ST. MARY'S UNIVERSITY

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

AN ASSESSMENT OF ORGANIZATONAL CULTURE PRACTICE: THE CASE OF AMANUEL MENTAL SPECIALIZED HOSPITAL

BY

AZARIAS AYALEW

JUNE, 2014

SMU

ADDIS ABABA

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APPROVED BY THE COMMITTE OF EXAMINERS

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External Examiner   Signature

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizational culture is a general concept, which is difficult to define or explain precisely. The concept of culture has developed from anthropology. Although people may not be aware consciously of culture, it still has a pervasive influence over their behavior and action. Culture helps to account for variation among organization and manager both nationally and internationally. It helps to explain why different group of people perceive things in their own way and perform things differently from other groups. Organizational culture is the collection of traditions, values, policies, beliefs and attitudes that constitute a pervasive context for everything we do and think in an organization.

As stated by Dwivedi (2001:698), Organizational culture forms a significant determinant of human behavior in organizations. It connect the objective aspect of the organization, such as technology, leadership etc…, with the motivation and behavior of the human resource. Therefore, we can say that organizational culture is determinant pillar of an organization. This concept more detailed clarified by Sekaran (2004 :280), Organizational culture determines what the organization ought to be and look like, how it should deal with its external and internal environments, how to manage and integrate its internal subsystems and their interrelationships and what kind of an image it should project to its external client systems. Organizational cultures involve two sets of activities –external adaptation and internal integration. External adaptation explores goals with regard to outside agencies _the tasks to failure. Such issue as the company's mission, how it is to be attained and important external consistencies are examined in the process. Internal integration signifies the creation of a collective identity of members and way of working together harmoniously.

Organizational culture can be defined in terms of its function. According to Robbin (2001:515), Cultures perform a number of functions within an organization. First, it has a boundary-defining

role; that is, it creates distinction between one organization and others. Second, conveys a sense of identity for organization member. Third, culture facilitate the generation of commitment to something larger than one's individual self-interest. Forth, it enhances social system stability. Culture is the social glue that helps hold the organization together by providing appropriate standards for what employee should say and do. Finally, culture serves as a sense making and control mechanism that guide, shapes the attitudes and behavior of employee.

The whole content of this study will focus on the organizational culture of Amanuel mental specialized hospital. The study also assesses the root cause of the problem. Amanuel mental specialized hospital is one of the oldest hospitals established in 1930 E.C. by Italians to serve the nations of Ethiopia unlike other the preceding hospitals serving the white nations only. It is located in western part of Addis Ababa in Addis Ketema sub city Kebele 08. The services provided by the hospital are Clinical services like psychiatry, medical service, maternal and child health, family planning, pharmacy Services, drug Information Service; Laboratory services; Other services like rehabilitation, training and education research, disease prevention and health promotion activities. The major reasons for hospital visit are schizophrenia, epilepsy, acute psychotic disorder, depression and mania respectively.

The vision of Amanuel mental specialized hospital is to be the best center for comprehensive health care, mental health research and training institute by 2015. In addition, its mission is to reduce morbidity and mental disability through the provision of quality preventive, curative and rehabilitative health service as well as capacity building through training and research. (AMSH Humane Resource Manual: 2013)

1.2. Statement of the Research Problem

As stated by ROBBIN (2001:514,516), in strong culture, the organization's core values are both intensely held and widely shared. The more members who accept the core values and the greater their commitment to those values are, the stronger the culture is. Culture is a liability when the shared values are not in agreement with those that will further the organization's effectiveness. As one can understand from the definition of the organization, an entity has a

collected people who work for one common organizational goal. When we take a phrase "work for one common", it shown us there must be integration within the members to achieve the intended goal. A member in an organization holds managers and employees. There is a poor culture in an organization means, there is a poor integration between employees them self and between managers and employees. Therefore, if employees lose strong organizational culture, the existence of organization is under question.

As stated in the background part, Amanuel mental specialized hospital (AMSH) is a service giving organization. According to the information obtained by student researcher from human resource management directorate of AMSH and obtained turnover data, it was learnt that there is a high rate of employee turnover; for example from 2010 – October 2013, 156 employees were left the organization. This might happen as a result of poor relationship between managers and employees, and uncomfortable working area in the organization that means many employees physically attacked by mental patients and existence of narrow offices. When there is uncomfortable working place and poor relationship within employees and managers, it creat dissatisfaction and weaken the unity of employees. These affect the culture by making it weak. The above-mentioned signs found in pre assessment also signify the existence of poor organizational culture in AMSH. Therefore, the study will assess the cause of these and other organizational culture problems, and try to indicate the relevant solutions that used to build strong organizational culture in AMSH.

1.3. Research Question

In order to address thoroughly the stated problems in AMSH, the following basic questions were formulated.

1. What are the current organizational cultures practiced in Amanuel mental specialized hospital?
2. What are the contributions of the existing organizational culture to employee satisfaction and their productivity?
3. What are the major problems related to the existing organizational culture?

4. How is the relationship between managers and employees reflected during organization activities performance?

5. To what extent the organization's core values are shared among each member?

1.4. Objective of the Study

The main objective of this research is assessing the organizational culture of Amanuel mental specialized hospital.

The specific objectives of the study consist the following

1. Investigate the current organizational cultures practices in Amanuel mental specialized hospital.

2. Examine the contributions of the existing organizational culture to employee satisfaction and their productivity.

3. Identify the major problems related to the existing organizational culture.

4. Assess the relationship between managers and employees reflected during organization activities performance.

5. Examine to what extent the organization's core values are shared among each member.

1.5. Delimitation of the Study

This study was addressed the organizational culture of Amanuel mental specialized hospital that is located around Addis Ketema sub city Kebele 08 in Addis Ababa because of the hospital has no any branch. Though AMSH started operation since 1937, this study was delimited to use recent data from 2010 - 2013 because of easy accessibility of recent information. Organizational culture is a broad concept that includes the completely organizational environment and their relationship to each other. However, this study was delimited to use the relationship between managers and employees, and among employees themselves to assess organizational culture in Amanuel mental specialized hospital for the reason of getting manageable population and the difficulty of dealing with patients.

1.6. Significant of the Study

The study has much significance. First, it may use the organization to identify its current organizational culture and its problem associated with cultural practices, and to take appropriate measure to correct them for getting strong culture for their best efficiency and effectiveness. Second, it gives advanced knowledge about organizational culture for any readers. Thirdly, it use as a reference for other researcher and finally, it uses the student researcher for better research experience and for the partial fulfillment of getting first degree in management.

1.7. Research Design and Methodology

1.7.1. Research Design

The study use descriptive research method, which aim at describing the existing problem. As the title of this paper indicates, the general focus is assessing organizational culture practice of AMSH. For assessment purpose, descriptive research method is the best one because it tries to describe the existing situation.

1.7.2. Population, Sample Size and Sampling Technique

To get manageable respondent the student researcher was select sample of the total population. Among 600 of total population (workers), 6 are head department directorates including the chief executive and 594 are employees work in different head and sub departments. All the head department directorates and the chief executive were selected for interview by using purposive sampling technique. In order to get manageable respondents for questionnaires, 140 were selected from 594 employees by stratified random sampling technique because the technique uses different representative strata. The categorized stratums are different head departments found in AMSH. The reason of using the stratum was to get accurate representatives not only for the total population but also for the sub groups (departments).

The population was categorized in five strata. The stratum and their sampling amount are the following:

Stratum	Population	Sample amount
Medical Department	256	73
Human Resource Management Department	57	16
Internal Audit Department	4	2
Finance and Purchasing Department	30	9
General service Department	247	40
Total	594	140

1.7.3.   Type of Data Collected

In order to get more and detailed data that are relevant to the study, the student researcher was used primary and secondary sources. The primary data sources were employees and managers of the hospital. Primary sources provide first hand information that is collected by the researcher directly for the first time from participants under the research. On the other hand, secondary sources provide second hand information that is collected by another person for other purpose and can gathered from books, journals, other organization's documents, etc.

1.7.4.   Method of Data Collection

In order to get primary data, questionnaires were prepare and distributed to employees who have direct and indirect (supportive) contact with the service provided by the AMSH, and interview was conducted with managers found in AMSH. For secondary data organization's documents and other literatures that are relevant and related to this study was used.

1.7.5.   Method of Data Analysis

The data collected were analyzed using descriptive type of data analysis for the quantitative data gathered through questioner. The descriptive statistics such as percentage, tabulation, mean and standard deviation from measure of central tendency were used to identify the typical value of a variable or the most common characteristics of the group that were help to draw conclusion. Qualitative data gathered through interview and document analysis were analyzed qualitatively.

1.8. Limitation of the Study

The student researcher was face certain limitations that were affected the smooth continuity of the study in the process of conducting the research. The first limitation was unwillingness to fill the questionnaire. Second, not returning the questionnaires, which means from 140 distributed questionnaires, only 123 were returned, and the other limitations were, Carelessness in response and responding only to a few questions from the total questions available on the questionnaire. Note that, the above limitations were not occurring on all distributed questions. To overcome these limitations, the student researcher was tried to explain the aim of the study briefly to those who were unwilling to response and finally take the measure of avoiding unfilled questionnaires and use the remaining for the other research procedures to keep the quality of the study.

1.9. Organization of the Study

This paper was organized in four chapters. The introductory part is the first chapter that gives detail explanation about the study and it is the framework for the other chapters. The second chapter was the related literature review. It discusses more about theoretical aspect of the study in detail using related literatures. The third chapter shows the data presentation, analysis and interpretation. The final chapter was states summery, conclusion and recommendation.

CHAPTER TWO
Related Literature Review

2.1. An Overview of Culture

The meaning of culture for one country is different from other country because of this we cannot find one single meaning throughout the world. However, there are most agreed definitions. As defined by Schein (2001:3), culture is both a "here and now" dynamic phenomenon and coercive background structure that influence as in multiple ways. Culture is constantly reenacted and created by our interaction with others and shaped by our own behavior.

Culture has a force that can influence all people from individual up to group. As stated by Schein (2001:7), culture is an abstraction, yet the forces that are created in social and organizational situations deriving from culture are powerful. If we do not understand the operation of these forces, we become victim to them. Cultural forces are powerful because they operate outside of our awareness.

There are four broad type of culture and each has different categories. According to Schein (2001:2), macro culture, organizational culture, subculture and micro culture are four broad type of culture. Macro culture categorized under nations, ethnic, religious group and occupations that exist globally; organizational culture categorized under private, public, nonprofit and government organization; subculture categorized under occupational groups within organizations, and micro culture categorized under micro systems within or outside organizations.

Among different type of cultures stated above this paper focused only on organizational culture. Some important pointes reviews from different literatures on organizational culture are provided in this chapter to make the study title more clear and to give more additional knowledge to the readers.

2.2. Definition of Organizational Culture

Organizational culture is a culture that found in an organization. The culture exist in an organization can be defined in many ways. For example, it can be defined interms of employees relation, management with employee relation, organization with its environment and so on. Many scholars define organizational culture in their perspective. According to Robbin (2001:510), organizational culture refers to a system of shared meaning held by member that distinguishes the organization from other organization. How organizational culture distinguishe the organization from other organization is clearly shown in definition of sekaran (2004:280), organizational culture reflects the shared assumptions norms, values and beliefs that shape the behavior of its members. Organizational culture can be defined as reflection of commonality. According to Saiyadain (2003:250), organizational culture is a macro phenomenon, which refers to the pattern of beliefs, assumption, values and behaviors reflecting commonality in people working together. This idea more explained by Shane and Vonglinow (2006:498), organizational culture is the basic pattern of shared assumptions, values and beliefs considered to be the correct way of thinking and acting on problems and opportunities facing the organization. It defines what is important in the company. Finally, Culture can be defined as the organization tradition. According to Mishra (2001:423), organizational culture is the result of the traditional functions of an organization. When the traditions are institutionalized, it becomes culture.

2.3. Characteristics of Organizational Culture

Organizational culture as any other cultures has its own characteristics. The characteristics stated by Mishra (2001:424-425) are discussed below.

Assumption and Values

Organizational culture includes the assumptions and values of an organization. These assumptions are believed explicitly. Workers, managers and the top management view the organizational culture in the same pattern, although they have different views individually. The behavioral pattern depends on certain invisible assumptions and their values.

Sharing of Perception

The people of an organization mutually agree on certain perceptions although they have different attitudes and beliefs. Their common beliefs and attitudes are part of the organizational culture. They share a common perception of the organization. The degree to which employees are encouraged to be innovative is determinant of the organizational culture.

Risk Taking

Organizational culture is influenced by the degree of risk and challenges faced by the employees. The methods of recruitment and training decide the risk-taking factor. Internal and external environment have a close connection with the decision of risk taking.

Management Attitude

The management's attitude has a direct impact on the behavior of the employees. The management for inculcating a healthy culture supports subordinates. The management's active interest and support are needed for the purpose. Employees develop a feeling of having received an adequate and equitable rewarded under a congenial atmosphere. The management with its focus on results provides positive attitudes. Warm feelings of the superior make the employees happy and production oriented. Managers are expected to exhibit precision and attention to people's problems.

Employee's Inclination

Organizational culture depends on the employees' inclinations, which are influenced by their perception, learning and personality. If the employees take a positive view of the management's attitude, a people oriented climate is developed. The degree of confidence, tolerance and fellowman ship of the employees decides the culture of the organization. Training and management development programs are part of the culture. Individual's satisfaction is a part of a good culture.

Team Building

The management helps team building, cultural and behavioral characteristics are used for the development of a group. Behavior of groups helps the accumulative nature of culture. More emphasis on team building helps cultural development. Functions of workgroup, occupational group, functional departments and organization are a part of culture. When they are accumulated on traditional norms, they became the guiding culture for future action. Their differences create a conflicting culture. The management must be alert to prevent such a culture and inculcate an effective and positive culture.

Competitiveness

A competitive atmosphere helps in developing the culture. Intragroup, intergroup and individual competitiveness demonstrate the wider scope of culture. Their positive attitudes help build good behavior. But, negative attitudes create conflicts. Aggressive attitudes destroy culture while supportive attitudes build good culture.

Stability

The stability in organizational function is referred to as a culture. Rules, regulations and officialisms are maintained without favoring any person. Impersonal approach has a direct impact on the behaviors of the employees.

Structure

The organizational structure is a part of culture. Bureaucratic and mechanic structures have a different culture than the democratic and organic structures. The feeling of one's responsibility and self-development are visible in the organization's climate. The degree of autonomy has a great influence on culture. Culture influences the performances of the employees. It is an attractive factor for remaining in the organization. Employees exercise their creativity with goal autonomy.

2.4. Functions of Organizational Culture

As organizational culture is the major content of an organization, it has a real important function on any organization. These functions make it the determinant factor for organizational performance. Kondalkar (2007:336) states six function of organizational culture as follows.

1. **It gives members an organizational identity**: Sharing norms, values and perceptions gives people a sense of togetherness that helps promote a feeling of common purpose. Culture provides shared pattern of cognitive perceptions or understanding about the values or beliefs held by the organization. This enables the organizational members how to think and behave as expected of them.

2. **It facilitates collective commitment.** The common purpose that grows out of shared culture tends to elicit strong commitment from all those who accept the culture as their own. It provides shared – pattern of feelings to the organizational members to make them know what they are expected to value and feel.

3. **It promotes systems stability.** By encouraging a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. It enhances social stability by holding the organizational members together by providing them appropriate standards for which the members should stand for.

4. **It shapes behavior by helping members make sense of their surroundings.** An organization culture serves as a source of shared meaning that explains why things occur the way they do. Organizational culture is not fully visible but felt. At less visible level culture reflects the value shared by organizational members.

5. **It provides a boundary:** Culture creates distinction between one organization and the other. Such boundary – defining helps identify members and non-members of the organization. Culture facilitates the generation of commitment to something larger them one's individual self-interest. It serves as a control mechanism that guides and shapes the attitude and behavior of organizational members.

6. It helps organizational members stick to conformity and expected mode of behavior. Culture ensures that everyone thinks and behaves in a prescribed manner.

2.5. Types of Organizational Culture

There are different types of culture in an organization. They have their own characteristics and contribution. The four popular types of organizational cultures discussed by Mishra (2001:426) are as follow.

2.5.1. Functional Culture

The functional culture is related with performance. These are of four types – academy, club, team and fortress. Academy culture is the place for a steady development. It emphasizes on proper recruitment and training. Club culture believes in membership, loyalty and commitment. Team culture is the composition of talented and experienced persons. They help each other to achieve an outstanding performance. Fortress culture is a protective culture. Employees protect each other while performing a perilous job in an effective manner.

2.5.2. Descriptive Culture

The descriptive culture explains the behavior of an organization. Employees describe the prevailing culture in an organization. When people are not satisfied, they talk too much about the organization. It measures effective performance, reward system, policies and procedures. Employees are always critical about the present setup.

2.5.3. Perceptual Culture

The feelings of employees are included under the perceptual culture. How they view their organization is included under this culture. Organizations are differentiated with different cultures. Common culture, sub culture and core culture are the different types of perpetual cultures. Common culture is the majority culture of an organization. While different groups of employees differ in their cultural approach, there may be some common culture applicable to

all of them. Common culture is also known as the dominant culture. Sub cultures are the identifiable culture of each group. Their common problems, experiences and members' attitudes form the sub culture. Core culture is the differing value culture of the employees. Core values are the basic values preserved by the employees.

2.5.4. Value Culture

The value culture defines the culture based on strength, namely strong and weak culture. Strong cultures are intensely held values, which are widely shared. Strong cultures have a great impact on the employees' behavior. Greater the commitment to the values of an organization, stronger is the culture. A strong culture has the intensity of an internal climate. It transforms the employees in to high performers who are loyal and highly committed. A strong culture has formalized rules and regulations, which are automatically followed. A weak has a low intensity of values. Employees are careless, less responsible and weak workers. They have a low commitment and are less loyal to their jobs. They do not develop the spirit of belonging to their organization. Rules are obviated. It is not possible to predict the behavior under this culture. Consistency is absent in this case.

2.6. Levels of Organizational Culture

Organizational culture has different levels. The culture becomes deep and more common action as with increasing in levels. As stated by Saiyadain (2003:253-254), organizational culture can be viewed at three level is based on manifestations of the culture in tangible and intangible forms.
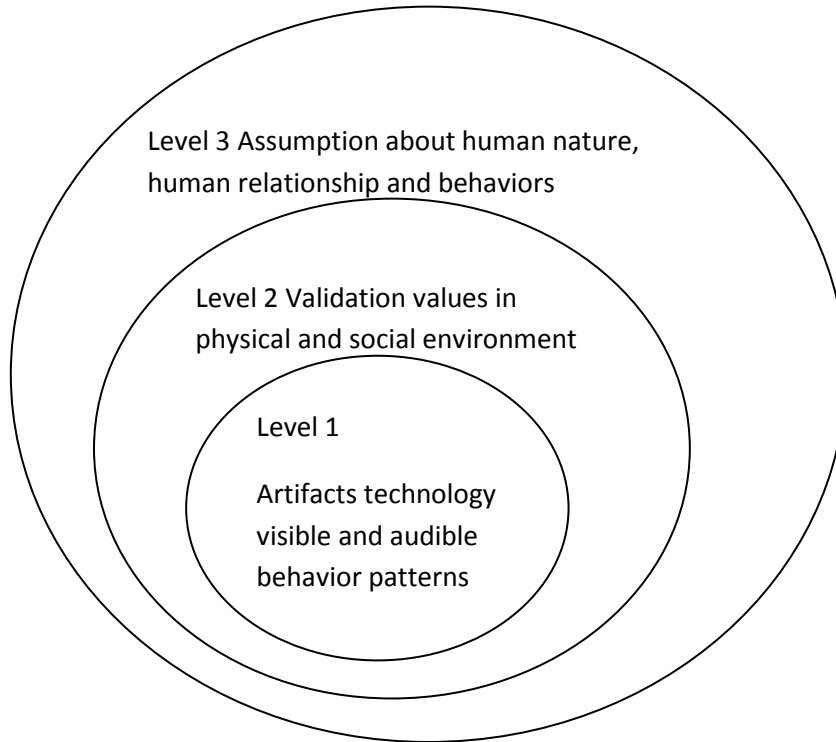
Fig.2.1. Level of Organizational Culture

1. At level one, the organizational culture can be observed in the form of physical objects, technology and other visible forms of behavior like ceremonies and rituals. Though the culture would be visible in various forms, it would be only at the superficial level. For example, may interact with one another but what the underlying feelings are or whether there is understanding among them would require probing.

2. At level two, there is a greater awareness and internalization of cultural values. People in the organization try solutions of a problem in ways, which have been tried, and tested and tested earlier. If the group is successful there will be shared perception of that 'success' leading to cognitive changes turning perceptions in to values and beliefs.

3. Level three represent a process of conversion. When the group repeatedly observes that the method that was tried earlier works most of the time, it becomes the 'preferred

solution' and gets converted in to underlying assumptions or dominant value orientation. The conversion process has both advantages and disadvantages. The advantages are that the dominant value orientation guides behavior, however at the same time it may influence objective and rational thinking.

These three levels range on a scale of superficial to deeply embedded. As cultural symbols get converted to shared assumptions, they move from superficial level to areal internationalized level.

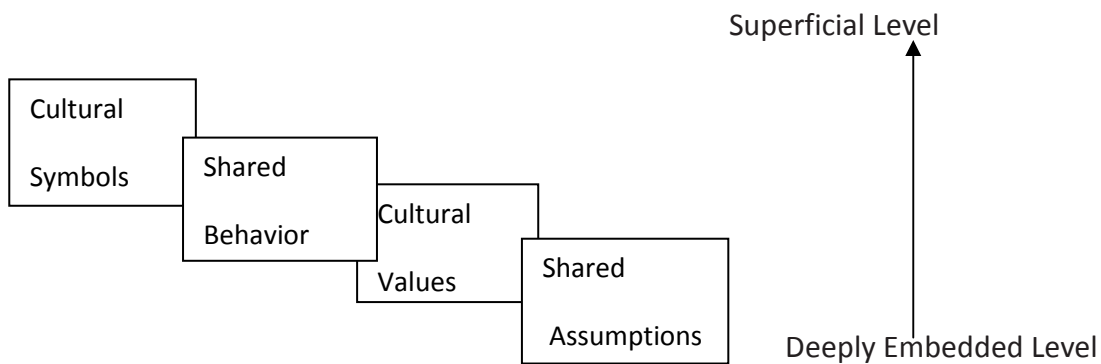Fig.2.2. Level of Organizational Culture

Schein (2001:24) also summarized these stapes in the following way.

1. Artifacts

   - Visible fellable structures and procedures
   - Observed behavior
   - Difficult to decipher

2. Espoused beliefs and values

   - Ideal, goals, values, aspirations
   - Ideologies
   - Rationalization
   - May or may not be congruent with behavior and other artifacts

3. Basic underlying assumptions

    • Unconscious, taken-for-granted beliefs and values

    • Determine behavior, perception, though and feeling

2.7. **Managing Organizational Culture**

Organizational culture should be managed as any other system found in the organization. Kondalkar (2007:337-342) discuses these managing process with a clear diagram.
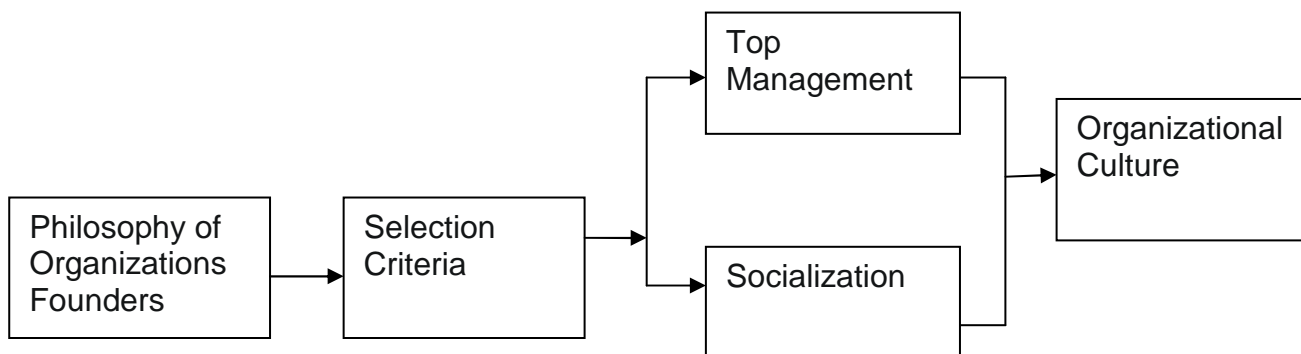
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│ Philosophy of│   │ Selection    │                        └─────────────────┘
│ Organizations│──→│ Criteria     │──→┐                    ┌
│ Founders     │   │              │   └───→┌─────────────────┐
└──────────────┘   └──────────────┘       │ Socialization   │───────┘
                                          └─────────────────┘
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Fig. 2.3. Management of Organizational Culture

Philosophy of Organization's Founders

Culture is valuable for the organization because it enhances organizational commitment. It guides employees towards right direction. Culture is also marked by dysfunctional aspect as well when shared values conflict with the aspects of organizational effectiveness. Such situations take place in dynamic organizational environment where organizations do not change with changed environmental factors. Early traditions are the basis of culture in the organization. The vision of founders and various functions of the organization create culture. The ideology and customs are bedrock of any organizational culture. The mission and vision of founder members, hard work, competitive spirit and the way of life is important as it establishes cultural value of any organization.

Top Management

Organizational culture is an important aspect of organization success. Once the organizational culture is established, it is the duty of managers to ensure that all workers respect the organizational culture and run the organization as per its philosophy. It is the duty of the management to lay down organizational mission, which is achievable. Too much of ambitious mission is likely to fail resulting in low morale of the employees. It is therefore important that managers play a significant role in keeping values, behaviors and opinions of the organizational members under control and guide them appropriately. Leaders should pay continuous attention to maintaining the established standards and send clear signals to all the members as to what is expected of them.

Selection

Standardized procedure should be used to hire right people for right job. Experts should interview the candidates and try to screen out those whose value system does not conflict with that of the organization. Additionally, the selection process provide to the applicants, information about the organizational culture. Should they do not match, the applicants should be given freedom to join other organization. It is important that organizations lay down detailed process of selection criteria and selects a team who can employ right people for right jobs. Personality – job fit must be carefully worked out without any bias. People who are qualified and experienced must be appointed ignoring those with pull and push. The vision, mission, and policy of a sound organization must not be bypassed while selecting the people for work performance. People who do not have core values of an organization must not be appointed because one day they might destroy the very foundation of value system in an organization. Once this happens the whole organization is likely to collapse and suffer losses.

Socialization

Employees should be properly inducted in the organization. Organization policy should lay down procedure in this respect. Individual employee should be briefed on the organization structure, his department and the immediate superior to whom he is to report. On the job

training would go a long way for the growth of an employee. Induction also involves lying down career path for managerial cadre. Training and development programs, promotional cadres should be planned on a regular basis so that an appropriate message is passed on to the employees. As stated earlier it is the duty of the senior managers to ensure that organizational culture is enriched by their way of handling things under stress and strain where emotions have to be controlled and canalized in the desired direction. It is here that the employees receive a positive signal of the level of organizational culture. Less productive workers should be encouraged and not treated as second-class citizens of the organization. Good managers are able to support and reinforce existing organizational culture by being strong role models and by handling situation that may result deviation with skill and diplomacy.

Newly recruited employees are put through adaptation process called socialization. Socialization starts once an individual is selected. A proper brief of the organization is sent to him at his home. Individual or groups of individuals are received at railway, bus stations or at air terminus. They are taken around to various departments and introduced to key appointments. They are later put through the culture of an organization through intensive training program. Special attention is paid to each of the individuals who are put through all the activities of the organization. The aim being to make him aware of the problems and difficulties envisaged. The importance of doing a minor job and its contribution towards a 'whole' job is also an important consideration. The training program is scheduled in such a fashion that 'on the job training' is given to an individual along with making him aware of organizational culture. The organizational culture is maintained not only in work functions but also in dining, dressing and other developmental activities. Employees on their part prove their commitment with the organization. In case employees fail to adapt to the organization's culture are called 'non conformist' and are further put through an intensive training program as under.

(i) **Pre-arrival Stage:** The values, attitudes, personality and learning aptitude are assessed to drive the individual towards organizational culture. It is diagnosis stage, which identifies, in an individual the possibilities of socialization (adaptation) of the organization's culture. Psychologists and behavioral scientists are invited to smoothen individual values to suit the organizational requirement.

(ii) **Encounter Stage:** It is an induction stage where a recruit joins an organization and is put through the job. He compares his expectations and image that he has formed with the organizational set up. If the expectations are far from reality, they are expected to learn and follow organizational value system. Those who modify and learn are taken into the mainstream of the organization. Those who resist have to quit the organization being misfit.

(iii) **Metamorphosis Stage:** It is a consolidation stage where individual learn the values, norms, culture of the organization. They are made to familiarize with various individuals, and adapt to various prevailing organizational systems and processes. It is voluntary process where an individual is put under a facilitator for learning process. Individual masters skills required for job performance, he adopts new role and adjust himself to changed life style. This becomes a steppingstone to be an effective member of the team. It is "refreeze stage" of change process.

Following additional points contribute to enrich the organizational culture

- Carryout job analysis periodically
- Encourage an individual in public for good work done
- Define clearly the job requirements
- Celebrate festivals that employees greatly value
- Publicize stories, encourage hero worship
- Organize social functions
- Ensure quality decisions
- Show concern to all employees
- Encourage innovative ideas and reward them
- Lay down promotion policy; create a healthy and competitive work environment
- Ensure quality of work life

Chapter Three

Data Presentation, Analysis and Interpretation

In the previous two chapters, the framework of the study and review of related literatures were performed. Now in this chapter presentation, analysis and interpretation of the collected dates are presented. These means that the data collected through questionnaires and interview are present in the summarized and clear tabulation form, and analyzed using different descriptive analysis techniques like percentage, mean and standard deviation then interpreted for clarifying the results. This chapter contained two main sub topics. The first sub topic provides the general background and characteristics of the respondents and the second sub topic illustrates deeply about responses of the main study related questions.

3.1. Respondents Profile

This sub topic of the chapter deals with the general characteristics which means there age, sex, educational background, working area and work experience in AMSH of the total respondents.

Table 1. General Backgrounds of Respondents

No.	Item	Category	Number (amount)	Percent (%)
1	Sex	Male	60	49
		Female	63	51
2	Age	18-25	24	19
		26-35	55	45
		36-50	40	33
		>50	4	3
3	Educational background	Below grade 10	3	2
		10th completed	21	17
		Certificate	17	14
		Diploma	48	39
		Degree	30	25
		Masters Degree	4	3
		Above Masters Degree	_	_
4	Working area in AMSH	Medical Department	61	50
		Human Resource Management Department	16	13
		Internal Audit Department	4	3
		Finance and Purchasing Department	7	6
		General service Department	35	28
5	Work experience in AMSH	< =5 years	79	64
		6 – 10 years	27	22
		11 – 15 years	7	6
		16 – 20 years	2	1
		>20 years	8	7

According to the first item of the table, 63(51%) of the total respondents are female and 60(49%) are males. These indicates that in the organization female workers are more in number than males but the data also shown that the difference in number is not that much high. Therefore, this also implies in the organization there is balanced number of sex group and it also shows that the organization give equal job opportunity for both sex.

In regard to age category, 55(45%) of the total respondents are between the age of 26 − 35, 40(33%) are between 36 − 50, 24(19%) are between 18 − 25 and 4(3%) are greater than 50.these indicates that in the organization more than half of the total employees are found under the age of 35. The first reason behind this is the organization use graduates because as it is known that health student graduates are placed by the government to different government hospitals. The other reason is most old age workers have long year work experience and by using it they go to other organizations to get more increased salary.

Concerning educational background, 48(39%) of the total respondents are found in diploma level, 30(25%) in degree level, 21(17%) are 10th completed, 17(14%) in certificate level, 4(3%) in masters degree level and 3(2%) are below grade 10. These indicate that most of the organization's employees are diploma and degree holders. The data also implies there are some elementary and high school educational level workers who help the organization to perform its everyday work activity.

Concerning working area, 61(50%) of the total respondents are found in medical departments, 35(28%) in general service department, 16(13%) in human resource management department, 7(6%) in finance and purchasing department and 4(3%) in internal audit department. These imply most employees in the organization are main services provider (not supportive) because of the organization is a hospital, it use more main service provider to provide sufficient service for users.

The last item of the table shows, 79(64%) of the total respondents have five and less year work experience, 27(22%) have 6 − 10 year work experience, 10(8%) have 16 and above year work experience and 7(6%) have 11 − 15 year work experience. These imply even if there are long year workers but most employees have less work experience or recent entries. The main reason

for this are first the organization use resent graduates, second nurses and other main service providers are transferred to other hospitals with regard to ministry of health working system and the last most important reason is high employee turnover according to the information found from interviewed managers.

3.2. Analysis of Findings of the Study

As already stated in the first chapter, the main (general) objective of this study is assessing the organizational culture of Amanuel mental specialized hospital. Therefore, to address this main objective and the other specific objectives questionnaire and interview was provided to AMSH employees and top-level managers respectively in accordance with the stated research questions. As a result, under this sub topic, the data that where found from the responses through questionnaire and interview is presented, analyzed and interpreted using descriptive way of analysis.

Table 2. Responses about Manager's Quality

- How do you rate managers found in different departments in

Item	Very High		High		Medium		Low		Very Low		Total		Mean	Standard Deviation
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%		
Competency for their current position	9	8	34	28	48	41	18	15	9	8	118	100	3.14	1.02
Commitment to their responsibility	19	16	29	24	48	40	14	12	9	8	119	100	3.29	1.11
Relationship with workers under them	20	17	23	20	37	31	25	21	13	11	118	100	3.1	1.24
Understanding their employees problem	12	10	14	12	35	28	41	34	19	16	121	100	2.66	1.17
Trust (faith) on their employees	16	13	27	23	45	38	19	16	12	10	119	100	3.13	1.15
Transparency	18	15	13	11	39	33	31	27	16	14	117	100	2.88	1.24
Participate employees in decision making process	7	6	11	9	36	30	42	35	25	20	121	100	2.45	1.09
Participate employees in implementing new working system	11	9	19	16	41	34	28	23	22	18	121	100	2.74	1.19
Participate employees in conflict resolutions	9	7	20	17	40	33	27	23	24	20	120	100	2.69	1.19

On the first item of the table 48(41%) of the total respondents rated there managers in medium competency level, 43(36%) in higher competency level and 27(23%) in lower competency level. These indicate that managers found in different departments are competent for their position. Furthermore, the mean value is 3.14 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on the medium competent level of managers, but the

standard deviation, which is 1.02, indicates there is high deviation (4.02, 1.98) from the mean and it shows inconsistency in responses. On the other hand, from employee document available in the organization the student researcher found the managers are competent for their position, spatially in their educational level.

The second item of the table indicate that 48(40%) of the total respondents rated there managers on commitment to their responsibility in higher level while the other 48(40%) in medium commitment level and 23(20%) in lower commitment level. These imply the organization's managers are committed to their responsibility. Moreover, the mean value is 3.29 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on the medium commitment level of the managers, but the standard deviation, which is 1.11, indicates there is high deviation (4.11, 1.89) from the mean and it shows inconsistency in responses.

The third item of the table shows 43(37%) of the total respondents rated there managers relationship with workers on higher level, 38(32%) on lower level and 37(31%) on medium level. These indicate that their managers have good relationship with workers even if it is not satisfactory. In addition, the mean value is 3.1 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on the medium relationship level the managers have with workers, but the standard deviation, which is 1.24, indicates there is high deviation (4.24, 1.76) from the mean and it shows inconsistency in responses. On this issue employees also stated on the open ended question, there is good relationship between employees and managers specially with the chief executive.

On the fourth item of the table 60(50%) of the total respondents rated there managers understanding of employee's problem in lower level while the other 35(28%) in medium level and 26(22%) in higher level. These imply there is low understanding of employee's problem at the side managers in the organization. Furthermore, the mean value is 2.66 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on the medium understanding level of the managers, but the standard deviation, which is 1.17, indicates there is high deviation (4.17, 1.83) from the mean and it shows inconsistency in responses. On the

open-ended question, also employees stated that there is low understanding and solving of their problems especially in lower level working area.

The fifth item of the table shows 45(38%) of the total respondents rated there managers trust on employees in medium level, 43(36%) in higher level and 31(26%) in lower level. These imply there is trust on employees at the side of managers. Moreover, the mean value is 3.13 and it approach to 3, which is the medium scale value. This indicates more respondent belief mangers have medium trust on employees, but the standard deviation, which is 1.15, indicates there is high deviation (4.15, 1.85) from the mean and it shows inconsistency in responses.

On the sixth item of the table 47(41%) of the total respondent rated there mangers on transparency in lower level, 39(33%) in medium transparency level and 31(26%) in higher transparency level. These imply AMSH managers are low transparent for their employees. In addition, the mean value is 2.88 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on the medium transparency level of the managers, but the standard deviation, which is 1.24, indicates there is high deviation (4.24, 1.76) from the mean and it shows inconsistency in responses. On the open-ended question, also employees stated that there is low transparency especially in decision-making process.

On the seventh item of the table 67(55%) of the total respondent rated there managers on participate employees in decision-making process in lower level, 36(30%) in a medium level and 18(15%) in a higher level. These imply there is low participation of employees in decision-making process. Furthermore, the mean value is 2.45 and it approach to 2, which is the low scale value. This indicates more respondent agreed on the low participation level on decision-making process, but the standard deviation, which is 1.09, indicates there is low deviation (3.09, 0.91) from the mean and it shows consistency in responses.

On the eighth item of the table 50(41%) of the total respondents rated there managers on participate employees in implementing new working system in lower level, 41(34%) in medium level and 30(25%) in higher level. These indicate that there is low participation of employees in implementing new working system. Moreover, the mean value is 2.74 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on the medium

participation level on the process of implementation of new working system, but the standard deviation, which is 1.19, indicates there is high deviation (4.19, 1.81) from the mean and it shows inconsistency in responses.

The last item of the table shows 51(43%) of the total respondents rated there managers on participate employees in conflict resolution in lower level, 40(33%) in medium level and 29(24%) in higher level. These indicate that there is low participation of employees in conflict resolution process. In addition, the mean value is 2.69 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on the medium participation level on conflict resolution process, but the standard deviation, which is 1.19, indicates there is high deviation (4.19, 1.81) from the mean and it shows inconsistency in responses.

On the area of relationship between managers, all interviewed top-level managers said that there is informally close relationship between them and formally, they have constant meeting ones a week. These imply that in the organization there is a strong relationship between top-level managers.

Table 3. Responses on Listing Employees Complains

Item	No.	%
How do you rate the practice of listening employee complains in the organization?		
• Excellent	4	3
• Very Good	15	13
• Good	36	30
• Low	26	22
• Very Low	39	32
Total	120	100
Mean	2.33	
Standard Deviation	1.15	

According to the table, 65(54%) of the total respondent belief there is lower practice in listening employees complains while the other 36(30%), 15(13%) and 4(3%) of respondents belief there is good, very good and excellent complain listening practice in the organization respectively. These imply there is low or not good practice in listening employee complains. Furthermore, the mean value is 2.33 and it approach to 2, which is the low scale value. This indicates more respondent agreed on the low practice level in listening employee complain and the standard deviation, which is 1.15 indicates there is low deviation (3.15, 0.85) from the mean and it shows consistency in responses.

Table 4. Responses on Employee's Motivational Practices

- How do you rate the following employee's motivation practices according to your organization?

Item	Very High		High		Medium		Low		Very Low		Total		Mean	Standard Deviation
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%		
Salary increment practice	1	1	4	3	7	6	28	23	81	67	121	100	1.48	0.82
Free scholarship of educations	9	7	10	8	21	18	30	25	51	42	121	100	2.14	1.26
Recreation time for all employees ones a year or above	1	1	3	2	5	4	26	22	86	71	121	100	1.4	0.76
Low price restaurant for employees	11	9	25	20	47	39	19	16	19	16	121	100	2.92	1.22
Recognition of employee effort	3	2	4	3	31	26	36	30	47	39	121	100	2.01	1

In the first item of the table 109(90%) of the total respondents rated the salary increment practice lower while the other 7(6%) and 5(4%) rated medium and higher respectively. These indicate that there is lower salary increment practice in the organization. Moreover, the mean value is 1.48 and it approach to 1, which is the very low scale value. This indicates more respondent agreed on the very low salary increment practice and the standard deviation, which is 0.82, indicates there is low deviation (1.82, 0.18) from the mean and it shows consistency in responses. On the other hand, from the review of summarized employee salary document, the student researcher also found that there is low salary amount even for top-level managers and long year experienced employees. In addition, on the open-ended question the employee stated that there is no salary increment practice in the organization. On this issue the interviewed managers said that the reason for low salary increment is the government, which means the salary already stated and send from the government.

The second item of the table shows 81(67%) of the total respondents rated the practice of giving of giving free scholarship on education is lower while the other 21(18%) and 19(15%) rated medium and higher respectively. These imply there is lower practice in the organization on the area of giving free educational scholarship. Moreover, the mean value is 2.14 and it approach to 2, which is the low scale value. This indicates more respondent agreed on the low practice on providing free scholarship of education and the standard deviation, which is 1.26, indicates there is low deviation (3.26, 0.74) from the mean and it shows consistency in responses. On the open ended question also the employees stated that there is free educational scholarship but it is focused only on professional or high level workers and ignore low level workers so, it have very limit access.

The third item of the table indicates 112(93%) of the total respondents rated the practice of collective employee's recreation time is lower while the other 5(4%) and 4(3%) rated medium and higher respectively. These imply there is lower practice of collective employee's recreation time in the organization. In addition, the mean value is 1.4 and it approach to 1, which is the very low scale value. This indicates more respondent agreed on the very low practice in providing recreation time for employees and the standard deviation, which is 0.76, indicates

there is low deviation (1.76, 0.24) from the mean and it shows consistency in responses. On the other hand, the response from interview and open-ended question also shows that there is no employee recreational practice in the organization.

The fourth item of the table 47(39%) of the total respondent rated the practice of providing low price restaurant in medium level, 38(32%) in lower level and 36(29%) is higher level. These imply there is good practice in providing low price restaurant for employees in the organization but it is not satisfactory. In addition, the mean value is 2.92 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on providing of low price restaurant is a medium level, but the standard deviation, which is 1.22, indicates there is high deviation (4.22, 1.78) from the mean and it shows inconsistency in responses.

The last item of the table shows 83(69%) of the total respondent rated the practice of giving recognition to employee's effort in lower level while the other 31(26%) and 7(5%) rated medium and higher level respectively. These imply in the organization, giving recognition to employee effort is lower. Furthermore, the mean value is 2.01 and it approach to 2, which is the low scale value. This indicates more respondent agreed on the low recognition of employee effort and the standard deviation, which is 1, indicates there is low deviation (3, 1) from the mean and it shows consistency in responses. The response on the open-ended question also shows that there is no encouragement of employees in the organization.

Table 5. Responses on Familiarity with Core Values

- How do you rate your familiarity with the organization's

Item	Very High		High		Medium		Low		Very Low		Total		Mean	Standard Deviation
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%		
Vision	21	17	38	31	40	33	14	11	10	8	123	100	3.37	1.14
Mission	19	16	36	29	41	34	17	14	9	7	122	100	3.32	1.12
Objective	22	18	39	32	36	30	16	13	9	7	122	100	3.4	1.15
Strategy	14	12	36	30	39	32	21	17	11	9	121	100	3.17	1.13
Policy	14	12	26	21	49	40	21	17	12	10	122	100	3.07	1.11

With regard to the vision, 59(48%) of the total respondents rated there familiarity with the organization's vision at higher level, 40(33%) at medium level and 24(19%) at lower level. These imply most employees of the organization are familiar with the vision. Furthermore, the mean value is 3.37 and it approach to 3, which is the medium scale value. This indicates more respondent have the medium familiarity with the vision, but the standard deviation, which is 1.14, indicates there is high deviation (4.14, 1.86) from the mean and it shows inconsistency in responses.

With regard to the mission, 55(45%) of the total respondents rated there familiarity with the organization's mission at higher level, 41(34%) at medium level and 26(21%) at lower level. These imply most employees of the organization are familiar with the mission. Moreover, the mean value is 3.32 and it approach to 3, which is the medium scale value. This indicates more respondent have the medium familiarity with the mission, but the standard deviation, which is 1.12, indicates there is high deviation (4.12, 1.88) from the mean and it shows inconsistency in responses.

With regard to the objective, 61(50%) of the total respondents rated there familiarity with the organization's objective at higher level, 36(30%) at medium level and 25(20%) at lower level. These imply most employees of the organization are familiar with the objective. Inaddition, the mean value is 3.4 and it approach to 3, which is the medium scale value. This indicates more respondent have the medium familiarity with the objective, but the standard deviation, which is 1.15, indicates there is high deviation (4.15, 1.85) from the mean and it shows inconsistency in responses.

With regard to the strategy, 50(42%) of the total respondents rated there familiarity with the organization's strategy at higher level, 39(32%) at medium level and 32(26%) at lower level. These imply most employees of the organization are familiar with the strategy. Furthermore, the mean value is 3.17 and it approach to 3, which is the medium scale value. This indicates more respondent have the medium familiarity with the strategy, but the standard deviation, which is 1.13, indicates there is high deviation (4.13, 1.87) from the mean and it shows inconsistency in responses.

With regard to the policy, 49(40%) of the total respondents rated there familiarity with the organization's policy at medium level, 40(33%) rated at higher level and 33(27%) rated at lower level. These imply most employees of the organization are familiar with the policy. Furthermore, the mean value is 3.07 and it approach to 3, which is the medium scale value. This indicates more respondent have the medium familiarity with the policy, but the standard deviation, which is 1.11, indicates there is high deviation (4.11, 1.89) from the mean and it shows inconsistency in responses.

According to the interview response from top-level managers on the above issue, all managers responded that the familiarity of employees with the organization's vision, mission, objective, strategy and policy is not strong and satisfied.

Table 6. Responses on Relationship between Employees

Item	No.	%
How do you rate the relationship or unities that exist among the employees?		
• Very Strong	14	12
• Strong	29	24
• Medium	51	42
• Weak	15	13
• Very Weak	11	9
Total	120	100
Mean	3.17	
Standard Deviation	1.09	

As shown in the table, among the total respondents 51(42%) beliefs that the relationship between employees is medium while the other 43(36%) beliefs more strong relationship and 26(22%) beliefs weak relationship between employees. These indicate that in the organization there is good employee relationship. Furthermore, the mean value is 3.17 and it approach to 3,

which is the medium scale value. This indicates more respondent agreed on the medium level relationship between employees, but the standard deviation, which is 1.09, indicates there is high deviation (4.09, 1.91) from the mean and it shows inconsistency in responses. The response on the open-ended question also shows that there is good relationship between employees especially between nurses.

According to the interview with top-level managers on the issue of performing special activity that make the employee relationship (unity) strong, the managers answered that there is no special activity but they celebrate normally national ceremonies. The managers also said that even if they did not perform special activity for employee relationship but the employee organized themselves by special relation called 'Eder'.

Table 7. Responses about Comfort of Working Places

Item	No.	%
How do you rate the comfort of your working place according to the behavior of your current working position? • Very comfortable • Comfortable • Less comfortable • Not Comfortable **Total**	 6 30 41 43 120	 5 25 34 36 100
Mean	1.99	
Standard Deviation	0.9	

As shown in the table, among the total respondents 43(36%) responded that the working places is not comfortable while the other 41(34%) responded less comfortable and 36(30%) responded comfortable. These imply the working places of the organization are not comfortable for employees to perform their work. In addition, the mean value is 1.99 and it approach to 2, which is the low scale value. This indicates more respondent agreed on the low comfort level of

working place and the standard deviation, which is 0.9, indicates there is low deviation (2.9, 1.1) from the mean and it shows consistency in responses.

On the issue of the comfort of the organization's offices for work, the interviewed top-level managers also said that the working offices are narrow and uncomfortable for performing work.

Table 8. Responses on Cooperation of Managers and Employees

Item	No.	%
How do you rate the cooperation of the managers and employees through performing organizational work activity?		
• Very High	4	3
• High	9	7
• Medium	57	47
• Low	34	29
• Very Low	17	14
Total	121	100
Mean	2.58	
Standard Deviation	0.88	

According to table 8, 57(47%) of the total respondents rated the cooperation in medium level, 51(43%) rated in lower level and 13(10%) rated in higher level. These indicate that there is cooperation between managers and employees through performing works even if it is not satisfactory. Furthermore, the mean value is 2.58 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on the medium cooperation between employees and managers, but the standard deviation, which is 0.88, indicates there is high deviation (3.88, 2.12) from the mean and it shows inconsistency in responses.

On the issue of the relationship between employees and managers, the interviewed top-level managers said that there is good and smooth formal and more informal relationship between employees and managers in the organization.

Table 9. Responses on Satisfaction Level of Employees

- How do you rate your satisfaction level on the following pointes?

Item	Very Satisfied		Satisfied		Less Satisfied		Not Satisfied		Total		Mean	Standard Deviation
	No.	%	No.	%	No.	%	No.	%	No.	%		
Working area	6	5	33	27	47	38	36	30	122	100	2.07	0.87
Working offices	4	3	26	22	53	44	37	31	120	100	1.98	0.81
Management style	8	7	18	15	57	48	36	30	119	100	1.98	0.85
Compensation system	4	3	6	5	38	32	72	60	120	100	1.52	0.74
Working culture	9	8	31	26	45	37	35	29	120	100	2.12	0.92

According to item one of the table, 47(38%) of the total respondents are less satisfied in the working area, 39(32%) are satisfied and 36(30%) are not satisfied. These imply the working area of the organization is not satisfactory. Furthermore, the mean value is 2.07 and it approach to 2, which is the less satisfaction scale value. This indicates more respondent agreed on the less satisfaction level on the working area and the standard deviation, which is 0.87, indicates there is low deviation (2.87, 1.13) from the mean and it shows consistency in responses. The employee also stated on the open-ended question that the working area of the organization is contaminated and unsafe. The student researcher also observes the same phenomenon.

According to item two of the table, 53(44%) of the total respondents are less satisfied in working offices, 37(31%) are not satisfied and 30(25%) are satisfied. These imply the working offices of the organization are not satisfactory. Moreover, the mean value is 1.98 and it approach to 2, which is the less satisfaction scale value. This indicates more respondent agreed on the less satisfaction level on the working offices and the standard deviation, which is 0.81,

indicates there is low deviation (2.81, 1.19) from the mean and it shows consistency in responses.

According to item three of the table, 57(48%) of the total respondents are less satisfied in the management style, 36(30%) are not satisfied and 26(22%) are satisfied. These imply the style of management in the organization is not satisfactory. In addition, the mean value is 1.98 and it approach to 2, which is the less satisfaction scale value. This indicates more respondent agreed on the less satisfaction level on the management style and the standard deviation, which is 0.85, indicates there is low deviation (2.85, 1.15) from the mean and it shows consistency in responses.

According to item four of the table, 72(60%) of the total respondents are not satisfied in the compensation system, 38(32%) are less satisfied and 10(8%) are satisfied. These imply the compensation system of the organization is no satisfactory. Furthermore, the mean value is 1.52 and it approach to 2, which is the less satisfaction scale value. This indicates more respondent agreed on the less satisfaction level on the compensation system and the standard deviation, which is 0.74, indicates there is low deviation (2.74, 1.26) from the mean and it shows consistency in responses. The employee also stated on the open-ended question that there is unfair distribution of compensation in the organization.

According the last item of the table, 45(37%) of the total respondents are less satisfied in the working culture, 40(34%) are satisfied and 35(29%) are not satisfied. These imply the working culture of the organization is not satisfactory. Furthermore, the mean value is 2.12 and it approach to 2, which is the less satisfaction scale value. This indicates more respondent agreed on the less satisfaction level on the working culture and the standard deviation, which is 0.92, indicates there is low deviation (2.92, 1.08) from the mean and it shows consistency in responses.

Table 10. Responses on Productivity of Employees

Item	No.	%
How do you rate the contribution of current whole organizational work activity for your productivity?		
• Very High	8	7
• High	21	17
• Medium	54	45
• Low	27	22
• Very Low	11	9
Total	121	100
Mean	2.9	
Standard Deviation	1.01	

According to the above table 54(45%) of the total respondents rated the productivity in medium level, 38(31%) in lower level and 29(34%) in higher level. These imply there is a productivity of employees but it is not satisfactory. In addition, the mean value is 2.9 and it approach to 3, which is the medium scale value. This indicates more respondent agreed on the medium productivity level of employees, but the standard deviation, which is 1.01, indicates there is high deviation (4.01, 1.99) from the mean and it shows inconsistency in responses.

On the issue of the contribution of the current organizational whole work activity to employee's satisfaction and productivity, the interviewed top-level managers said that there is medium satisfaction and good productivity of employees in the organization.

On the issue of good practices of the organization, the employee stated on the open-ended question that there is good service and special care for patients, and participating patients in different technical works including their own surrounding area. On the other hand, the weak practice that is not stated in the above parts is giving training chances only for the same persons repeatedly ding to according to the open-ended question response.

Chapter Four

Summary, Conclusion and Recommendation

In the previous chapter presentation, analysis and interpretation of the collected data was briefly stated. Now in this chapter, the major finding of the study that means summary, the conclusion of the study and the appropriate recommendation according to the major problem founded are presented.

4.1. Summary of the Major Finding

➢ According to the general background of the respondents 63(51%) are females, 55(45%) are between the age of 26 – 35, 48(39%) are diploma educational level, 61(50%) are found in medical department and 79(64%) are five and less year work experience.

➢ Concerning competency of managers for their position, 48(41%) of respondents rated medium competency level.

➢ Regarding commitment of mangers to their responsibility, 48(40%) of respondents rated higher commitment level.

➢ Concerning the relationship of managers with employees, 43(37%) of respondents rated higher level of relationship.

➢ Regarding managers understanding of employees problem, 60(50%) of respondent rated lower understanding level.

➢ Concerning trust of manager on employees, 45(38%) of respondent rated medium level.

➢ Regarding transparency of managers, 47(41%) of respondents rated lower level.

➢ Regarding employee participation, 56(46%) of respondents rated lower the participation in decision-making process, implementing new working system and conflict resolution process.

➢ On the issue of listing employee complains, 65(54%) of respondents rated the practice in lower listing level.

➢ With regard to motivational practice, 96(80%) of respondents lower practice in the salary increment, free educational scholarship program, collective employee's

recreational time and recognition of employee's effort in lower level. However, in the area of providing low price restaurant 47(39%) of respondents rated medium level.

➢ On familiarity with the organization core values (major principles), 56(46%) of respondents rated their familiarity with vision, mission, objective and strategy in higher level. However, regarding policy 49(40%) of respondents rated their familiarity in medium level.

➢ Regarding relationship within employees, 51(42%) of respondents rated the relationship in medium level.

➢ Concerning the comfort of working place according to the behavior of their work, 43(36%) of respondents rated the working place uncomfortable.

➢ Regarding cooperation between managers and employees through performing organizational work activity, 57(47%) of respondents rated the cooperation in medium level.

➢ Concerning satisfaction level of employees, 51(42%) of respondents are less satisfied in working area, working offices, management style and working culture of the organization. Moreover, regarding compensation system 72(60%) of respondents are not totally satisfied.

➢ Regarding the contribution of current whole organizational work activity for their productivity, 54(45%) of respondents rated medium contribution to their productivity or in the other word their productivity is in medium level.

4.2. Conclusion

According to the information found from the analysis and the major findings, the following conclusions are forwarded in accordance with the basic research questions.

The information provided in the general background of respondents shows there are more educated (diploma and degree level) and middle age (25 – 35) employees in the organization. These imply that the hospital has potential work force to provide its service sufficiently.

The above findings in different organizational concepts imply that there is a weak culture in AMSH. There are major reasons for this weak culture according to the major findings. First there is low listening of employee complains. As it is known complain is the major instrument that employees use to show their dissatisfaction to any organizational activity. Therefore, if this complain do not get appropriate answer, it create demoralized and uncommitted employees and make the unity of the organization's members become weak. If the organization unity becomes weak, the culture of the organization also becomes weak and weak through time. Second, there is low employee participation in different core organizational activities. If the participation of employees become low, the employee becomes feeling, they are not belonging to that organization. Therefore, this situation also weakens the organizational culture. Third, there is low motivational practice. As any human beings need motivation to perform better than the previous, the organization employees also need the same thing to work with commitment and unity. Therefore, when the motivational practices decrease, the moral, unity and commitment of employees become decrease and these have a major negative impact on the organizational culture. Forth the working place of AMSH is uncomfortable. In one organization there may be many educated potential employees or full equipment and much money but if there is uncomfortable working place, these facilities cannot do anything by themselves. Therefore, the same thing is happen in this organization also. Because of the existence of uncomfortable working place in the organization, there is high employee turnover and difficulty of doing general employee meeting, and this situation affect the culture to become weak by affecting the moral and unity of employees.

The other issue is satisfaction and motivation of employees in accordance with the current culture. On this area also the weakness of the culture make employees unsatisfied and unproductive. The major factors stated above like listening employee complain, employee participation, motivation and working place playing the major role in the satisfaction and productivity of employees. In addition to these factors management style and compensation system also affect the satisfaction and productivity of employees. Therefore, according to the information stated in the major findings, there is poor management style and compensation system and these make the organization's employees unsatisfied.

According to the some information provided in the above section, there is relationship between employees and managers. However, when we cross check this finding with another responses given by employees in related issues, it shows the relationship is not strong and unitized and it also limited in some area of work group not comprise all workers.

The last issue is the shared extent of the core value. Core value in this topic sense includes vision, mission, objective, strategy and policy of the organization or we can collectively name them the major principles of an organization because without them no organization can exist. According to the major finding on this issue, AMSH employees are familiar with these major principles but regarding the information found from interviewed managers, these core values are note shared with in employees. The reason behind this is not giving strong attention to them.

4.3. Recommendation

According to the major problems stated in above, student researcher forwards the following recommendations.

➢ As it is known organizational culture does not exist in a single person only in the organization but it must be existed within two or more employees to speak about organizational culture. To make this culture strong the organization should give a great attention to these employees. If there is a strong organizational culture, there is also a strong employee unity and this unity make employee to be productive and help the organization to exist in the long- run. Therefore, AMSH should give great attention to its employees by listening and solving appropriately there complains, increase motivational practices like salary increment, giving recognition to employee effort, giving free scholarships and so on, and increasing employee participation in every working system. The organization should also focused in making working place comfortable starting from working offices up to the whole surrounding working area.

➢ The other core issue that the organization should give its attention is on the satisfaction of employees to make the culture more strong. For example, increasing fair

compensation system and giving timely appropriate response to employee feedback are some of the many tools for increasing employee satisfaction.

➢ For increasing the relationship between managers and employees and within employees also, the organization should prepare general employee meeting, collective employee recreational time and increase informal communication between employee and managers.

➢ Lastly, to increase the knowledge and commitment of employees to organization's core values the organization should provide training and other important activities in this issue.

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Appendices

Appendix A

St. Mary University

Faculty of Business

Department of Management

Questionnaire to be filled by employees of AMSH

Dear respondent

The aim of this study is to assess the organizational culture and its practice in AMSH. Accordingly, this questionnaire is designed to collect relevant data. The finding will be a guideline to show the strength or weakness of ASMH. Your true responses for the following questions are extremely important for the successful completion of this research work.

The information you provide is used only for academic purpose indicated and you are kindly requested to fill in responding the questions. The researcher would be thankful if you could return the questionnaire as soon as possible. Tank you in advance for your cooperation.

I.   Personal information

Please indicate your response by marking "×" against your choices or write your answer in the space provided. There is no need to write your name.

1. Sex

   Male ☐   Female ☐

2. Age

   18-25 ☐   26-35 ☐   36-50 ☐ >50   ☐

3. Educational background

Below grade 10	☐	Degree	☐
10th completed	☐	Masters Degree	☐
Certificate	☐	Above Masters Degree	☐
Diploma	☐		

4. Current working position in AMSH--

5. Work experience in AMSH---------------------------------------

II. Detailed information

For the following questions please indicate your response by marking "✓ "against your choices or write your answers in the space provided.

1. How do you rate managers found in different departments in

	Very High	High	Medium	Low	Very Low
• Competency for their current position	☐	☐	☐	☐	☐
• Commitment to their responsibility	☐	☐	☐	☐	☐
• Relationship with workers under them	☐	☐	☐	☐	☐
• Understanding their employees problem	☐	☐	☐	☐	☐
• Trust (faith) on their employees	☐	☐	☐	☐	☐
• Transparency	☐	☐	☐	☐	☐
• Participate employees in decision making process	☐	☐	☐	☐	☐
• Participate employees in implementing new working system	☐	☐	☐	☐	☐
• Participate employees in conflict resolutions	☐	☐	☐	☐	☐

2. How do you rate the practice of listening employee complains in the organization?

Excellent ☐   Very Good ☐   Good ☐   Low ☐   Very Low ☐

3. How do you rate the following employees motivation practices according to your organization?

	Very High	High	Medium	Low	Very Low
• Salary increment practice	☐	☐	☐	☐	☐
• Free scholarship of educations	☐	☐	☐	☐	☐
• Recreation time for all employees ones a year or above	☐	☐	☐	☐	☐
• Low price restaurant for employees	☐	☐	☐	☐	☐
• Recognition of employee effort	☐	☐	☐	☐	☐

4. How do you rate your familiarity with the organization's

	Very High	High	Medium	Low	Very Low
• Vision	☐	☐	☐	☐	☐
• Mission	☐	☐	☐	☐	☐
• Objective	☐	☐	☐	☐	☐
• Strategy	☐	☐	☐	☐	☐
• Policy	☐	☐	☐	☐	☐

5. How do you rate the relationship or unities that exist among the employees?

Very Strong ☐   Strong ☐   Medium ☐   Weak ☐   Very Weak ☐

6. How do you rate the comfort of your working place according to the behavior of your current working position?

Very comfortable ☐   Comfortable ☐

Less comfortable ☐   Not Comfortable ☐

7. How do you rate the cooperation of the managers and employees through performing organizational work activity?

Very High ☐   High ☐   Medium ☐ Low   ☐ery Low   ☐

8. How do you rate your satisfaction level on the following pointes?

	Very Satisfied	Satisfied	Less Satisfied	Not Satisfied
• Working area	☐	☐	☐	☐
• Working offices	☐	☐	☐	☐
• Management style	☐	☐	☐	☐
• Compensation system	☐	☐	☐	☐
• Working culture	☐	☐	☐	☐

9. How do you rate the contribution of current whole organizational work activity for your productivity?

Very High ☐   High ☐   Medium ☐ Low   ☐ery Low   ☐

10. Write if there are bad cultures in the hospital that make performing best work difficult?

_____

_____

_____

_____

11. Write if there are good unique practices in the whole organizational work activity, which make the hospital different from other hospitals?

_____

_____

_____

Appendix B

St. Mary University

Faculty of Business

Department of Management

Interview questions for the head department directorates of AMSH

1. How do you describe the relationship of the employee and managers in AMSH?

2. Is there any special activities perform by the hospital that encourages the relationship and unity of the employees each other?

3. What do you say about the comfort of the organization's offices for work?

4. How do you describe the contribution of the current organizational whole work activity to employee's satisfaction and productivity?

5. What are the major obstacles to practice acceptable organizational culture?

6. Are employees familiar with the hospital's vision and mission to meet them?

7. How do you describe the relationship between managers working in different departments in AMSH?

8. How do you describe the employee turnover rate of AMSH? Is it high or low?

Declaration

I the undersigned, declare that this senior essay is my original work prepared under the guidance of Ato Yimer Adem. All resources of material used to the manuscript have been dully accumulated.

Name: AZARIAS AYALEW

Signature _____

Placement: ST. MARY'S UNIVERSITY

Date:_____

The Advisor Declaration

This senior essay has been submitted for examination with my approval as an advisor

Name: _____

Signature _____

Date:_____