus on the individual factors within each person that initiate, guide, sustain, or stop behavior. Needs theorists attempt to stipulate particular needs that must be satisfied, or the values that must be attained, for an individual to be satisfied with his or her job. Process theorists, according to Green (2000), argue that overall job satisfaction is determined by the interaction between expectancies, values, and needs. The third theoretical framework of job satisfaction, the situational models (Durick & Glisson, 1988; Glassman, McAfee, & Quarstein, 1992), assume that the interaction of variables such as job characteristics (e.g., the nature of the work),

organizational characteristics (the infrastructure of the organization, leadership, promotion criteria, and facilities), and individual characteristics (e.g., sex, age, and education) influence job satisfaction (Hoy & Miskel, 1996).

According to Glassman, et al. (1992), job satisfaction is determined by two factors, namely situational characteristics and situational occurrences. Maslow's Hierarchy of Needs Theories, Abraham Maslow distinguished a theory of human needs based on a hierarchical model ranging from lower-order needs at the bottom to higher-order needs at the top (Maslow, 1954, 35-47). Maslow suggested that human needs are arranged in a series of levels, in a hierarchy of importance. Based on this hierarchy, Maslow identified five human needs. From the lowest level, these are physiological needs, safety and security needs, love needs, esteem needs, and the need for self-actualization at the highest level. The principle behind the hierarchy is that unless the needs at each level have been satisfied to some extent and until they are met, people find it difficult to respond to higher-order needs (Steyn, 2002). Once a lower-order need is satisfied it is no longer a motivator or satisfier (Mullins, 2005, 481). It comes to an end to motivate employees' behavior, and they are satisfied or motivated by the need at the next level of the hierarchy.

Herzberg's Two-factor Theory: The Two-factor theory was developed by Herzberg, Mausner and Snyderman (1959) following an investigation into the source of job satisfaction and dissatisfaction and included 200 accountants and engineers from Pittsburg, America. Applying the critical incident technique, the study's subjects were asked to tell their interviewers about the times that they felt exceptionally good or bad about their present jobs or any previous jobs. They were also requested to provide reasons and a description of the sequence of events that gave rise to that feeling. The participants' responses were tabulated and categorized. These responses were consistent across the study, and revealed that there were two sets of factors affecting motivation and work. This led to the Two-factor Theory of motivation and job satisfaction (Herzberg, et al., 1959).

The first set of factors, if present, caused happy feelings or positive attitudes. These factors, overall, were task-related. The other set of factors, if absent, caused feelings of unhappiness, bad attitudes, or dissatisfaction. These factors, Herzberg claimed,

were not directly related to the job itself, but to the conditions that surrounded the execution of the job (Herzberg, et al., 1959). Herzberg (1966) suggested that factors involved in creating job satisfaction were separate and distinct from factors that led to job dissatisfaction. According to Herzberg (1966), intrinsic factors such as the work itself, achievement in the work, the possibilities of personal growth and recognition, and being charged with important responsibilities, seemed to result from the human ability to personally advance and grow. He called these factors motivators, satisfiers or intrinsic factors, and posited that they led to job satisfaction. On the other hand, extrinsic factors were those elements that prevented job dissatisfaction and employee growth. The extrinsic factors such as working conditions, salary, job security, and relationships with others are not part of the work, but they refer to the environment, and prevent job dissatisfaction. Herzberg calls these factors hygiene, dis-satisfiers or maintenance factors, and proposed that, if absent, it led to job dissatisfaction (Herzberg, 1966).

The Expectancy Theory: The Expectancy Theory was first formulated by Vroom (1964) (Armstrong, 2006; Mullins, 2005; The Certified Accountant, 2008). This Theory states that individuals have different sets of goals (outcomes), and can be motivated if they have certain expectations (The Certified Accountant, 2008). From their previous experiences, employees tend to develop expectations regarding the level of their job performance. Employees also develop expectations regarding performance-related outcomes. They tend to prefer certain outcomes to others. They then think about what they have to do to be rewarded, and how much the reward means to them, before they do the job (Aswathappa, 2005, 366).

Maslow and Herzberg focused on the relationship between needs and the associated effort expected to fulfill them. The Expectancy Theory, on the other hand, separates the effort expected, from the fulfillment of the needs. According to the Expectancy Theory, effort arises from performance, motivation, and outcomes. The Theory suggests that motivation that will lead to job satisfaction is a function of the perceived relationship between an individual's effort and performance, and the outcomes associated with job performance (Vroom, 1964).

Making a greater effort will improve job performance. A high level of performance, in turn, will bring a good reward (outcome). When the three variables (effort, performance, and outcome) are high, we expect the motivation and satisfaction to be high. However, effort alone will not necessarily lead to a high performance. There are other variables that prevent a great performance, such as an individual's personality, knowledge, skills, abilities, and experience, or the supervisor's perceptions. Individuals who are under-qualified, or who lack skills and experience, will not be effective in their performance, simply by making a greater effort, for example.

Adam's Equity Theory: The Equity Theory was formulated by Adams (1963, 1965). This Theory proposes that the way individuals are treated at the workplace affects their behavior, and the attitude they have towards their work (Okpara, 2006). The basis of the Theory in the work context is that people/workers look around and observe what effort they put into their work, in comparison to others, and what reward follows that effort. Thus, individuals make comparisons between themselves and relevant others in terms of the outcomes they receive for their efforts, and the inputs they invested into that effort. In other words, employees compare their own outcome-to-input to the outcome-to-input ratio of relevant others (Green, 2000). The Equity Theory is also concerned with the perceptions of individuals of how they are treated in comparison to others in the organization. It is based on the assumption that individuals are motivated and satisfied by their desire to be equitably treated in their work relationships (Aswathappa, 2005).

According to Kannan (2005), workers expect justice, fairness, and equal treatment by their employers and immediate supervisors. Employees want to be treated fairly. Adams suggests that individuals form perceptions of fair balance by comparing their own situation with that of other 'referents' (reference points or examples, or relevant others) in the workplace (Okpara, 2006). The referent may be a co-worker, relative, neighbor, group of co-workers, or other professionals. The individuals compare the inputs they bring to the job in the form of skills, training, education, work-experience, time, and effort with the outcomes they receive in the form of pay, fringe benefits, status, opportunities for advancement, promotions, prestige, and anything

else that the workers desire and receive from an organization, as compared to relevant other employees in the organization (Green, 2000).

Based on Equity Theory, when employees perceive inequity, their behavioral responses to their feelings of dissatisfaction may include the following:

- ✓ Changing the effort being put into work (Amos, et al., 2008; Mullins, 2005; Robbins, 2009). Changing inputs can be either upward or downward. In the employment context, an employee may increase or decrease the level of his or her input through the amount or quality of work, absenteeism, or working additional hours without pay, to align this with the reference source ratios.
- ✓ Complaining to management about the c
- ✓ ompensation package, or lodging a grievance (Amos, et al., 2008, 185)
- ✓ An employee may try to find a new situation with a more favorable balance through absenteeism, request for a transfer, resigning from a job, or from the organization altogether (Mullins, 2005, 496).
- ✓ Changing the object of comparison (Mullins, 2005; Robbins, 2009). This involves changing the reference (relevant other) group with whom the comparison is made.
- ✓ Justifying the inequity by rationalizing the inputs and outputs (Amos et al., 2008, 185).
- ✓ Taking action against other(s) (persuading the referent(s) to take on a greater workload) (Amos, et al., 2008, 185).

Locke's Value Theory: Edwin Locke (1969) developed this Theory. Locke's Value Theory, also called the Goal-setting Theory, and suggests that employees' goals help to explain motivation, job satisfaction, and performance. The Theory assumes that behavior is a result of the individuals' conscious goals and intentions (Griffin & Moorhead, 2010, 142). According to Locke, when employees perceive that the goals they set for themselves or are set by the managers, are fulfilling and attainable, their commitment and productivity will increase. This could lead to job satisfaction (Badenhorst, et al., 2008).

Successful attainment of the intended goal creates a pleasurable emotional state (called job satisfaction) on the part of the individual. Locke (1969) also indicated that job dissatisfaction is a function of the size of the perceived discrepancy between the intended and the actual performance (Miner, 2005). The non-fulfillment of a goal creates non pleasurable emotional state, called job dissatisfaction. Different variables affect the attainment of goal-directed performance. These variables include effort, organizational support, individual abilities, and personal traits (Griffin & Moorhead, 2010). In a study of goal setting, Hansson, Hasanen, and Hellgren (2011), indicated that providing organizational support (through a supervisor), and letting employees participate in setting goals affected job satisfaction positively. Hansson, et al. (2011) also stated that rewarding employees for improved performance, giving feedback and recognizing their performance, getting support from their managers, and having low levels of goal-conflict and goal-stress have been found to be positively related to job satisfaction.

Latham and Locke (2002) found that, goal-characteristics (difficulty and specificity) were related to affect, and determined the attainment of the intended goals. It was also found that specific difficult goals consistently led to higher performance, rather than to urging people to do their best. In addition, high but attainable goals (rather than easy goals) were motivating, because they motivated the individual to attain more in order to be more satisfied (Latham & Locke, 2006). If individuals feel that they are able to grow and meet their job challenges by pursuing and attaining goals that are important and meaningful to them, they develop a sense of success in the workplace (Latham & Locke, 2006). This leads to job satisfaction. The Goal-setting Theory has high internal and external validities (Latham & Locke, 2006). Locke's Value Theory has support from both researchers and managers (Griffin & Moorhead, 2010). It is an 'open' theory. New elements are added as new discoveries are made (Latham & Locke, 2006, 265-266). However, there are also criticisms against the Theory.

2.1.7. Dimensions of Job Satisfaction

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

The first one is nature of work which is defined as employee's satisfaction with the type of work they do. Nature of Work, as described by Lewis (2014), is defined as the variability of the given work. The job variability includes job routine, job characteristics, and job description

The second dimension is pay which includes the amount, fairness and equity of employee's salary and remuneration. Pay, as mentioned in Noe et al (2010), is a tool for furthering company goals, which is defined into pay level and job structure. Pay level is described as wages, salaries and bonuses. Job structure is described as the relative pay of jobs within the organization.

The next one is promotion and it encloses opportunities for advancement. Promotion, as mentioned in Noe et al (2010), is advancement towards higher position with more challenge, authority, and responsibility.

The fourth dimension is recognition. Recognition includes raise for accomplishment and credit for work done. Contingent Rewards, as mentioned in Robbins and Judge (2009), is referred as promises and exchanges of rewards and recognition for good work.

The next fifth dimension, benefit, includes pension, medical annual level and vacation leave. Fringe Benefits, as mentioned in Mondy and Noe (2005), are financial and non-financial compensations. Financial compensations consist of direct (e.g. bonuses) and indirect compensation (e.g. retirement plans). Nonfinancial compensations consist of the job itself (e.g. autonomy), job environment (e.g. working conditions), and workplace flexibility (e.g. part-time work).

Working condition is the sixth dimension and it includes like ventilation, equipment and location. Operating Procedure (Brampton Small Business Enterprise Centre) is described as steps of finishing tasks that have to follow a certain standard based on industry regulations, provincial laws, or personal standards. It can be in form of

policies (e.g. warranty), procedures (e.g. steps of assembling the product), and standards (e.g. one minute response time).

Supervision includes supervisory styles, influence and human relation. Supervision, as mentioned in Noe et al (2010), is defined in supervisor, which are the people working in an organization (besides co-workers) that can affect job satisfaction. Supervisor with the same value, attitudes, and philosophies can improve satisfaction but becomes homogenous over time. In addition, employees are satisfied when they are supported with their supervisors to achieve their own goals.

Coworker is the seventh dimension that includes competence, helpfulness and friendliness. Co-Workers, as mentioned in Noe et al (2010), is defined as people working in an organization (besides supervisors) that can affect job satisfaction. Co-workers with the same value, attitudes, and philosophies can improve satisfaction but becomes homogenous over time. In addition, employees are satisfied when they are supported with their co-workers to achieve their own goals.

The last dimension is communication. Communication, as mentioned in Noe et al (2010), is referred as informing the current employees and job applicants of their returns on their benefits investments

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

- ✓ Mentally challenging work involving a fair amount of variety freedom, utilizing workers' skills and abilities and receiving feedback on their work – Equitable rewards, such as pay and promotion policies and practices that workers perceive as fair, based on the demands of a job. Many people are prepared to work for less money if their work has other rewards.
- ✓ Working conditions that are conducive to doing the job well includes safety and comfort, a clean environment and adequate equipment.
- ✓ Working with coworkers and bosses who are friendly and supportive. Supervisors who facilitate job satisfaction show an interest in workers, offer praise for good performance and listen to workers' opinions.

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

2.2. Empirical Literature Review

This part of the literature review is designed to present different researches and empirical studies that have investigated the link between organizational culture and job satisfaction.

2.2.1 The Relationship between Organizational Culture and Job Satisfaction

Locke (1976) described overall job satisfaction as a pleasurable or positive emotional state that results from the evaluation of one's job. Brooke, Russell, and Price (1988) claimed that job satisfaction reflects an individual's general attitude towards the job, stemming from the gratification of needs and wants, while Hirschfeld (2000) referred to an expression of one's feelings about his/her job. It appears, however, that individuals tend to experience greater levels of job satisfaction when their abilities, values and experiences can be utilized in the working environment and when their expectations are met (Buitendach & De Witte, 2005; Roberts & Roseanne, 1998).

Employee job satisfaction is one of the most widely studied concepts in the organizational behavior field, as it has been identified as a key job attitude related to the quality of the working context in any organization (Sempene, Riger, & Roodt, 2002). In the body of literature there are evidences that assure the impact of organizational culture on individual attitudes and behaviors (Lund, 2003; MacIntosh & Doherty, 2010; Schein, 1985). One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture (MacIntosh & Doherty, 2010).

According to Abel (2015) there was high relationship between culture and employee's job satisfaction in this specific organization, the overall satisfaction level of employees was exhibited to be below the average measure, and employee's job satisfaction is negatively affected by the existing culture of the organization.

Ashraf & Rezaie (2015) adopted the competing value frame work and among four types of organizational culture, hierarchical organizational culture was not related to job satisfaction significantly. And three types of adhocracy, clan and market organizational culture were related to job satisfaction positively.

According to Habib, Aslam, Hussain, & Yasmeeen (2014) organizational culture is important element which highly influences the employee commitment and their job satisfaction. Additionally in Sabri, Ilyas & Amjad (2011) found out that organizational culture affects job satisfaction positively and significantly.

Goodman et al. (2001) conducted a study that investigated on the impact of organizational culture on the quality of work life. They found out that hierarchy cultures are negatively associated with job satisfaction and organizational commitment while clan cultures are positively associated with job satisfaction and organizational commitment.

Lund (2003) adopted the Competing Value Framework to explore the relationship between the four culture types and job satisfaction. The findings indicated that there is a positive relationship between clan (emphasizing flexibility and internal orientation) and adhocracy (focusing on innovation and adaptability) cultures. On the other hand, job satisfaction had a negative relationship with hierarchy (emphasizing control and efficiency) and market (focusing on goal achievement and outperforming competitors) cultures.

Using a different yet closely similar model to the Competing Value Framework, San and Kim (2009), job satisfaction was positively correlated with clan and market culture, while the influence of adhocracy and hierarchy culture was not statistically significant.

Choi, Martin and Park (2008), examined the pattern of organizational culture and investigated the link between organizational culture and job satisfaction in the Korean Professional Baseball League (KPBL). The results of the study suggested that the clan culture has a significant influence on overall employee job satisfaction and satisfaction with co-workers, supervision and personal growth.

2.3 Conceptual Framework of the study

The conceptual framework of the study specifies the nature of the hypotheses of the study, which is depicted in the diagrammatic below. According to the model, dependent variable is employee's job satisfaction and the independent variables mainly are the four organizational culture types, those are clan, adhocracy, market and hierarchy cultures. The relations of these variables are supported on the basis of review of literatures.

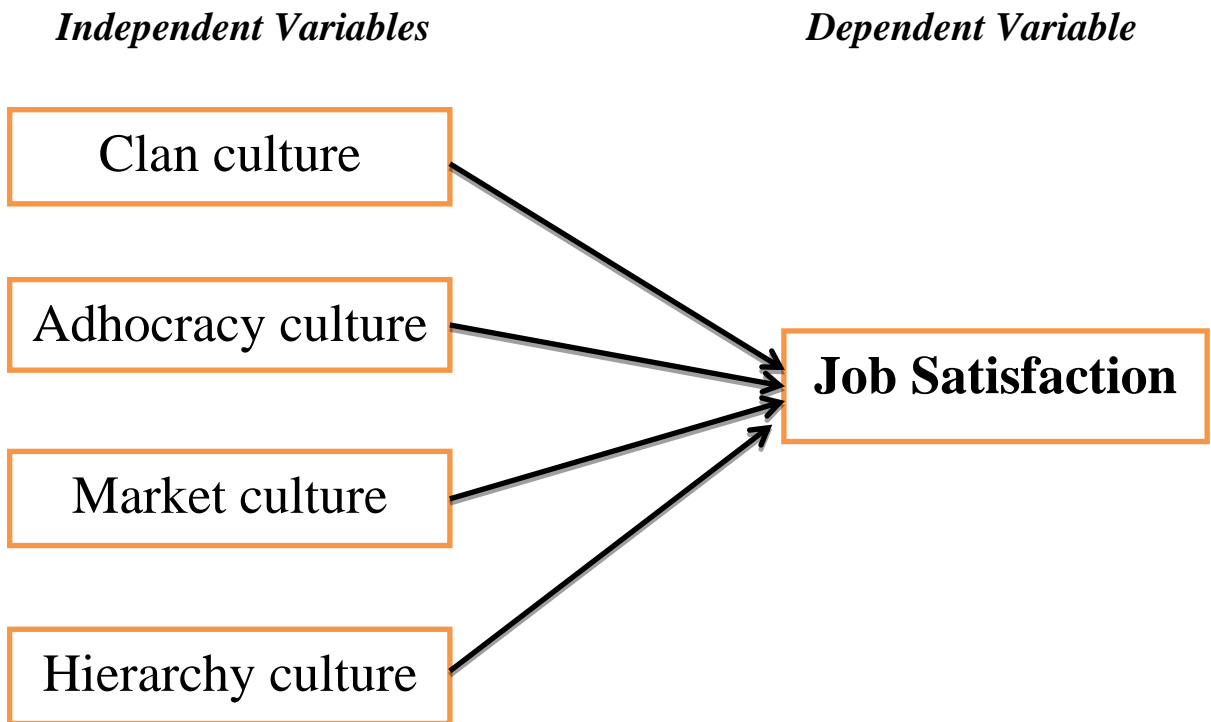


Figure 2.2 Conceptual framework

Source: Compiled by the researcher

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the research methodology which was used for this study are discussed. Topics of coverage in this chapter include the study area description, research design, study population, sampling design, data collection method, data analysis method, data quality control and ethical consideration are included. Research methodology is a way to systematically solve the research problem as well as understood as a science of studying how research is done scientifically (Kotharie, 2004). Research methods may be understood as all those methods/techniques that are used for conducting of research.

3.2. Description of Study Area

Wolkite University being one of the recently established public higher institutions started its functions in 2004 E.C with three college and 13 academic programs. The University is found in SNNPRS Gurage Zone. Wolkite University is located 172 km South-East of the capital city Addis Ababa Ethiopia. It is situated at Gubire sub town, 14 km away from Wolkite town, of the Gubre-Agena-Butagira road.

Wolkite University has nine colleges with forty-six departments, and sixteen deans and directorates. In these colleges and departments, it has been teaching more than 13,000 first and second degree students in both regular and continuing education programs. Currently, the university has more than 2411 staffs of which 1460 academic staff, and 951 administrative staff.

3.3. Research Design

In this study, explanatory research design was used. Since the nature of this study leads towards correlation analysis, investigating the relationship between organizational culture practiced within the university and employee job satisfaction, it is appropriate to employ the explanatory research design. The study is also a cross-sectional in the sense that relevant data was collected at one point in times which are useful to assess practices, attitudes, knowledge and beliefs of the employees in relation to the organizational culture's effect on employee's job satisfaction.

3.4. Study Population

The population of this study is all permanent employees of Wolkite University. The target population for the study consisted of 1460 academic staff and 951 administrative staff total of 2411 permanent employees working in the university. The study respondents were sampled from five president office staffs.

3.5. Sampling Design

3.5.1 Sampling size Determination

Based on Yamane (1967) sample size determination formula, from a total of 2411 permanent employee of the university the computed sample size is 343, at 95 % confidence level and 0.05 precision levels.

The formula below was used to determine the sample size:

$$n_{\underline{Q}} = \frac{N}{1 + N(e^2)}$$

Where, $n_{\underline{Q}}$ = is the sample size

N= is the population size

e = is the level of precision or sampling error

$$n_{\underline{Q}} = \frac{2411}{1+2411(0.05^2)} = \frac{2411}{7.0275} = 343$$

3.5.2 Sampling Technique and Procedure

Sekeran (2001) defines a sample as a portion of the population that has attributes as the entire population. In this study the stratified random sampling technique was employed. The study grouped the population into strata. From each stratum the respondents was selected conveniently based on the sampling proportion. The total population was stratified on the basis of the five president offices of which one president office and four vice president offices. Simple random sampling was employed in selecting the representatives following the method of proportional allocation under which the sizes of the samples from different stratum was kept proportional to the sizes of the stratum.

Table 3.1: Proportionate Sampling Determination

No	Office	Sample size	
		Population	Proportion of sample
1.	President office	55	$[(55*343) / 2411]=8$
2.	Administrative corporate vice president office	449	$[(449*343) / 2411]=64$
3.	Research and community service vice president office	60	$[(60*343) / 2411]=8$
4.	Business Development corporate vice president office	118	$[(118*343) / 2411]=17$
5.	Academic affairs vice president office	1729	$[(1729*343)/2411]=246$
	Total	2411	343

3.6. Methods of Data Collection

In this study, standardized questionnaire was employed for both organizational culture through Organizational Culture Assessment Instrument (OCAI) and job satisfaction through Job Satisfaction Survey (JSS). In relation to this, Cohen et al. (2008), argue that questionnaires encourage the respondents to be honest since they are answered anonymously. Moreover, it has the ability to solicit information from several respondents within short period of time (Johnson & Christensen, 2008). According to McMillan and Schumacher (2010), it has an advantage for respondent that the scaled items allow the respondents to choose. The details of each standardized instruments presented below.

Organizational Culture Assessment Instrument (OCAI)

A standardized questionnaire OCAI which was developed by Cameron and Quinn (1999) was adopted and used in this study. The OCAI is an instrument that allows diagnosing the dominant culture of an organization based on the four culture types.

The purpose of OCAI is to measure six dimensions of organizational culture (dominant characteristics, institutional leadership, management of employees, organizational glue, strategic emphasis, and criteria of success). Each organizational culture dimension has four alternatives (clan, adhocracy, market and hierarchy cultures).

Job Satisfaction Survey (JSS)

In this study, to measure employees' job satisfaction, job satisfaction survey which was developed by Spector (1985) was adopted. Spector (1985) developed Job Satisfaction Survey to measure employees' attitudes towards nine aspects of their jobs (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication) using a likert type rating scale format. The instrument measures nine facets of job satisfaction as well as overall satisfaction. JSS was one of the most widely used instruments to measure job satisfaction. Although the JSS was originally developed for use in human service organizations it is applicable to all organizations (Spector, 1985).

The researcher was dispatched and collected the standard questionnaire to the selected sample. Secondary data of the study was gathered from different sources like information center of the university, e-sources, library books, journal articles, thesis and dissertations which are relevant to prepare literature review. Those data used to get better insight on the research topic, to establish the worthwhile platform for the theoretical framework constituting the bases of the research, and to design the sample frame for getting the primary data

3.7. Method of Data Analysis

In this study for analyzing the data, descriptive analysis was used to describe the behavior of the individual variables over the period under review and the Statistical Package for the Social Science (SPSS) was be used.

Data was entered into SPSS with close supervision of the researchers after which data cleaning was conducted throughout the variables. The statistical reliability of items on the questionnaire was checked using Cronbach-alpha. Pearson Coefficient of Correlation was used as a measure of finding correlation between the two variables (Cohen, 1998) and the multiple linear regression models was used to shows the effect of independent variables on its dependent variable which means the organizational culture on job satisfaction. The multiple linear regression model included the R squared, the ANOVA that determine the analysis of variance on dependent variable.

3.8. Data Quality Control

The OCAI's reliability and validity were checked by most scholars in the area and taken as a standardized questionnaire for the organizational culture study. Reliability of the instrument (i.e., the extent to which the instrument measures culture types consistently), has been tested by (Quinn & Spreitzer, 1991) with 796 executives from eighty six different public utility firms. Cameron and Freeman (1991) illustrated the OCAI instrument measured the four types of organizational culture in a study of 334 institutions of higher education, with 12 – 24 individuals responding from each institution for a total of 3,406 individuals participated. Validity of the instrument was examined by matching the domain of effectiveness in which the organization excelled and the type of decision making, structure and strategy employed.

JSS is one of the few instruments available to measure job satisfaction that have shown high reliability and high validity as well (Saane, Sluiter, Verbeek, Dresen, 2003).

Table 3.2: Reliability Test

Culture Type	Cronbach's Alpha	No of items
Clan	.866	6
Adhocracy	.898	4
Market	.873	2
Hierarchy	.961	6
Job satisfaction	.970	35

Sources: Survey result, 2020

Reliability coefficients range from 0.00 to 1.00, with higher coefficients indicating higher levels of reliability (Carole, Almut, Kimberlin & Winterstein, 2008). From the table above Cronbach's Alpha of the variable were higher; indicating that respondents tended to rate their organization's culture consistently across the various questions on the instrument (Cameron & Quinn, 2011).

3.9. Ethical Considerations

An ethical consideration of confidentiality and privacy was addressed. A concerted and conscious effort has been made at all times to uphold the promise. The respondents are guaranteed that their names and private identity was not asked and exposed in the research report. The researcher has tried to clearly inform to the respondents the purpose of the study is for academic purpose. In addition to this, they were informed that their participation in the study will based on their consents. The researcher also not personalizes any of the response of the respondents during data presentations, analysis, and interpretation. Finally, all the materials that were used for this research are duly acknowledge.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter the response report, descriptive analysis result of the data collected, the diagnostic test of the assumption of classical linear regression model, the result of correlation analysis is discussed, and finally the regression analysis result report are discussed.

4.2 Response rate report

The total sample of the study was 343, out of the 343 questionnaires distributed, 316 were returned. Whereas 27 of the respondents did not fill and return it back, and 3 were rejected because of poor data quality. The returned and analyzed 313 questionnaires were valid with sufficient amount of response rate of 91.25% and interpreted.

Babbie (1990) suggests that response rate of 50% is adequate, 60% is good, and 70% or above is very good. Therefore, as per Babbie the response rate in this research was very good.

4.3 Descriptive Analysis

4.3.1. Personal Background of Respondents

Table 4.1 Gender of Respondents

Gender of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	246	78.6	78.6	78.6
	female	67	21.4	21.4	100.0
	Total	313	100.0	100.0	

Source: Survey data, 2021

The above table summarizes the gender of the respondents. As shown in the table 246(78.6%) of the respondents were male, and 67(21.4%) of the respondents were female. This indicates that a majority of the respondents are male dominated.

Table 4.2: Age of Respondents

Age of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	148	47.3	47.3	47.3
	31-40	126	40.3	40.3	87.5
	41-50	35	11.2	11.2	98.7
	Above 50	4	1.3	1.3	100.0
	Total	313	100.0	100.0	

Source: Survey data, 2021

Based on table 4.2 148(47.3%) of the respondents were in the age between 20-30 years, 126(40.3%) of the respondents were in the age between 31-40, and 35(11.2%) of the respondents were in the age between 41-50. Whereas the respondents with age of above 50 years were 4(1.3%). This indicates the dominant age group of the respondents was the age between 20-30 years.

Table 4.3: Educational level of the respondents

Educational level of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/BSC	116	37.1	37.1	37.1
	MA/MSc	129	41.2	41.2	78.3
	PhD	12	3.8	3.8	82.1
	Other	56	17.9	17.9	100.0
	Total	313	100.0	100.0	

Source: Survey data, 2021

Table 4.3 shows the educational background of respondents. From the table 116(37.1%) of the respondents were at the BSC/BA level, 129(41.22%) of the respondents were MA/MSc level, and 12(3.8%) of the respondent were at PhD level. The remaining 56(17.9%) of the respondents were in category of other. From this one can infer that MA/MSc were the dominant educational level of the respondents.

Table 4.4: Work Experience of the Respondents.

How long you have worked in Wolkite university					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 2 years	59	18.8	18.8	18.8
	2-4 years	129	41.2	41.2	60.1
	4-8 years	90	28.8	28.8	88.8
	above 8 years	35	11.2	11.2	100.0
	Total	313	100.0	100.0	

Source: Survey data, 2021

From the above table 59(18.8%) of the respondent have served for less than two years, 129(41.2%) of the respondents have served for 2-4 years, 90(28.8%) of the respondents have served for 4-8 years, and 35(11.2%) of the respondents have served for 8 years and above. This shows that the majority of the respondents have worked 2-4 years in the university.

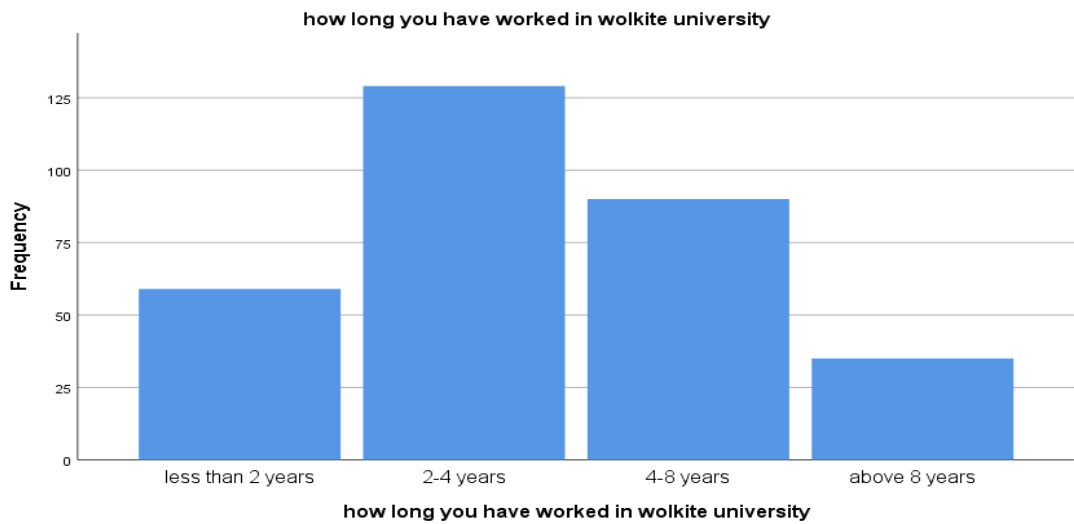


Figure 4.1 Work experiences of respondents

The above figure 4.1 indicates that the larger number employees of the university have 2-4 year work experience in the university.

4.3.2. Descriptive Analysis of Organizational Culture

In common understanding organizational leaders should assess their culture before changing or adapting the existing culture in the first place. Culture grows overtime and one must analyze it before applying to achieve organizational goals. Managing organizational culture in the 21st century requires proper care as cultures like characteristics of individuals take a long time to develop and change in most cases. In order to achieve organizational goals, the organization should change the old culture by building a new one. In addition, an organization consists of sub groups whose perceptions, beliefs, values and assumptions have great influence on performance, relationships, motivations, change efforts, decision making process, and ultimately on the effectiveness and success of their organization.

Therefore, as my observation, identification of cultural patterns and dimensions and how they are perceived, desired by groups in the organization undoubtedly would enable to grow, excel in core areas and survive. Based on this fact, this study tried to assess the cultural profile of the Wolkite University. Data gathered for the study were analyzed using descriptive statistics the average perspective in terms of mean and standard deviation score, and described as follows.

Table 4.5: Clan Culture

Descriptive Statistics				
S.N		N	Mean	Std. Deviation
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves	313	2.88	1.209
2	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	313	3.01	1.115
3	The management style in the organization is characterized by teamwork, consensus, and participation.	313	3.04	1.191
4	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	313	3.04	1.026
5	The organization emphasizes human development. High trust, openness, and participation persist.	313	3.01	1.209
6	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	313	3.29	1.155
	Valid N (listwise)	313		
	G. Mean		3.0431	

Source: survey data, 2021

As indicated in Table 4.1 above, the researcher asked respondents about the clan culture type that they believe was present in wolkite University. To that end, the respondent's rate of the organizations success definition was the highest with mean 3.29 and standard deviation 1.15. The management style dimension and the glue that holds the organization together dimension of clan culture rate was the second with mean 3.04 each and standard deviation 1.19 and 1.02 respectively. The rate of the leadership style of the organization and organizational emphasis of the university was the third with the mean 3.01 each. The fourth rate was the organizational characteristics with the mean of 2.88. Finally the clan culture has the grand mean of 3.0431.

Table 4.6: Adhocracy Culture

Descriptive Statistics of Adhocracy culture				
S.N		N	Mean	Std. Deviation
1	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	313	2.93	1.052
2	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	313	3.28	1.017
3	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	313	3.19	1.040
4	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	313	2.86	1.028
	Valid N (listwise)	313		
	G Mean		3.0623	

Source: survey data, 2021

The above table 4.6 indicates that the status of each indicators of adhocracy culture in the university. The glue that hold the organization together dimension of adhocracy culture was rated the highest with mean of 3.28 and standard deviation of 1.017. As to adhocracy culture the glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. The second rated dimension was strategic emphasis of the organization with mean 3.19 and standard deviation 1.040. The organizational emphasis of adhocracy culture is acquiring new resources and creating new challenges. The mean, 2.93, of the management style of adhocracy culture is the third. The management style in this culture type is characterized by individual risk-taking, innovation, freedom, and uniqueness. The fourth rated indicator of adhocracy culture was organizational definition of success with mean 2.86. Based on adhocracy culture type, organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. The grand mean of this adhocracy culture is 3.0623.

Table 4.7: Market culture

Descriptive Statistics of Market Culture				
S.N		N	Mean	Std. Deviation
1	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.	313	3.01	1.173
2	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	313	3.08	1.068
	Valid N (listwise)	313		
	G. Mean		3.0463	

Source: survey data, 2021

Table 4.7 above depicts the respondent's rate of market culture type in the organization. The market culture was rated 3.08 mean with respect to the glue that holds the organization together dimension. According to market culture type, the glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes. The management style in the organization scores the mean 3.08 and standard deviation 1.068. According to this culture type the management style of the organization is characterized by hard driving competitiveness, high demands, and achievement. The market culture type has grand mean of 3.0463.

Table 4.8: Hierarchy Culture

Descriptive Statistics of Hierarchy Culture				
S.N		N	Mean	Std. Deviation
1	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	313	3.00	1.205
2	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	313	3.05	1.095
3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	313	2.77	1.137
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	313	3.25	.985
5	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	313	3.34	1.053
6	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production.	313	2.92	1.111
	Valid N (listwise)	313		
	G. Mean		3.0543	

Source: survey data, 2021

As indicated in the table 4.8 above the respondents were asked to rate the hierarchy culture type with the bases of six dimensions. The result shows that the respondents were rated the organizations strategic emphasis the highest with mean 3.34 and standard deviation 1.053. The strategic emphasis of the organization in hierarchy culture type is permanency and stability. Efficiency, control and smooth scheduling are important. The second highest rated dimension is the glue that holds the organization together with mean 3.25. In this culture type the glue that holds the organization together is formal rules and policies. Maintaining the smooth running organization is important. The leadership style in the hierarchy culture type is generally considered exemplify coordinating, organizing, or smooth-running efficiency, and is rated in the third place with mean 3.05.

In the hierarchy culture type, the organization is a very controlled and structured place. Formal procedures generally govern what people do, and are rated with mean 3.00 and standard deviation 1.205. The definition of success dimension and the management dimension of hierarchy culture type was rated in the fifth and sixth place with the mean 2.92 and 2.77 respectively. The organization defines success on the bases of efficiency, dependable delivery, smooth scheduling and low cost production. The management style of the organization in this hierarchy culture type is characterized by security of employment, conformity, predictability, and stability in relationships. Finally the grand mean of this hierarchy culture type is 3.0543.

Table 4.9: Mean of Individual cultures

Descriptive Statistics				
S.No.		N	Mean	Std. Deviation
1	Clan culture	313	3.0431	.89276
2	Adhocracy culture	313	3.0623	.77710
3	Market culture	313	3.0463	.98234
4	Hierarchy culture	313	3.0543	.75064
	Valid N (listwise)	313		

Source: survey data, 2021

The above table 4.8 depict that the culture type with the highest mean score, 3.062, was adhocracy culture. Hierarchy culture type is the second highest rated culture with mean of 3.054. Market culture and clan culture were the third and fourth rated culture type with mean of 3.046 and 3.043 respectively. Based on this result the dominant culture type in the university is adhocracy culture type.

4.3.3. Levels of Job Satisfaction

Table 4.10: level of job satisfaction

Descriptive Statistics				
S.N		N	Mean	Std. Deviation
1	Pay	313	2.4976	.76231
2	Promotion	313	2.6765	.77560
3	Supervision	313	2.8922	.68183
4	Fringe benefit	313	2.8067	.69754
5	Contingent reward	313	2.7772	.84214
6	Operating process	313	2.9593	.73498
7	Coworkers	313	3.1565	.75177
8	Nature of work	313	2.9478	.80846
9	Communication	313	2.8610	.84273
	Valid N (listwise)	313		
	Over all job satisfaction		2.842	

Source: survey data, 2021

As shown in the table 4.10 above the respondents were asked to rate the nine facets of job satisfaction. From the result the coworker dimension of job satisfaction was rated the highest with mean of 3.156 and standard deviation of 0.7517. The second highest rated dimension was operation process with mean 2.959. The mean of nature of work, supervision, communication, fringe benefit, contingent reward, promotion and pay were 2.947, 2.892, 2.861, 2.806, 2.777, 2.676 and 2.497 respectively in their descending orders of level of satisfaction. Whereas the overall job satisfaction has mean of 2.842.

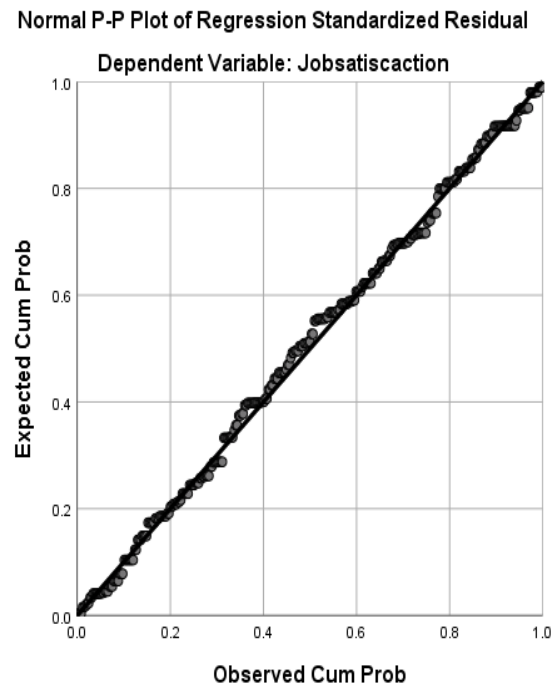
4.4. Diagnostic Tests of Assumptions of Classical Linear Regression Model

As mentioned in the methodology part this paper the regression model that was planned to be employed was multiple linear regression model. In order to use multiple linear regression models it is necessary to check whether the data fits five assumption of the model or not. Hence in the following section the tests of the five CLRM assumptions are discussed.

4.4.1 Test of Normality

Normality test refers the determination of whether the data is well modeled by the normal distribution or not. As to Gujarati the distribution normality can be checked by graphical method. The researcher tested this assumption by using normal probability plot (NPP). The decision rule is, if the fitted line in the NPP is approximately strait line, one can conclude that the variables of interest are normally distributed (Gujarati, 2004).

Figure 4.2 Graphical Test of Normality Assumption



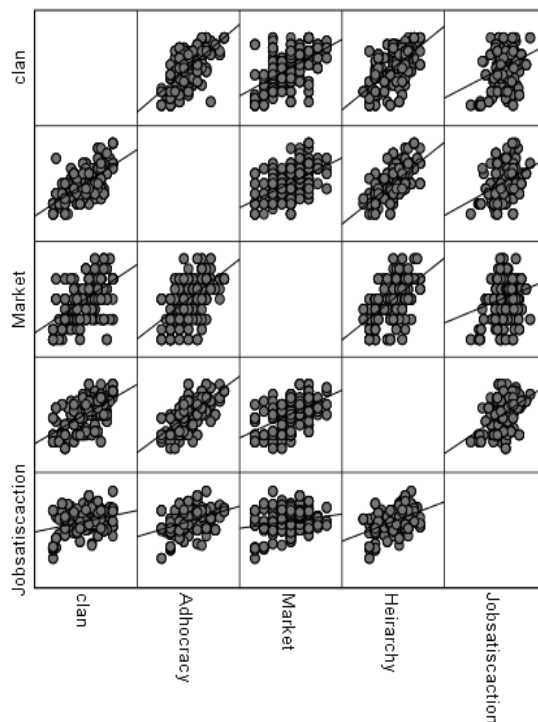
Source: survey data, 2021

From the above Figure 4.2, we can see that the residuals of the model are approximately normally distributed, because a straight line seems to fits the data reasonably well.

4.4.2 Test for Linearity

Multiple linear regression model assumptions assume there is a linear relationship between the independent variables and the dependent variables. The linearity assumption of the model is that the relationship between the independent variable and the dependent variable can be characterized by a straight line. The linearity assumption already linear from the equation of multiple linear regression models of the independent variables and dependent variable (Gujarat, 2004).

Figure 4.3 Scatter plot diagram



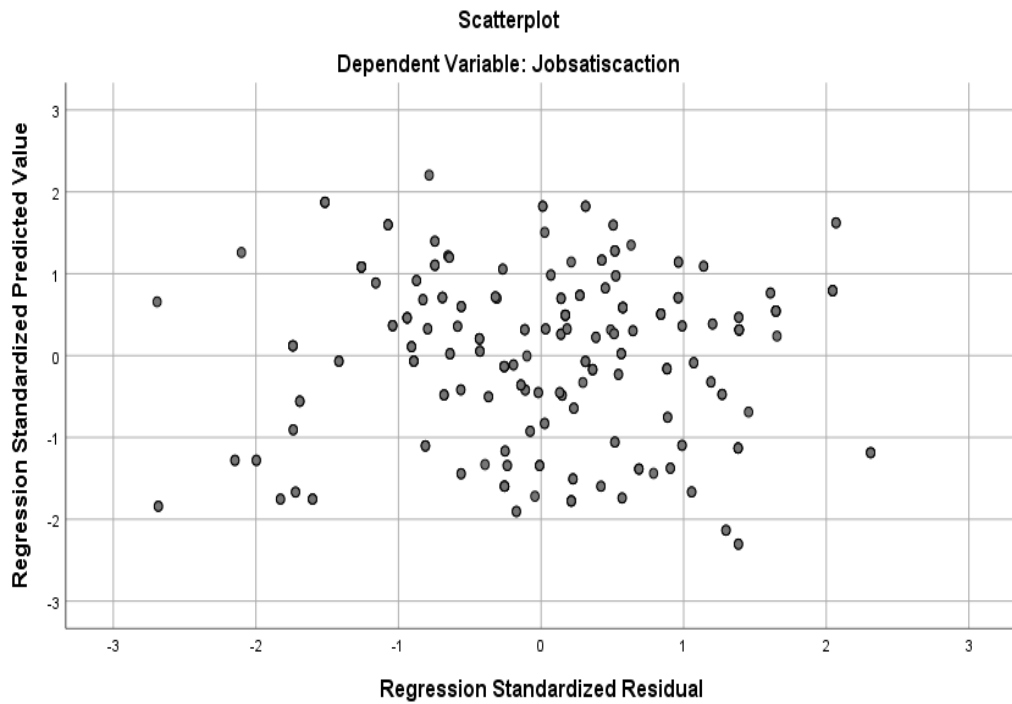
Source: Researcher survey result, 2021

As we can see from Figure 4.3, the assumption linearity is not serious threat to the study since we can draw one straight line to approximate the observations for all independent variables against the dependent variable.

4.4.3 Test for Homoscedasticity

The assumption of homoscedasticity assumed that the variance of errors is constant. This assumption can be checked by scatter plot diagram.

From the scatter plot graph below one can infer that as the predicted value increase, the variation in the residuals approximately similar.



Source: survey data, 2021

Figure 4.4 scatter plot diagram for test of homoscedasticity.

4.4.4. Autocorrelation Test

Multiple linear regression models assume the residuals are independent of one another. The Durbin-Watson statistic is used to test for the presence of serial correlation among the residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are not correlated if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50.

Table 4.11 Test of Autocorrelation.

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.460 ^a	.211	.201	.38039	1.688
a. Predictors: (Constant), Hierarchy, Market, clan, Adhocracy					
b. Dependent Variable: Job satisfaction					

Source: Researcher survey result, 2021

From the table 4.10 above the value of DW is within the acceptable range. Therefore the assumption of independence of the residuals is met.

4.4.5 Multicollinearity test

The last assumption that has to be met to undertake multiple linear regression model is the assumption of multicollinearity. It is an indication of a linear relationship between the independent variables (Gujarati, 2004).

Variable Inflation Factor (VIF) technique is employed to test this assumption. The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors: $[VIF=1/(1-r^2)]$. The decision rule is a variable whose VIF value is greater than 10 indicates the possible existence of multicollinearity problem.

Tolerance (TOL) is defined as $1/VIF$. It is also used by many researchers to check the degree of collinearity. The decision rule for the tolerance is, a variable whose TOL value is less than 0.1 shows the possible existence of multicollinearity problem (Gujarati, 2004).

Table 4.12 Test of multicollinearity.

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Clan	.491	2.036
	Adhocracy	.424	2.359
	Market	.617	1.620
	Heirarchy	.466	2.144

a. Dependent Variable: Job satisfaction

Source: Researcher survey result, 2021

Table 4.12 above shows that VIF value and TOL value of all independent variables are less than 10 and greater than 0.1 respectively. Hence we can conclude that there is no multicollinearity problem in the independent variables.

Generally, the study discussed five major assumptions that must be fulfilled for one to analyze data using multiple linear regression models. So, since all the five assumptions were not violated, the researcher examined the data collected by the questionnaires using multiple regression models.

4.5 Correlation Analysis

In this section the correlation of clan, adhocracy, market, and hierarchy with job satisfaction are presented. Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo & Festinger, 2005).

According to Cohn's (1988) classification of the strength of relationship is based on the following table.

Table 4.13: Classification of the Strength of Relationship

Correlation strength	Positive values	Negative values
Small	r=0.10 to 0.29	r = -.10 to -.29
Medium	r=.30 to .49	r= .30 to -.49
Large	r=.50 to 1.0	r= -.50 to -1.0

Source: Cohen (1988)

The range of possible correlation coefficient values is from -1 to +1. A correlation value without a sign indicates that the relationship is positive, whereas, negative sign indicates negative relationship. A positive relationship means when scores increase (or decrease) in one variable, they increase (or decrease) in the other variable-thus, scores change in the same direction. A negative relationship means the scores change in the opposite direction. Having the above ideas in mind, the relation between organizational culture type and job satisfaction is analyzed hereunder.

Table 4.14 Relationship between Organizational Culture and Overall Job Satisfaction

	Job satisfaction	Clan	Adhocracy	Market	Hierarchy
Job satisfaction	1				
Clan	.292**	1			
Adhocracy	.361**	.661**	1		
Market	.213**	.538**	.545**	1	
Hierarchy	.450**	.610**	.684**	.542**	1

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

Source: Researcher survey result, 2021

As indicated in Table 4.14 above, a Pearson correlation was conducted to evaluate the relationship between organizational culture type and job satisfaction. To that end, job satisfaction has positive relationship between clan culture, adhocracy culture, market culture and hierarchy culture and their correlation is statistically significant. Specifically, both clan culture($r=0.292$, $p<0.05$) and market culture($r=0.213$, $p<0.05$) have positive small correlation with job satisfaction. Whereas the other cultures, adhocracy($r=0.361$, $p<0.05$) and hierarchy ($r=0.450$, $p<0.05$) have positive moderate correlation.

Table 4.15 Relationship between Overall Organizational Culture and Overall Job Satisfaction

		Job satisfaction	culture
Job satisfaction	Pearson Correlation	1	.384**
	Sig. (2-tailed)		.000
	N	313	313
Culture	Pearson Correlation	.384**	1
	Sig. (2-tailed)	.000	
	N	313	313

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

Source: Researcher survey result, 2021

As indicated in Table 4.15 above, the relationship between organizational culture and employee’s job satisfaction have positive and moderate strength of relationship with ($r=.384$).

4.6. Regression Analysis

Regression analysis concerned with describing and evaluating the relationship between a given dependent variable and one or more independent variable(s). It is used to understand the relationship between variables and to predict the value of one variable based on another variable. This also indicated in the model summary below. The statistical relationship of the organizational culture and job satisfaction used to determine the effect of organizational culture on job satisfaction.

Table 4.16 Model summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460 ^a	.211	.201	.38039
a. Predictors: (Constant), Hierarchy, Market, clan, Adhocracy				
b. Dependent Variable: Job satisfaction				

Source: Researcher survey result, 2021

The coefficient of regression which is represented by R square measures the amount of the cumulative effect of the independent variables in the dependent variable. From the above table of regression result the coefficient of determination, i.e. R square is .211=21.1%. This implies that organizational culture significantly influence employee's job satisfaction by 21.1% in the Wolkite University.

Table 4.17 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.948	4	2.987	20.644	.000 ^b
	Residual	44.566	308	.145		
	Total	56.514	312			
a. Dependent Variable: Jobsatisfaction						
b. Predictors: (Constant), Heirarchy, Market, clan, Adhocracy						

Source: Researcher survey result, 2021

Analysis of variance indicated that the variance of the variables that the researcher established that the F ratio ($F(4, 308) = 20.644$ $p = .000$) was statistically significant at

$p < .05$ level of significance. This shows that organizational culture types of adhocracy, clan, market, and hierarchy cultures has statistically significant effect on job satisfaction of Wolkite University's employees.

Table 4.18: Effects of Organizational Culture on Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.026	.098		20.694	.000
	Clan	.003	.034	.005	.074	.941
	Adhocracy	.067	.043	.122	1.571	.117
	Market	.033	.028	.076	1.174	.241
	Hierarchy	.229	.042	.404	5.456	.000

a. Dependent Variable: Job satisfaction

Source: Researcher survey result, 2021

As it is stated earlier in first chapter, this study aims to identify the most contributing independent variables in the prediction of the dependent variable. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. Hence, the regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable.

Therefore, hierarchy is the most contributing organizational culture types in the prediction of employee job satisfaction with beta value 0.404. The other three organizational culture types, in their descending order of standardized coefficients, are adhocracy (B=.122), market (B=.076.) and clan (B=.005). Additionally table 4.18 shows that from the four culture type only hierarchy culture has statistically significant relationship with employee's job satisfaction since its p value is less than 0.05. Whereas the significance levels of the other three predictor variables, clan culture, adhocracy culture and market culture, are greater than 0.05 then they are not statistically significant.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the summary of major findings, conclusion, and recommendations. As it was stated in chapter one, the purpose of this study was to examine the effect of organizational culture on employee's job satisfaction in Wolkite university. Therefore this study was guided by the following basic questions:

1. Which Organizational culture type is dominant in the university?
2. What is the level of job satisfaction of employees in the university?
3. Is there significant relationship between organizational culture and job satisfaction of employees in the university?
4. Which organizational culture type/s has more effect on employee job satisfaction?
5. What is the effect of organizational culture on employee's job satisfaction?

In this study, explanatory research design was employed, and data was analyzed and interpreted by using descriptive and inferential statistics.

5.2 Summary of Major findings

After the investigation, this study came up with the following major findings:

The main aim of the study was to assess the effect of organizational culture on the employee's job satisfaction in Wolkite University. Therefore from the analysis of the collected data the following major findings are drawn.

This study found out that adhocracy culture type that is characterized by the prevalence of dynamic, entrepreneurial, and creative work place to work is the dominant culture type in Wolkite University.

The level of job satisfaction of the employees of the university as a whole was low level with the mean value of range between 2 and 3. The employees are dissatisfied

with all the facts of job satisfaction except the coworker aspect which is moderate with mean value of 3.156.

The organizational culture and job satisfaction of employee have moderate strength of significant relationship with ($r= 0.384$). On the other hand the organizational culture types of clan and market have small correlation strength with job satisfaction with $r = 0.292$ and $r= 0.213$ respectively. Whereas the others types of culture, adhocracy and hierarchy, have moderate strength of correlation with $r = 0.361$, and $r=0.450$ respectively.

All clan culture, adhocracy culture, market culture, and hierarchy culture showed significant explanation on employees' job satisfaction with R Square 21.1%. From this, one can see that 78.9% of unexplained factors, which were uncovered by this study, contribute to overall job satisfaction in Wolkite University. On the other hand from the four organizational culture types only hierarchy culture has statistically significant effect on employee's job satisfaction of Wolkite university with p-value less than 0.05.

According to the finding of the study the highest contributing organizational culture type to the job satisfaction of employees of Wolkite University is hierarchy culture with beta weight 0.404. Therefore the hierarchy culture type which is characterized by stability and an internal focus is made up of a formal structured chain of command and control that emphasizes constancy, predictability, and efficiency has more effect on employee's job in Wolkite University.

Finally, this study found out that the overall organization's culture has an effect on job satisfaction of the employees.

5.3 Conclusions

In this study, the effect of organizational culture on job satisfaction was examined. To that end, the study reached the following conclusions:

In the Wolkite, adhocracy culture with the mean value of 3.0623 was dominant culture type. Adhocracy culture domination is expressed by a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks. The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. From this, one can fairly conclude that Wolkite University had focused on new innovation, risk taking and uniqueness of performance.

From the analysis of the levels of overall job satisfaction which has the mean value of 2.842, the employees' of wolkite University was dissatisfied with their jobs. This is an indication of that the university did not work on each of job satisfaction dimensions/facts/ to improve the level of employee's satisfaction.

Based on the results of Pearson correlation, there was positive and moderate relationship between organizational culture and employees' job satisfaction. In addition, all organizational culture types have positive relationship with job satisfaction.

The study found out that the organizational culture that has the greatest effect on employee's job satisfaction is hierarchy culture type.

Furthermore, based on the results of regression analysis, 21.1% of job satisfaction is explained by organizational culture.

5.4 Recommendations

Taking the findings and conclusions under considerations but notwithstanding the limitations of the study, a number of recommendations for the university are suggested.

The findings indicate that all clan, adhocracy market and hierarchy cultures have a positive effect on the overall job satisfaction of employees. Thus, it is better for the university to pay attention to its organizational culture.

The dominant culture in the organization is adhocracy culture type, but hierarchy culture type is the only culture type that has statistically positive significant effect and is the most contributing culture type on employee's job satisfaction in the university. Therefore in order to enhance the employee's job satisfaction the university's managers may give more emphasis on inculcating hierarchy culture type. This means:-

- The characteristics of the university shall better to be a very controlled and structured place, and formal procedures generally has to govern what people to do.
- The leadership style of the university might be considered to exemplify coordinating, organizing, or smooth-running efficiency.
- The management style of the university may be characterized by security of employment, conformity, predictability, and stability in relationships.
- In the University the glue that holds the organization together may be better to be formal rules and policies.
- The University may define success on the basis of efficiency, dependable delivery, smooth scheduling and low-cost production.

The finding of this study indicates that the employee's job satisfaction is at lower level with mean value of 2.842. Therefore, the organization may continue to invest on the nine facets of employee's job satisfaction in order to increase the level of employee's job satisfaction.

The recommendation for further research is that:-

- ↪ In this study, the cross sectional /single point data collection using quantitative research design was used to gather response from employees but this is limited to one point in time. Thus, future researchers could use longitudinal design and incorporate qualitative questions to clarify the effect of each organizational culture types to employee job satisfaction.
- ↪ This research is done on a single organization which makes it indicative but not fully conclusive. Thus, future studies in this area could be done in a broader & wider scope to include other companies and increase conclusiveness of the findings.
- ↪ The finding of this study indicates that, from the four organizational culture type only hierarchy culture type has statistically significant effect on overall job satisfaction of employee. Thus, future researcher could check the effect of the other three culture types on job satisfaction by changing the model used, by including qualitative questionnaires and by changing job satisfaction survey tools.
- ↪ This study focused on cameron's model of organizational culture type to see the effect of organizational culture on employee's job satisfaction. Thus future researcher could use the other organizational culture model/traits or dimension to see the effect.

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Appendix : Research questionnaire

WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Dear respondents,

This questionnaire is designed to get the relevant information for the current study. The objective of the study is to assess the effect of organizational culture on employees' job satisfaction in Wolkite University. This study is only for academic purpose. Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your genuine responses. Therefore, I kindly request you to fill the questionnaire carefully and back to me.

Instructions:-

The researcher uses this questionnaire for the genuine information is highly decisive to the success of this study. Therefore,

- > Not need of writing your name.
- > Put the (√) mark in the box for your answer.
- > With great excuse, possibly return back to timely.

For any problem and suggestion contact the researcher through the following addresses:

Email: harmodcheru@gmail.com

Phone: +251913159216

Thank you in advance for your cooperation!!

I. Demographic Data

- 1) Gender 1.Male 2. Female
- 2) 1. Age 1.20-30 2. 31-40 3. 41-50 4. Above 50
- 3) Educational level
1.BA/BSC 2.MA/MSC 3.PhD 4.Others
- 4) Your current office in the University
 - a) President office
 - b) Administrative corporate vice president office
 - c) Research and community service vice president office
 - d) Business Development corporate vice president office
 - e) Academic affairs vice president office
- 5) How long you have worked in wolkite University?
 1. Less than 2 years
 2. 2-4 years
 3. 4-8 years
 4. Above 8 years

II. Organizational Culture

This part of the questionnaire consist items taken from the Organizational Culture Assessment Instrument (OCAI). The main purpose of the instrument is to assess four cultural types in your organization i.e. clan culture, adhocracy culture, market culture, and hierarchy culture. To what extent do you agree with the following statements about organization culture in your organization, ranging from strongly disagree to strongly agree? And put “√” mark for each rating.

1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree

No	Item	1	2	3	4	5
	Clan Culture					
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves					
2	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
3	The management style in the organization is characterized by teamwork, consensus, and participation.					
4	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
5	The organization emphasizes human development. High trust, openness, and participation persist.					
6	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
	Adhocracy Culture					
1	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
2	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
3	The organization emphasizes acquiring new resources and					

	creating new challenges. Trying new things and prospecting for opportunities are valued.					
4	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
	Market Culture					
1	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.					
2	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
	Hierarchy Culture					
1	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
2	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
5	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
6	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production					

III. Job Satisfaction Survey

For each of the following statements below, please tell how you feel about your present job, what things are you satisfied with and what things you are not satisfied with. Please indicate a (√) mark the extent to which you believe each item is true with respect to your job.

1: *Strongly Disagree*, 2: *Disagree*, 3: *Neutral*, 4: *Agree* and 5: *Strongly Agree*

No	Item	1	2	3	4	5
	Pay					
1	I feel I am being paid a fair amount for the work I do.					
2	Raises are too few and far between.					
3	I feel unappreciated by the organization when I think about what they pay me.					
4	I feel satisfied with my chances for salary increases.					
	Promotion					
1	There is really too little chance for promotion on my job.					
2	Those who do well on the job stand a fair chance of being promoted.					
3	People get ahead as fast here as they do in other places.					
4	I am satisfied with my chances for promotion.					
	Supervision					
1	My supervisor is quite competent in doing his/her job.					
2	My supervisor is unfair to me.					
3	My supervisor shows too little interest in the feelings of subordinates.					
4	I like my supervisor.					
	Fringe Benefit					
1	I am not satisfied with the benefits I receive.					
2	The benefits we receive are as good as most other organizations offer.					
3	The benefit package we have is equitable.					
4	There are benefits we do not have which we should have.					
	Contingent Reward					
1	When I do a good job, I receive the recognition for it that I should receive.					
2	I do not feel that the work I do is appreciated.					
3	There are few rewards for those who work here.					
4	I don't feel my efforts are rewarded the way they should be.					

No	Item	1	2	3	4	5
	Operating Procedures					
1	Many of our rules and procedures make doing a good job difficult.					
2	My efforts to do a good job are seldom blocked by red tape.					
3	I have too much to do at work.					
4	I have too much paperwork.					
	Coworkers					
1	I like the people I work with.					
2	I find I have to work harder at my job because of the incompetence of people I work with.					
3	I enjoy my coworkers.					
4	There is too much bickering and fighting at work.					
	Nature of Work					
1	I sometimes feel my job is meaningless.					
2	I like doing the things I do at work.					
3	My job is enjoyable.					
	Communication					
1	Communications seem good within this organization.					
2	The goals of this organization are not clear to me.					
3	I often feel that I do not know what is going on with the organization.					
4	Work assignments are not fully explained.					