

**St. Mary's University**  
**Faculty of Business**  
**Department of Management**

**ASSESSING THE INFLUENCE OF ORGANIZATIONAL CULTURE  
ON ORGANIZATIONAL PERFORMANCE  
THE CASE OF ADDIS (AUGUSTA) GARMENT SHARE COMPANY**

**BY: - MINTESINOT MISGANAW**

**SMU**

**2014**

**Addis Ababa**

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ON ORGANIZATIONAL PERFORMANCE  
THE CASE OF ADDIS (AUGUSTA) GARMENT SHARE COMPANY**

**A SENIOR ESSAY SUBMITTED TO/THE DEPARTMENT OF  
MANAGEMENT**

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THE DEGREE OF BACHELOR OF ART IN MANAGEMENT**

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FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

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# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the Study

This proposed study focuses on the organizational cultures or habits aspect of an organization; it will study the actual organizational cultures activities at Addis Garment Share Company with the aim of how the organizational cultures management practices are designed and implemented to affecting organizational performance. This approach is chosen due to the fact that organizational cultures are directly related to and affects the organization performance. The next part of this particular section attempts to come up with a brief literature review to indicate the strong link between the organizational cultures of an organization and its organizational performance.

Organizational culture is the basic pattern of shared assumptions values, and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization. (Steven L.2000:498)

In addition organizational culture reflects the shared assumption, norms, values and beliefs that shape the behavior of its members. The norms and values are inculcated by the founder of system at the helm whose philosophy creates and shapes members' perception of organizational culture. OC determines what the organization ought to be and look like, how it should deal with external and internal environments how to manage and integrate its internal subsystems and the interrelationships and what kind of an image it should project to its external clients systems. (Sekaran 2004:280)



Addis garment Share Company, previously known as Augusta, was established in 1965 as a private company by three Italian nationals. The factory came under public ownership in 1975 along the nationalization drive of the military government. Addis garments Share Company is transformed into a share company in accordance with the approved privatization strategy and has been bought by three other Italians.

Addis garment is located in the heart of Addis Ababa around the national ministry of defense (Thorhayeloché). The main objective during the establishment was to produce different types of shirts and works for the export and local market from imported as well as from locally made fabrics. Average production capacity per shift is from 2500 to 3500 pieces of shirts or shirts equivalent per day. The actual work force is 256 workers.

## 1.2. Statement of the Problem

Organizational culture is the basic pattern of shared assumptions, values, beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization. (Steven L. 2000:498).

As well as the Managers have to manage the perception of the organization culture as major changes are made. They could modify organizational culture through stories, rituals and myths and the management could attribute new meanings to important company events. However, changing old norms and values is a time-consuming process but the benefit might make it worthwhile. A dynamic climate is created through the cumulative effort of managerial actions, technology and initiatives from the employees themselves. Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time (Sekaran 2004:280).

Organizational culture has a big role on organizational performance. Good organizational culture will achieves organizational goals or/and objectives. Addis garment Share Company has its own culture. But the managers of the factory give lower attention for its culture. This is a big problem for the organization. As the student researcher have observed and discussed with some employees, there is high turnover rate of employee, uncomfortable working condition, unbalanced payment of wage, absenteeism, ill interaction between employee and managers, there is a gap between the management and employees working in particularly areas of communication hand stump attendance punishment and noise of machines is a disturbance climate of the organization. Therefore, if the organization is not productive, it will affect the organizational performance adversely. Addis garment Share Company is an old factory as compared with currently emerging other textile Factory, but its growth trend is very low. Therefore, in this research examine the student researcher will exploit the organizational culture and its effect on its performances.

### 1.3. Research Questions

This study attempts to get answer for the following questions, which are interrelated to the effect of organizational culture on its practices and performance of the organization.

1. What are the basic organizational cultures or habits in the Addis garment share company?
2. Which cultures are affecting organizational performance?
3. What are the problems of the Addis garment share company to design and apply appropriate organizational culture to their own organizational performance?

## 1.4. Objective of the Study

### 1.4.1. General Objective

The general objective of the study assessed the influence of organizational culture on its organizational performance in the Addis garment share company and to forward possible solutions for it.

### 1.4.2. Specific Objective

- To investigate the current organizational culture that exists in the Addis garment share company.
- To emphasize organizational culture of Addis garment share Company.
- To explore the influence of organizational culture on performance in the Addis garment share Company.
- To give solution for the problem of the organizational culture in the Addis garment share Company.

## 1.5. Delimitation/Scope of the Study

The scope of the study focus on the assessment of organizational culture on its performance in case of the employees and managers who are working in Addis garment Share Company which it is located around national military defenses (Thorehayeloche). The study analyzes the existing dominant culture Addis garment from 2000 E.C to 2006 E.C.

## 1.6. Significance of the Study

The student researcher believes this study have several significances. Firstly, it helps the organization to appreciate the importance of properly of the current organizational culture practices and understands the organization. And to know what are the strong and weak current organizational culture practices in the organization. Secondly, it help to know how to make a research for the student researcher and again it can be used as a foundation to other researchers who want to do more on this topic.

## 1.7. Research Design and Methodology

### 1.7.1. Research Design

In this research design method used descriptive research method. This is because the method is important for description of a phenomena or characteristics with a particular subject usually discover answer to the questions what, when, who and how.

### 1.7.2. Population, Sample Size and Sampling Technique

There are 256 employees in the Addis Garment Share Company. For the purpose of the research the student researcher include all of employees, because all employees are necessary to accomplish this research and they are part of the organization. So, the sample frame of the study considers 256 employees in the garment. To distribute the questionnaire was used 40% of the population that means 102 employees this helps to maximize the reliability the research Therefore the student researcher used sample size that in order to select sample respondents from different departments and level to achieve the objective of the research the student researcher used stratified sampling method to take proportional no of respondents from each strata then used simple random sampling and some specific strata like general manager, finance and audit and supervisor used censes sampling techniques. This makes from each department and levels select respondents.

	Department/Strata	Population Size	Sample Size	Sampling Techniques
1	G. Manger	1	1	Censes
2	Finance and Audit	3	3	Censes
3	Supervisor	23	23	Censes
4	Human Resource	5	5	Censes
5	Production	224x30%	70	Simple random
	<b>Total</b>	<b>256</b>	<b>102</b>	

### 1.7.3. Types of Data Collected

This study used two sources. Primary and secondary data, Primary data collected from employees of the garment using questioner and used from interview selected manager and using observation to know more the organizations problem and help to give the solution. Secondary data collected from the organization documents and any other printed material of the company and different books which are stored in the library.

### 1.7.4. Method of Data Collected

This research used qualitative through interview and questionnaire used as instruments for collecting the primary data. The questionnaire uses both cloth and open ended questions. Structured questions prepared to the employees so the garment to get relevant information about employees felling towards the organization culture in the factory. In addition to this structured interview uses conducted with the factory managers to gather information from their point of view about organizational culture in the Addis garment share company on above of these, secondary data related to the influence of organizational culture and its performance collected through reading document analysis.

### 1.7.5 Data Analyzing Method

After the data collected the analysis part used through quantitative method, were tabulating, analysis and interpreted done in terms of percentage. While the data gathered through the interview, analysis done by qualitatively. Finally summarize, conclude and recommendation.

## 1.8. Limitation of the study

This paper faced challenge on completing like lack of time, resource, money and so on. On gathering data distributed questionnaires of which 12 (11.2%) respondent's data failed, scheduling manager to conduct interview one of the challenge in this paper.

## 1.9. Organizing of the Study

The research organized as follows. Chapter one contains introduction, background of the study, statement of the problem, research question, objective of the study, limitation of the study, significance of the study, research design and methodology. Chapter two contains review of related literature. In Chapter three the student research poses about analyzing and interpretation of data. The fourth chapter show about summary, conclusion and recommendation.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

The review of related literature part of the study, generally discuss the theoretical although empirical evidence of the organizational culture. This chapter first defines the organizational culture and sees the character of organizational culture, then to do the concept of the organizational culture more clearly, levels and types of organizational culture.

#### 2.1 Definition of culture

Culture is the set of values, guiding beliefs, understandings, and way of thinking that is shared by members of an organization and taught to new members as correct. It represents the unwritten, feeling part of the organization. (DaftR, 2004:361).

Culture is a very powerful force at the workplace. Which is consciously and deliberately cultivated and is passed on to the incoming employees? It reflects the true nature and personality of an organization. (Saiyadain, 2003:250).

Organizational culture is the basic pattern of shared assumptions values, and beliefs considering being the correct way of thinking about and acting on problems and opportunities facing the organization. It defines what is important and unimportant in the company. You might think of it as organization's DNA- invisible to the naked eye, yet a power template that shapes what happens in the work place. (Mc Shane, 2000:498).

#### 2.2 Culture vs. organizational culture

Although the concept of organizational culture is similar to the concept of culture (e.g., the elements of culture may be similar to the elements of organizational culture), it is important to make a distinction between the two concepts. There may be a few ways in which these concepts may be different. First, organizational culture may be more formal than culture. Some organizations may have a significant part of their culture in written form. For example, they may have the core values stated on the website, and the values,

beliefs, and norms of the organization may be indicated in employee manuals. In contrast, much of the values, beliefs, and norms that are a reflection of a culture may be unwritten. Second, there may be less consistency between elements of organizational culture than elements of culture. Some of the elements of organizational culture that are in written form may be inconsistent with certain norms observed in the organization. In contrast, many of the norms of a culture may simply reflect the values of the culture. (RollinsonD, 2005:369)

## 2.3 Basic Elements of organizational culture

Many authors are agreeing on the following element of organizational culture. Such as: - values assumptions, beliefs...

According to Mc Shane

**Assumptions:** - “represents the deepest part of organizational culture because they are unconscious and taken for granted. Considering two organizations with different “absence of culture”. Absence culture exists where employees have a shared understanding about taking time sick leave is their right to use, whether or not they are sick. At another company, sick leave is reserved for real illnesses people would not imagine taking paid time off unless they were truly sick. In both firms, assumptions about taking sick leave are ingrained, taken for granted.

More over NELSON and QUICK Assumptions are deeply held beliefs that guide behavior and tell members of an organization how to perspective and think about things. As the deepest and most fundamental level of an organizational culture, according to edgars chain they are the essence of culture they are so strongly held that a members behaving in any fashion that would violate them would be unthinkable. Another characteristic of assumptions is that they are often unconscious. Organization members and may not be aware of their assumptions discuss them or change them. (Mc Shane,2000:534)



According to Mc Shane **Beliefs** – represent the individual perception of reality.

Also Sherman, J.D, write, **Organizational beliefs** that are part of an organization's culture may include beliefs about the best ways to achieve certain goals such as increasing productivity and job motivation.

**Values** – are more stable long-lasting beliefs about important. They help us define what is right or wrong, or bad, in the world.

- They reflect a person's underlying beliefs of what should be or should not be. Values are often conspicuously articulated, both in conversation and in a company's mission statement or values (what the members say they values) and it is in acted value(values) reflect in the way the members actually behave value also may be reflected in the behavior of individually, which is an artifact of culture.

**Symbols:** - communicate culture by unspoken message. Symbols are representative of original identity and membership to employees. Symbols are used to build solidarity in the original culture. Symbols may not the only mental image.

**Organizational Norms:** - Norms reflect the typical and accepted behaviors in an organization. They may reflect the values and beliefs of the organization. They may reflect how certain tasks are generally expected to be accomplished, the attributes of the work environment, the typical ways that people communicate in the organization, and the typical leadership styles in the organization.

**Stories**—such as these circulate through many organizations. They typically contain a narrative of events about the organization's founders, Rule breaking, rags -to-riches successes, reduction in the work force, relocation of employees, reaction to past mistakes, and organizational coping.

**Rituals** –are repetitive sequence of activities that express and reinforce the key value of the organization, which goals are most important, which people are important and which are expendable. (Robins 2001:524)

## 2.4 Concept of organizational culture

Organizational culture is the accumulated tradition of the organizational functions. It is based on certain values, norms and positive attitude of an organization. Organizational culture is intangible and functional like invisible hands which guide the employees of an organization for better performance and more satisfaction. It influences everybody and it also influenced by everybody thinking and action. The successful of any organization depends on unit's culture as it is the invisible power governing the organization.

**Dominant culture-** express the core values that shared by a majority of organizational members. (Robbins 2001:512)

-where members the same set of values and believes that mold their behavior

**Sub cultures** – mini-cultures within an organization, typically define by department designation and geographical separation.

**Core values** - the primary or dominant values that are accepted throughout the organizations.

**Counterculture** -that reject the values and philosophy of the larger system could also exist. Mergers and acquisitions of company's could produce such counter culture with value and assumption quite in contrast to those the acquiring firms. Also result from diversity of gender, regional affiliation and ethnic and generational difference.

## 2.5 Characteristics of organizational culture

Several authors have given different for organization culture. They are assumptions and values, sharing of perception, risk taking, management attitudes, employees' inclination, team building, competitiveness and stability.....The structure, autonomy and conflict are

used for developing the culture of organization. A combination of these factors is the organizational culture.

According to Sudan and Kumar (2003:102) write several characteristics, such as;

- i. **Observed behavioral regularities:** - when organizational participants interact with one another, they use common language, terminology, and rituals related to deference and demeanor.
- ii. **Innovation:** - and risk taking the degree to which employees are encouraged to be innovative and take risks.
- iii. **Outcomes orientation:** -the degree to which management focuses on result or outcomes rather than on people within the organization.
- iv. **People orientation:** -the degree to which management decisions take in to consideration the effect of outcomes on people within the organization.
- v. **Team orientation:** - the degree to which work activities are organized around teams rather than individual.
- vi. **Aggressiveness:** - the degrees to which people are aggressive and competitive rather than easygoing.
- vii. **Stability:** -the degree to which organizational activities emphasis maintaining the status quo in contrast to growth.
- viii. **Norms:**-standards of behavior exist, including guidelines on how much work to do, which in many organizations come down to "do not do too much; do not do little."
- ix. **Dominant values:** -there major values that the organization advocates and expects the participants to share. Typical examples are high product quality, low absenteeism, and high efficiency.
- x. **Philosophy:** -there are policies that set forth the organization's beliefs about how employees and/or customers are to be treated.

- xi. **Rules:** -there are strict guidelines related to getting along in the organization. Newcomers must learn those “ropes” in order to be accepted as full-fledged members of the group.
- xii. **Attention to detail:** - the degrees to which employees are expected to exhibit perception, analysis, and attention to detail.
- xiii. **Organizational climate:-** this is overall “feeling” that conveyed by the physical layout, the way participants interacts, and the way members of the organization conduct themselves with consumers or other outsider.

## 2.6 Types of culture

There are different types of cultures in an organization. They are functional culture, descriptive culture, perceptual culture, value culture, and level of culture.

**Functional culture:** - is related with performance. These are four types: - academy, club team and fortress. Academy culture is the place for a steady development. It emphasize on proper recruitment and training. Club culture believes in membership, loyalty and commitment. Team culture is the composition of talented and experienced person. They help each other to achieve an outstanding performance. Fortress culture is a proactive culture. Employee protect each other while performance a previous job. The culture classifications are useful for performing the job in an effect manner.

**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 criteria about the present setup.

**Perceptual culture:** - the feelings of employees are included under the perceptual culture. How they view their organization is include under this culture. Organizations are differentiated with culture different cultures common cultures, sub cultures and core culture are the different types of perceptual culture. Common culture is the majority culture of an organization. While different group of employees differ in their cultural approach, there may be some common

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

**Value culture:** - differences the culture based on strength namely strong and weak cultures. Strong cultures are intensely held values which are widely shared. Strong cultures have a great impact on the employee's behavior. Greater the commitment to values of an organization, stronger is the culture. A strong culture has the intensity of an internal climate. A weak culture has a low intensity of value. Employees are careless and weak worker. They have a low commitment and are less loyal to their job. They do not develop the spirit of belonging to their organization.

**Level of culture:** - the culture in an organization is influenced by the national culture. The level of culture is departmental, organizational, regional and national. The common perceptions, attitudes and beliefs at the departmental level are the departmental culture, whereas they are the organizational culture at the organizational level. National culture is the sapping culture of an organization.

According to Mullins, describe four main types of organizational culture. Such as: -

**Power culture** depends on a central power source with rays of influence from the central figure throughout the organization. A power culture is the quaintly found in small entrepreneurial organization and relies on trust, empathy and personal communication for its effectiveness.

**Role culture:** - is often stereotype as a bureaucracy and works by logical and rationality. Role culture rests on the strength of strong organizational 'pillars' the functions of specialist in for example, finance, purchasing and production. The work of and interaction between, the pillars is controlled by procedures and rules, and co-coordinated by the pediment of a small bond of senior manages.

**Task culture:** - is job oriented or project oriented. In terms of structure the task culture can be linked to a net, some strands of which are stronger than other, and with much of the power and influence at the interstices. An example is matrix organization. Task culture seeks to bring together the right resource and people, and utilize the identifying power of the group.

**Person culture:** - is where the individual is the central focus and any structure exists to serve the individual within it. When a group of people decide that it is in their own interests to bond together to do their own thing and share office space, equipment or clerical assistance then the resulting organization would have a person culture. (Mullins, 1996:712)

Also Researcher Jeffrey Sonnenfeld identified the following four types of cultures.

**Academy Culture:** - Employees are highly skilled and tend to stay in the organization, while working their way up the ranks. The organizations provide a stable environment in which employees can development and exercise their skills. Examples are universities, hospitals, large corporations, etc.

**Baseball Team Culture:** - Employees are "free agents" who have highly prized skills. They are in high demand and can rather easily get jobs elsewhere. This type of culture exists in fast-paced, high-risk organizations, such as investment banking, advertising, etc.

**Club Culture:** -The most important requirement for employees in this culture is to fit into the group. Usually employees start at the bottom and stay with the organization. The organization promotes from within and highly values seniority. Examples are the military, some law firms, etc.

## 2.7. Designing organizational culture

### **Culture persistence**

Organizational culture are created and sustained through human action, which suggests cultures are and can be designed. However we generally affect cultures to persist over time. An important but often over looked aspect of designing a culture is finding ways for its central value and assumptions to persist. It is easier to manager to strengthen the existing behaviors, values and assumptions of a culture than change them. Attention to symbols and the performance of stores and rites can strengthen an organization along it to get the most thought of is structural design.

## 2.8 Cultural transformation

Cultural transformation implies change in the deeply held assumption is that cultures persist; claims that culture can be easily transformed should be regarded skeptically, as should any perception for a “quick fix” to original problems. Cultural transformation is not achieved with superficial change in symbols, or behavior. Cultural change required the socialization new members, tireless articulation new values and beliefs, obsessive attention to a different philosophy and carefully planning. (ROBEY, 1994:337)

### **Observable artifacts**

These are the symbol of culture in the physical and social work environment and most visible and assessable. Among the artifacts of culture are the following.

- a. **Organization heroes** – as a reflection of the organization’s philosophy, the dimension concerns the behavior of organizational members, specially the behavior of top management and their leadership style. These leaders become the role model and a personification of an organization’s culture.

- b. **Ceremonies and rites** – reflect such activities that are enacted repeatedly on important occasions. Members of the organization who have achieved success and recognized and rewarded on such occasions. These ceremonies bond organizations members together. Such ceremonies are company picnics, retirement dinners; annual conventions and so on, encourage inter-personal communication and togetherness and thus bring about common culture bondage.
- c. **Stories** –lavinson and Rosentital suggest that stories and myths about organization’s heroes are powerful tool to reinforce cultural values throughout the organization and specially in orienting new employees.
- d. **Cultural symbol** –symbols communicate organizational culture by spoken message. Certain code of dress or company log reflects its value and orientations.

**Shared values**– values are the second a deeper level of culture and reflected in the way individuals actually behave. Values reflect a person underlying beliefs as to what should be and what should not be value and those principles and qualities that shape our thinking and behavior. Value can be classified in to “instrumental” and “terminal” values. Instrumental value define such during beliefs that certain more tangible objectives are worth striving for and the objective became more important than the appropriateness of the behavior in achieving such objectives. Values are emotionally charge priorities. These are learned during human process of socialization, through family environment of upbringing and through religious influences where values are given a holy tinge. Many management consultants suggest that organizations should develop a dominant and coherent set of shared values.” This way, all members will have a predictable behavior pattern which is consistent with the organizational philosophy and it will also necessitate and encourage group cohesion.



**Common assumption:** -assumptions are the deepest and most fundamental level of cultural diagnosis. These are deeply held beliefs which are not objectively observable but manifest themselves in the behavior of people so strongly that any violation of such beliefs would be unthinkable. These common assumptions, through expressed at organizational level, can be traced to larger social and cultural values held by particular society or country.

## 2.9. Organization culture and performance

Does organizational culture affect corporate performance? Many authors are agreeing the organization/corporate culture affect on the performance. According to Shan “a strong corporate culture shapes an organization’s success. Several writers on this subject also conclude that a strong corporate culture is good for business. Generally they argue that culture serves three important functions: - first corporate culture is a deeply embedded form of social control that influences employee decisions and behaviors. Culture is pervasive and operates unconsciously. You might think of it an automatic pilot, directing employees in way that are consistent with organizational expectations.

Second corporate culture is “social glue” that bonds peoples together and makes them feel part of the organizational experience. Employees are motivated to internalize the organization’s dominant culture because it fulfills their needs for social identity. The social glue is increasingly important as a way to attract new staff and retain top performers. Finally, corporate culture assists the sense making process it helps employees understand organizational events. They can get on with the task at hand rather than spend time trying to figure out what is expected of them. Employees can also communicate more efficiently and reach higher level of corporate with each other because they share common mental of reality.” (Shan, 2004:461)

Organizational culture involves two sets of activities: - external adaptation and internal integration. **External adaptation** explores goals with regard to outside agencies- the task to be accomplished, means to achieve the goals and methods of coping with successes and failures. Such issues as the company's missions, how it is to be attained and important external constituencies are examined in the process. **Internal integration** signifies the creation of a collective identity of members and ways of working together harmoniously. (Sekaran, 2004:280)

According to Saiyadain strong and weak culture are the following;

Organizational culture can be labeled as strong or weak based on sharness of the core value among organizational members have to their core values. Strong organizational culture refers to a situation where the employees adjust well, respect the organization's policies and adhere to the guidelines. In such a culture people enjoy working and take every assignment as a new learning and try to gain as much as they can. They accept their roles and responsibilities willingly. The higher the shrewdness & commitment, the stronger the culture. A strong culture increases the possibility of behavior consistency amongst its members, while a weak culture opens avenues for each one of the members showing concerns unique to themselves organizational behavior. In such a culture individuals accept their responsibilities out of fear of superiors and harsh policies. The employees in such a situation do things out of compulsion. They just treat their organization as a mere source of earning money and never get attached to it. (Saiyadain, 2003:254)

## 2.10. Organizational Culture and Leadership

There may be at least three ways in which leadership is important with respect to organizational culture. First, a leader of an organization may play an important role in identifying the elements of the organization's culture. The leader could make a list of the organization's current values, beliefs, and norms. Second, after identifying the current elements of the organization's culture, the leader can make evaluations of the elements of organizational culture that may be negative. The leader could make a list of the specific values, beliefs, and norms that may contribute to major problems in the organization (e.g., a lack of job motivation).

Third, after identifying the possible negative elements, the leader could develop strategies to foster a positive organizational culture change. The leader could make a list of the elements of a more ideal culture, develop specific ways to communicate the changes, and develop techniques to motivate people to adopt the new culture.

## 2.11. Factors Affecting Organization Culture

Culture represents the beliefs, ideologies, policies, practices of an organization. It gives the employees a sense of direction and also controls the way they behave with each other. The work culture brings all the employees on a common platform and unites them at the workplace.

There are several factors which affect the organization culture:

- The first and the foremost factor affecting culture is the individual working with the organization. The employees in their own way contribute to the culture of the workplace. The attitudes, mentalities, interests, perception and even the thought process of the employees affect the organization culture.
- **The sex of the employee** also affects the organization culture. Organizations where male employees dominate the female counterparts follow a culture where late sitting is a normal feature. The male employees are more aggressive than the females who instead would be caring and softhearted.
- **The nature of the business** also affects the culture of the organization. Stock broking industries, financial services, banking industry are all dependent on external factors like demand and supply, market cap, earning per share and so on. When the market crashes, these industries have no other option than to terminate the employees and eventually affect the culture of the place. Market fluctuations lead to unrest, tensions and severely de-motivate the individuals. The management also feels helpless when circumstances can be controlled by none. Individuals are unsure about their career as well as growth in such organizations.

- **The culture of the organization is also affected by its goals and objectives.** The strategies and procedures designed to achieve the targets of the organization also contribute to its culture. Individuals working with government organizations adhere to the set guidelines but do not follow a procedure of feedback thus forming its culture. Fast paced industries like advertising, event management companies expect the employees to be attentive, aggressive and hyper active.
- **The clients and the external parties** to some extent also affect the work culture of the place. Organizations catering to UK and US Clients have no other option but to work in shifts to match their timings, thus forming the culture.
- **The management and its style of handling the employees** also affect the culture of the workplace. There are certain organizations where the management allows the employees to take their own decisions and let them participate in strategy making. In such a culture, employees get attached to their management and look forward to a long term association with the organization. The management must respect the employees to avoid a culture where the employees just work for money and nothing else. They treat the organization as a mere source of earning money and look for a change in a short span of time.

## 2.12. Changing and strengthening organizational culture

The student researcher discusses this study the definition of culture, the elements of culture, the importance of culture, etc.

Mc Shane and von glinow write about how to change and how to strength organizational culture whether two cultures or reshaping the firms existing values corporate ladders need to understand how to change and strength the organization is dominate culture.... Changing organizational culture require the change management corporate leaders to make employees aware of urgency for change. Then they need to “unfreeze” the existing culture by removing artifacts that represent that culture “refreeze” the new culture by introducing artifacts that commutate and reinforce the new values. Artifacts communicate and reinforce the new corporate culture but we also need to consider way to further strengthen that culture. Five approaches commonly cited in the literature are the action of founders and leaders, introducing culturally consistent reward, maintaining a stable work force, managing culture network and selecting and socializing new employees.

## 2.13. Managing organizational culture

Managers have to “manage” the perceptions of employees of the organizational culture as major change and made. They could modify organizational culture through stories, rituals and myths and the management could attribute new meanings to important company events. However, changing old norms and values is a time consuming process but the benefit might make it worthwhile. A dynamic climate is created through the cumulative effort of managerial actions, technology and initiative from the employee themselves. Working together toward a change in the product line, structure or process, facilitates the creation of a new ethos, continues self assessment and organizational development interventions help bring about a change in organizational culture when emphasis on customer and stakeholders is a significant focus.

### Matching people with culture

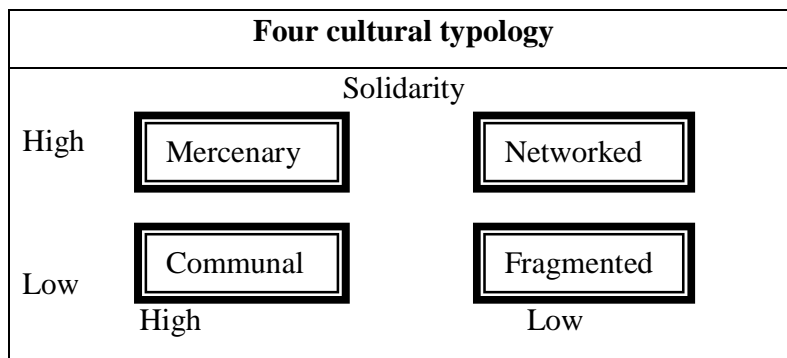


Fig 1.1 managing organizational culture

**Networked culture** (high on sociability; low on solidarity) these organizations views members as family and friends. Peoples know and like each others. People willingly give assistance to other and openly share information. The major negative aspect associated with culture is that the focus on friendship and lead to a tolerance for poor performance and creation of political cliques.

**Mercenary culture** (low on sociality; high on solidarity) these organization are fiercely goal focused. People are intense and determined to meet goal. They zest for getting things done quickly and powerful sense of purpose. Mercenary cultures are not just about winning; they are about destroying the enemy. This focus on goals and objectivity also leads to minimal degree of politicking. The down side of the culture is that it can lead to an almost in human treatment of people who perceived as low performers.

**Fragmented culture (low on sociability; low on solidarity)** these organization are made up of individualists; commitment is first and for most to individual members and their job tasks. There is little or no identification with the organization. In fragment cultures, employees are judged solely on their productivity and the quality of their work. The major negatives in these cultures are excessive critiquing of others and an on objective of collegiality.

**Communal culture** (high on sociability; high on solidarity) this final category value both friendship and performance, people have feeling of belonging but cultures tend to be inspirational and charismatic, with a clear vision of the organization future. The down side of this culture is that they say consumes once one's total life. Their charismatic leaders the quaintly look to create disciplines rather than followers, resulting in a work climate that is almost cult like. (Sekaran, 2004:280)

## 2.14 . Healthy organizational cultures

Organizations should strive for what is considered a "healthy" organizational culture in order to increase productivity, growth, efficiency and reduce counterproductive behavior and turnover of employees. A variety of characteristics describe a healthy culture, including:

- Acceptance and appreciation for diversity
- Regard for and fair treatment of each employee as well as respect for each employee's contribution to the company

- Employee pride and enthusiasm for the organization and the work performed
- Equal opportunity for each employee to realize their full potential within the company
- Strong communication with all employees regarding policies and company issues
- Strong company leaders with a strong sense of direction and purpose
- Ability to compete in industry innovation and customer service, as well as price
- Lower than average turnover rates (perpetuated by a healthy culture)
- Investment in learning, training, and employee knowledge

Additionally, performance oriented cultures have been shown to possess statistically better financial growth. Such cultures possess high employee involvement, strong internal communications and an acceptance and encouragement of a healthy level of risk-taking in order to achieve innovation. Additionally, organizational cultures that explicitly emphasize factors related to the demands placed on them by industry technology and growth will be better performers in their industries.

According to Otter and Heskett (1992), organizations with adaptive cultures perform much better than organizations with un-adaptive cultures. An adaptive culture translates into organizational success; it is characterized by managers paying close attention to all of their constituencies, especially customers, initiating change when needed, and taking risks. An un-adaptive culture can significantly reduce a firm's effectiveness, disabling the firm from pursuing all its competitive/operational options.

## 2.15. The effect organizational culture on its performance

Although it is known that culture has a strong effect on people's behavior, management's interest is less likely to be prompted by curiosity about why this happens than by its possible bottom – line effects on the commercial or financial performance of an organization. After a successful period certain patterns of behavior can appear in these firms, all of which have an impact on future success:

- **Inertia** - in which they cling strongly to the past recipe for successes, which may no longer be viable;
- **Immoderation** - where very bold gambles are made, perhaps because previous success gives a feeling of invulnerability
- **Inattention** - which is similar to a form of institutional “ group think” , where top managers only pay attention to a very restricted range of signals about what occur in the environment;
- **Insularity** – where there is failure to adapt to the environment, even where the since that this is necessary are readily available.

The following three futures of a culture can affect performance:

- **Cultural direction**- which expresses the extent to which a culture actually helps an organization achieves its goals and here. Note that cultures can either positive and facilitate goal achievement, or negative and in habit it. For instance, where markets have become highly volatile, it can be argued that cultural norms and values of flexibility and shared responsibility are needed.
- **Cultural pervasiveness** – This denotes the extent to which an organizational culture is homogenous. To some extent sub cultures are probably inevitable, which has some potential benefits. However, if the sub cultures are very different and this leads to enter group conflicts, people can spend more time in internecine warfare than in pulling in the same direction.
- **Cultural strength** – which express the influence it has on the behavior of people. A culture that is positive and strong will clearly have a most beneficial impact, while one that is strong and negative is likely to have adverse consequences



## Chapter Three

### 3. Data Presentation Analysis and Interpreting

This chapter contains several parts. The first part presents the characteristics of respondents, the second deals with analysis of the data gathered from respondents, the third part analysis is focused on interview from manger of the garment, investigating the observation checklist is the last portion if this chapter.

The researcher tries to analyze the data in detail on the organizational culture practice undertaking in the Addis garment share company. The analysis is based on the feedback of the respondents' responses to the questionnaires and interview; as well as observation has been taken to analyze the organization culture. In order to achieve the desired objective of sampling technique to obtain the relevant result of the current organization culture of the company, the researcher selected simple data collection techniques. i.e. Questionnaires for the employees of the organization and interviews for the targeted department head that works in the company at least for five years.

On gathering data 102 questionnaires had been distributed of which 90 (88.9%) respondents filled and returned the questionnaires.

#### **3.1. General Characteristics of Respondents**

This section presents & interprets the general respondents of questionnaires by sex, age, work experience and educational background. View the questionnaires was prepared in a way that can help to collect the required information, identification and classification.

**Table 1:- Background of Respondents**

NO.	Items		Responses	
			No.	%
1.	Sex	Female	65	72.22%
		Male	25	27.78%
		<b>Total</b>	<b>90</b>	<b>100%</b>
2.	Age	18-22 years old	5	5.56%
		23-30 years old	24	26.67%
		31-40 years old	48	53.33%
		>40 years old	13	14.44%
		<b>Total</b>	<b>90</b>	<b>100%</b>
3.	Work experience	1-3 years	40	44.44%
		4-6 years	25	27.78%
		7-9 years	14	15.56%
		>10 years	11	12.22%
		<b>Total</b>	<b>90</b>	<b>100%</b>
4.	Educational background	Below grade 8	5	5.56%
		8 <sup>th</sup> grade completed	28	31.11%
		12 <sup>th</sup> grade completed	21	23.33%
		Certificate	15	16.66%
		Diploma	14	15.56%
		Degree	5	5.56%
		Above Degree	2	2.22%
		<b>Total</b>	<b>90</b>	<b>100%</b>

According to table 1, out of total respondents 65 (72.22%) were female while the rest were male. This shows that female employee's number is greater than male. When under classified the respondents based on age, 5 (5.56%) of respondents are 18-22 years old, 24 (26.67%) of respondents are 23-30 years old, 48 (53.33%) of respondents 31-40 years old and the rest are above forty years old. These shows the company's greater number of employees are young

employees. On the other hand, 40 (44.44%) of respondents are having 1-3 years work experience, 25 (27.78%) of respondents are working in the company for 4-6 years, 14 (15.56%) of respondents are working 7-9 years and other 11(12.22%) are working above 10 years. This information shows most of employees are working in the company 1-3 years. Finally educational backgrounds of respondent below grade 8 is 5 (5.56%) of the company grade 8<sup>th</sup> completed is 28 (31.11%), 12th grade completed 21 (23.33%), and 15 (16.66%) are having certificate, 14 (15.56%) are have diploma, 5 (5.56%) are have been a degree and the rest are above degree. The significances if experienced they well understood and well know about the organizational culture, because they are experienced in organization.

### 3.2. Analysis of the Study Findings

The responses of the respondents were presented in frequency besides percentage in order to account the sample size for the analyses conducted. And data presented in the table were arranged in such a way that would keep the current flow of ideas for better analysis & interpretation.

**Table 2:- The Objective, Mission, Goal and Core Values of the Company is clear and well understood**

Variables		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The objective, mission, goal and core values of company are clear and well understood.	No	9	28	17	22	14	<b>90</b>
	%	10%	31.11%	18.89%	24.44%	15.56%	<b>100%</b>

Table two shows the objectives; mission, goal and core values of the company are clear and understood. For this question 9 (10%) of respondents strongly agree, 28 (31.11%) of respondents agree, 17 (18.89%) of respondents neutral, 22 (24.44%) of respondents disagree and 14 (15.56%) of respondents strongly disagree. This implies most of employees said agree. As scholars say the culture of the organization is also affected by its goals and objectives. It means this company not affected or positively affected by the objective, mission, goal, and core values, because most of

company respondents which means 28 (31.11 %) side we are agree The objective, mission, goal and core values of company are clear and well known

**Table 3:- This Company is Care Full to Their People. Who Will Fit and be Comfortable with the Job.**

Variables		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
This company is care full to their people. Who will fit in and be comfortable with the job.	No.	9	12	13	39	17	<b>90</b>
	%	10%	13.33%	14.44%	43.33%	18.88%	<b>100%</b>

The table two shows how much the Addis garment Share Company careful to their employee? 9 (10%) of employees are strongly agree in this idea, 12 (13.33%) are agree and 13 (14.44%) of employees are neutral, 39 (43.33%) of employee disagree and 17 (18.88%) of employees are strongly disagree. This shows for most of employee's response for the company is not comfortable and careful to their employees.

**Table 4:- Decisions are Made Explained in a Manner That Respects the Rights of Individual's Members.**

Variables		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Decisions are made explained in a manner that respects the rights of individual's members.	NO	9	14	15	34	18	<b>90</b>
	%	10%	15.56%	16.67%	37.78%	20%	<b>100%</b>

This table shows decisions are made explained in manner that respects the right of individuals in Addis garment Share Company. For this question 9 (10%) of respondents are strongly agree, 14 (15.56%) of respondents are agree, 15 (16.67%) of respondents are neutral, 34 (37.78%) of respondents are disagree and 18 (20%) of respondents fill strongly disagree

**Table 5:- Within the Organization, There is Excellent Corporation between Groups and Departments who's Tasks is Interdependent.**

Variables		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Within the organization, there is excellent corporation between groups and departments whose tasks are interdependent.	No	19	39	15	10	7	<b>90</b>
	%	21.11%	43.33%	16.67%	11.11%	7.78%	<b>100%</b>

Regarding the table four there is excellent corporation between groups and departments whose task are interdependent for this question 19 (21.11%) of respondents strongly agree, 39 (43.33%) of respondents said agree, 16.67% of respondents neutral, 10 (11.11%) of respondents are disagree and 7 (7.78%) of respondents are strongly disagree. This shows most of Addis garment Share Company employees agree about collaboration between groups and departments. Scholars say high sociality, it leads to the up side of the culture is that it can lead to an almost in human treatment of people who perceived as high performers.

**Table 6:-This Company Pro-actively Identifies and Adjusts to Changes in its Business Environment.**

Variables		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
This company pro-actively identifies and adjusts to changes in its business environment.	No	12	14	40	19	5	<b>90</b>
	%	13.33%	15.56%	44.44%	21.11%	5.56%	<b>100%</b>

Table six shows the company proactively identifies and adjusts to change in its environment for this question 12 (13.33%) of respondents strongly agree, 14 (15.56%) of respondents agree, 40 (44.44%) of respondents neutral, 19 (21.11%) of respondents disagree and 5 (5.56%) of respondents are strongly disagree.

**Table 7:- This Company Shows Interest in the Professional Growth and Development of its People.**

Variables		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
This company shows interest in the professional growth and development of its people.	NO	13	16	31	20	10	<b>90</b>
	%	14.44%	17.78%	34.44%	22.22%	11.11%	<b>100%</b>

Table seven questions the company shows interest in the professional growth and developmental of its people 13 (14.44%) of respondents fill strongly agree, 16 (17.78%) of respondents agree. 31 (34.44%) of respondents are neutral, 20 (22.22%) of respondents disagree and 10 (11.11%) of respondents are strongly disagreeing. These show most of employees neutral and disagree. It means the organization interest in professional growth and development is week.

**Table 8:- Evaluation of the Overall Organizational Direction.**

Evaluate the overall organizational direction	Very Weak		Weak		Satisfactory		Strong		Very Strong		Total No
Share vision	12		17		29		19		13		<b>90</b>
Shared strategies, policies, and intent	15		16		32		17		10		<b>90</b>
Clarify of objective	13		18		31		19		9		<b>90</b>
Shared producer rules and regulations	8		26		25		18		13		<b>90</b>
<b>Total</b>	<b>48</b>	<b>13.33%</b>	<b>77</b>	<b>21.38%</b>	<b>117</b>	<b>32.5%</b>	<b>73</b>	<b>20.78%</b>	<b>45</b>	<b>12.5%</b>	

Total%=  $\frac{\text{the sum of A, B, C \& D employee selected the given alternatives} \times 100}{90+90+90+90}$

$$90+90+90+90$$

As the table eight indicate the response on evaluation of the overall organizational direction, 48 (13.33%) of respondents said very weak, 77 (21.38%) of respondents said weak, 117 (32.5%) of respondents said satisfactory and 73 (20.78%) and 45 (12.5%) of respondents said strong and very strong respectively. Therefore in overall organizational direction the majority of employee satisfactory means not outstanding. As scholars say healthy organization describes Strong communication with all employees regarding policies and company issues and Strong company leaders with a strong sense of direction and purpose.

**Table 9: - Evaluate the Overall Structure and System.**

Evaluate the overall structure and system	Very weak		Weak		Satisfactory		Strong		Vary strong		TOTAL NO
	No	%	No	%	No	%	No	%	No	%	
Stability and consistency	-	-	40	44.44%	24	26.67%	16	17.78%	10	11.11%	90
Predictable and effective	18	20%	25	27.78%	22	24.44%	13	14.44%	12	13.33%	90
Clarity of individual job description	9	10%	25	27.77%	25	27.77%	17	18.89%	14	17.78%	90
<b>Total</b>	<b>27</b>	<b>30%</b>	<b>90</b>	<b>100%</b>	<b>71</b>	<b>78.89%</b>	<b>46</b>	<b>51.11%</b>	<b>36</b>	<b>90%</b>	

As the table eight point toward the response Stability and consistency of the company no response of very weak &, 40 (44.44%) of respondent's weak, 24 (26.67%), of respondents said satisfactory, 16 (17.78%), 10 (11.11%) strong and very strong respectively. Also on predictable and effective 18 (20%), 25 (27.78%), 22 (24.44%), 13 (14.44%) and 12 (13.33%) of respondents said very weak, weak, satisfactory, strong and very strong respectively. On the Clarity of individual job description 9 (10%), 25 (27.77%), 25 (27.77%), 17 (18.89), and 14 (17.78%) are said very weak, weak, satisfactory, strong and very strong respectively. The total evaluation of the overall structure and system 27 (30%), 90 (100%), & 71 (78.89%) are very weak, weak and satisfactory 46 (51.11%), and 36 (90%) of respondents fill strong and very strong. This means in the company the most

employees of said weak it shows in these directions it have a problem. If structure and systems has a problem organizational performance development is low.

**Table 10: - Evaluation of Internal Communication.**

Evaluate internal communication	Vary weak		Weak		Satisfactory		Strong		Vary strong	
	No	%	No	%	No	%	No	%	No	%
Openness and trust	17	18.88%	22	24.44%	21	23.33%	18	20%	12	13.33%
Treat everyone equally	20	22.22%	24	26.67%	22	24.44%	14	15.56%	10	11.11%
Information flow in all direction	24	26.67%	17	18.88%	19	21.11%	16	17.78%	14	15.56%
Transparency	16	17.78%	20	22.22%	24	26.67%	18	20%	12	13.33%
<b>Total</b>	<b>77</b>	<b>21.39%</b>	<b>83</b>	<b>23.06%</b>	<b>86</b>	<b>23.89%</b>	<b>66</b>	<b>18.33%</b>	<b>48</b>	<b>13.33%</b>

As the table ten point toward the responses of internal communication of the company openness and trust 17 (18.88%), 22 (24.44%), 21 (23.33%), 18 (20%), and 12 (13.33%) of respondent said very weak, weak, satisfactory, strong and very strong respectively. Also on treat everyone equally 20 (22.22%), 24 (26.67%), 22 (24.44%), 14 (15.56%) and 10 (11.11%) of respondent fill very weak, weak, satisfactory, strong and very strong respectively. And Information flow in all direction 24 (26.67%), 17 (18.88%), 19 (21.11%), 16 (17.78%) and 14 (15.56%) of respondents said very weak, weak, and satisfactory strong and very strong. On the transparency 16 (17.78%), 20 (22.22%), 24 (26.67%), 18 (20%), and 12(13.33%) are said very weak, weak, satisfactory, strong and very strong respectively. The total evaluation of internal communication 21.39%, 23.06%, are very weak, weak and satisfactory and 18.33%, 13.33% of respondents fill strong and very strong. As scholars says, performance oriented cultures have been shown to possess statistically better financial growth. Such cultures possess high employee involvement, strong internal communications and an acceptance and encouragement of a healthy level of risk-taking in order to achieve innovation. Additionally, organizational cultures that explicitly emphasize factors related to the demands placed on them by industry technology



and growth will be better performers in their industries. This means the company internal communication is poor and managers are giving their focus on this side.

**Table 11:- Positive Cultural Values are practiced.**

Positive cultural values are practiced	Vary weak		Weak		Satisfactory		Strong		Vary strong	
	No	%	No	%	No	%	No	%	No	%
Accountability	18	20%	26	28.89%	22	24.44%	20	22.22%	4	4.44%
Fairness	16	17.78%	24	26.67%	21	23.33%	22	24.44%	7	7.78%
Trust among colleagues	15	16.67%	26	28.89%	22	24.44%	21	23.33%	6	6.67%
Belongingness to the Organization	18	20%	26	28.89%	19	21.11%	18	20%	9	10%
Good working relationship	16	17.78%	25	27.78%	16	17.78%	22	24.44%	11	12.22%
Result based management	18	20%	24	26.67%	23	25.56%	18	20%	7	7.78%
<b>Total</b>	<b>101</b>	<b>18.70%</b>	<b>151</b>	<b>27.96%</b>	<b>123</b>	<b>27.78%</b>	<b>121</b>	<b>24.41%</b>	<b>44</b>	<b>8.15%</b>

Regarding the table eleven point toward the positive cultural values are practiced of the company Accountability 18 (20%) response of very weak &, 26 (28.89%) of respondent's weak, 22 (24.44%), 20 (22.22%), 4 (4.44%) of respondents said satisfactory, strong and very strong respectively. In addition fairness in the organization 16 (17.78), 24 (26.67), 21 (23.33%), 22 (24.44%) and 7 (7.78%) of respondents said very weak, weak, satisfactory, strong and very strong respectively. Also on the Trust among colleagues 15 (16.67%), 26 (28.89%), 22 (24.44%), 21 (23.33%) and 6 (6.67%) are said very weak, weak, satisfactory, strong and very strong respectively. Furthermore belongingness to the organization is 18 (20%), 26 (28.89%), 19 (21.11%), 18 (20%) and 9 (10%) of respondents very weak, weak, satisfactory, strong and very strong. And good working relationship in a company 16 (17.78%), 25 (27.78%) 16 (17.78%), 22 (24.44) and 11 (12.22%) of respondents very weak, weak and satisfactory, strong and very strong.

Finally result based management 18 (20%), 24 (26.67%) 23 (25.56%), 18 (20%) and 7 (7.78%) of respondents very weak, weak and satisfactory, strong and very strong. The total assessment of Positive cultural values are practiced 101 (18.70%), 151 (27.96%), & 123 (27.78%) are very weak, weak and satisfactory and 121 (24.41%), 44 (8.15%) of respondents fill strong and very strong.

**Table 12:- Decision Making Process**

<b>Decision Making Process</b>	Vary weak		Weak		Satisfactory		Strong		Vary strong	
	No	%	No	%	No	%	No	%	No	%
Transparency	10	11.11%	19	21.11%	17	18.8%	26	28.89%	18	20%
Accountable	9	10%	17	18.89%	22	24.4%	27	30%	15	16.67%
Fair	11	12.22%	16	17.78%	23	25.5%	24	26.67%	16	17.78%
Consistent	13	14.44%	10	11.11%	21	23.33%	26	28.89%	20	22.22%
Work related	14	15.56%	22	24.44%	23	25.56%	18	20%	13	14.44%
<b>Total</b>	<b>57</b>	<b>12.67%</b>	<b>84</b>	<b>18.67%</b>	<b>106</b>	<b>23.56%</b>	<b>99</b>	<b>22%</b>	<b>82</b>	<b>18.22%</b>

Regarding the table twelve point Decision making process of the company Transparency 10 (11.11%) response of very weak &, 19 (21.11%) of respondent's weak, 17 (18.89%), 26 (28.89%), 18 (20%) of respondents said satisfactory, strong and very strong respectively. In addition Accountable in the organization 9 (10%), 17 (18.89%), 22 (24.44%), 27 (30%) and 15 (16.67%) of respondents said very weak, weak, satisfactory, strong and very strong respectively. Also on the Fair 11 (12.22%), 16 (17.78%), 23 (25.56%), 24 (26.67%) and 17.78% are said very weak, weak, satisfactory, strong and very strong respectively. Furthermore Consistent 13 (14.44%), 10 (11.11%), 21 (23.33%), 26 (28.89%) and 20 (22.22%) of respondents very weak, weak, satisfactory, strong and very strong. And Work related in a company 14 (15.56%), 22 (24.44%) 23 (25.56%), 18 (20%) and 13 (14.44%) of respondents' very weak, weak and satisfactory, strong and very strong. The total assessment of Positive cultural values are practiced 57 (12.67%), 84 (18.67%), & 106

(23.56%) are very weak, weak and satisfactory and 99 (22%), 82 (18.22%) of respondents fill strong and very strong. It means in the company the most of employees said satisfactory and the company must give see the problem & develop decision making process.

**Table 13:- leadership and the management**

leadership and the management	Vary weak		Weak		Satisfactory		Strong		Vary strong	
	No	%	No	%	No	%	No	%	No	%
Focus on goal	15	16.67%	22	24.44%	18	20%	21	23.33%	14	15.56%
Insure a collaboration environment	17	18.89%	24	26.67%	16	17.78%	20	22.22%	13	14.44%
Result based management	18	20%	21	23.33%	23	25.56%	14	15.56%	14	15.56%
Transparency	16	17.78%	20	22.22%	18	20%	26	28.89%	10	11.11%
Empowerment of staff	15	16.67%	20	22.22%	19	21.11%	25	27.78%	11	12.22%
<b>Total</b>	<b>81</b>	<b>18%</b>	<b>107</b>	<b>23.78%</b>	<b>94</b>	<b>20.89%</b>	<b>106</b>	<b>23.56%</b>	<b>62</b>	<b>13.78%</b>

On the topic of the table thirteen points toward the leadership and the management are practiced of the company Focus on goal 15 (16.67%), 22 (24.44%), 18 (20%), 21 (23.33%), 15.56% of respondents said very weak, weak, satisfactory, strong and very strong respectively. Insure a collaboration environment (18.89%) 26.67%, 16 (17.78%), 20 (22.22%) and 13 (14.44%) of respondents said very weak, weak, satisfactory, strong and very strong respectively. On the other hand Result based management 18 (20%), 21 (23.33%), 23 (25.56%), 14 (15.56%) and 14(15.56%) are said very weak, weak, satisfactory, strong and very strong respectively. And transparency 16 (17.78%), 20 (22.22%), 18 (20%), 26 (28.89%) and (11.11%) of respondents very weak, weak, satisfactory, strong and very strong. Moreover empowerment of staff in a company 15 (16.67%), 20 (22.22%) 19 (21.11%), 25 (27.78) and 11 (12.22%) of respondents very weak, weak and satisfactory, strong and very strong respectively.

The total assessment of leadership and the management 81 (18%), 107 (23.78%), & 94 (20.89%) are very weak, weak and satisfactory and 106 (23.56%), 62 (13.78%) of respondents fill strong and very strong. It means in the company the most of employees said weak and these means the company has weak side give attention by this direction.

**Table 14:- Evaluate Team Commitment, Dynamic and Synergy.**

Evaluate team commitment, dynamic and synergy	Vary weak		Weak		Satisfactory		Strong		Vary strong	
	No	%	No	%	No	%	No	%	No	%
Commitment team	10	11.11	21	23.33	23	25.56	25	27.78	11	12.22
Openness to information flow	11	12.22	23	25.56	21	23.33	26	28.89	9	10
Team sprit	16	17.78	26	28.89	23	25.56	17	18.89	8	8.89
Constant work	8	8.89	15	16.67	26	28.89	29	32.22	12	13.33
Belongingness to the group	21	23.33	25	27.78	22	24.44	14	15.56	8	8.89
Involving the team in decision making cohesion	23	25.56	24	26.67	18	20	15	16.67	10	11.11
<b>Total</b>	<b>89</b>	<b>16.48</b>	<b>134</b>	<b>24.81%</b>	<b>133</b>	<b>24.63</b>	<b>126</b>	<b>23.33</b>	<b>58</b>	<b>10.74</b>

As the table fourteen point toward the responses of Evaluate team commitment, dynamic and synergy of the company Commitment team 10(11.11%), 21 (23.33%), 23 (25.56%), 25 (27.78%), and 11 (12.22%) of respondent said very weak, weak, satisfactory, strong and very strong respectively. Also on Openness to information flow 11 (12.22%), 23 (25.56%), 21 (23.33%), 26 (28.89%) and 9 (10%) of respondent fill very weak, weak, satisfactory, strong and very strong respectively. And Team sprit 16 (17.78%), 26 (28.89%), 23 (25.56%), 17 (18.89%) and 8 (8.89%) of respondents said very weak, weak, and satisfactory strong and very strong. On the Constant work 8 (8.89%), 15 (16.67%), 26 (28.89%), 29 (32.22%), and 12 (13.33%) are said very weak, weak, satisfactory, strong and very strong respectively. And Belongingness to the group 21 (23.33%), 22 (27.78%), 22 (24.44%), 14 (15.56%) and 8 (8.89%) of respondents very weak, weak, satisfactory, strong and very strong. Moreover Involving the team in decision making cohesion in a company

23 (25.56%), 24 (26.67%), 18 (20%), 14 (16.67%) and 10 (11.11%) of respondents very weak, weak and satisfactory, strong and very strong respectively. The total Evaluate team commitment, dynamic and synergy 89 (16.48%), 134 (24.81%), 133 (24.63%) are very weak, weak and satisfactory and 126 (23.33%), 58 (10.74%) of respondents fill strong and very strong. This means the company team commitment, dynamic and synergy is poor and managers are giving their focus on this side.

**Table 15: - Overall Organizational Celebration**

overall organizational celebration	Vary weak		Weak		Satisfactory		Strong		Vary strong	
	No	%	No	%	No	%	No	%	No	%
When goal are achieved	8	8.89	18	20	24	26.67	26	28.89	14	15.56
When a new state joint organization	21	23.33	25	27.78	16	17.78	21	23.33	7	7.78
When there in anniversary	-	-	18	20%	24	26.67	27	30	21	23.33
When a staff moves to mission	22	24.44	26	28.89	21	23.33	9	10	12	13.33
When their annual holiday	25	27.78	23	25.56	21	23.33	10	11.11	11	12.22
<b>Total</b>	<b>76</b>	<b>16.89</b>	<b>110</b>	<b>24.44</b>	<b>106</b>	<b>23.56</b>	<b>93</b>	<b>20.67</b>	<b>65</b>	<b>14.44</b>

On the topic of the table fifteen points toward overall organizational celebration are practiced of the company When goal are achieved 8 (8.89%), 18 (20%), 24 (26.67%), 28.89%, 15.56% of respondents said satisfactory, strong and very strong respectively. When a new state joint organization 21 (23.33%), 25 (27.78%), 16 (17.78%), 21 (23.33%) and 7 (7.78%) of respondents said very weak, weak, satisfactory, strong and very strong respectively. On the other hand when there in anniversary no number of respondents of very weak and 18 (20%), 24 (26.67%), 27 (30%) and 21 (23.33%) are said weak, satisfactory, strong and very strong respectively. And when a staff moves to mission 22 (24.44%), 26 (28.89%), 21 (23.33%), 9 (10%) and 12 (13.33%) of respondents very weak, weak, satisfactory, strong and very strong. Moreover when their annual holiday in a company 25 (27.78%), 23 (25.56%), 21(23.33%), 10 (11.11%) and 11 (12.22%) of respondents very weak, weak and satisfactory, strong and very strong respectively.

The total assessment of overall organizational celebration 76 (16.89%), 110 (24.44%), & 106 (23.56%) are very weak, weak and satisfactory and 93 (20.67%), 65 (14.44%) of respondents fill strong and very strong. It means in the company the most of employees said strong and these means the company has generally well in this side but still give attention and develop organizational celebration

**Table 16:- Compare Positive and Negative Culture**

<b>Compare positive and negative culture</b>		No	%
A	Positive culture	39	43.33
B	Negative culture	51	46.76
<b>Total</b>		<b>90</b>	<b>100%</b>

As table fifteen indicted the response on compare positive and negative culture in the organization 39 (43.33%) of respondents said positive culture. 51 (46.76%) of respondents are reversely said negative culture has in company. This means negative culture in the company great than positive culture.

**Table 17:- Consequence of Positive Culture**

<b>consequence of positive culture</b>	Vary weak		Weak		Satisfactory		Strong		Vary strong	
	No	%	No	%	No	%	No	%	No	%
Performance	10	11.11	22	24.44	29	32.22	16	17.78	13	14.44
Job satisfaction	12	13.33	25	27.78	27	30	20	22.22	6	6.67
Positive attitude	9	10	26	28.89	22	24.44	21	23.33	12	13.33
Forwards the organization	16	17.78	22	24.44	23	25.56	21	23.33	8	8.89
<b>Total</b>	<b>47</b>	<b>13.06</b>	<b>95</b>	<b>26.39</b>	<b>101</b>	<b>28.06</b>	<b>78</b>	<b>21.67</b>	<b>39</b>	<b>10.83</b>

Regarding the table seventeen point toward the Consequence of positive culture are practiced of the company Performance 10 (11.11%) response of very weak &, 22 (24.44%) of respondent's weak, 29 (32.22%), 16 (17.78%), 13 (14.44%) of respondents said satisfactory, strong and very strong respectively. In addition Job satisfaction in the organization 12 (13.33%), 25 (27.78%), 27 (30%), 20 (22.22%) and 6 (6.67%) of respondents said very weak, weak, satisfactory, strong and very strong respectively. Also on the Positive attitude 9 (10%), 26 (28.89%), 22 (24.44%), 21 (23.33%) and 12 (13.33%) are said very weak, weak, satisfactory, strong and very strong respectively. Furthermore forwards the organization 16 (17.78%), 22 (24.44%), 21 (23.56%), 21 (23.33%) and 8 (8.89%) of respondents' very weak, weak, satisfactory, strong and very strong. The total assessment of consequence of positive culture 47 (13.06%), 95 (26.39%), & 101 (28.06%) are very weak, weak and satisfactory and 78 (21.67%), 39 (10.83%) of respondents fill strong and very strong. It means in the company the most of employees said satisfactory, means the company is not excellent in this direction.

**Table 18:- Consequence of the Negative Culture**

Consequence of the negative cultures	Vary weak		Weak		Satisfactory		Strong		Vary Strong	
	No	%	No	%	No	%	No	%	No	%
Performance	16	17.78	25	27.78	23	25.56	20	22.22	6	6.67
Job satisfaction	20	22.22	26	28.89	22	24.44	17	18.89	5	5.56
Positive attitude	16	17.78	25	27.78	21	23.33	22	24.44	6	6.67
Forwards the organization	14	15.56	26	28.89	23	25.56	17	18.89	10	11.11
<b>Total</b>	<b>66</b>	<b>18.33</b>	<b>102</b>	<b>28.33</b>	<b>89</b>	<b>24.72</b>	<b>76</b>	<b>21.11</b>	<b>27</b>	<b>7.5</b>

As indicate table eighteen points toward the Consequence of negative culture are practiced of the company Performance 17.78% response of very weak & 27.78% of respondent's weak, 25.56%, 22.22%, 6.67% of respondents said satisfactory, strong and very strong respectively. In addition Job satisfaction in the organization 22.22%, 28.89%, 24.44%, 18.89% and 6.67% of respondents said very weak, weak, satisfactory, strong and very strong respectively. Also on the Positive attitude 17.78%, 27.78%, 23.33%, 24.44% and 6.67% are said very weak, weak, satisfactory, strong and very strong respectively. Furthermore forwards the organization 15.56%, 28.89%, 25.56%, 18.89% and 12% of respondents' very weak, weak, satisfactory, strong and very strong. The total assessment of consequence of positive culture 18.33%, 28.33%, & 24.72% are very weak, weak and satisfactory and 21.11%, 7.5% of respondents fill strong and very strong. It means in the company the most of employees said weak, means the company is poor in this direction.



## CHAPTER FOUR

### 4. Summary, Conclusion and Recommendation

#### 4.1. Summary of Finding

Based on the data presentation and analysis the study concept with the following summary finding states.

- 41.11% of respondents strongly agree and agree to clearness and well understandability of objective, mission, goal and core values of the company.
- 16.67% of respondents are neutral to the organization's excellent corporation between groups and departments whose tasks are interdependent.
- Positive cultural values are practiced i.e. Accountability, Fairness, and Trust among colleagues, and Belongingness to the organization, Good working relationship and Result based management are rated as very weak and weak by 46.66% of respondents.
- Focus on goal, Insure a collaboration environment, Result based management, Transparency and Empowerment of staff, leadership and management of the company, 37.34% of respondents rated as strong and very strong.
- 41.29% of respondents rated the team commitment, dynamic and synergy
- According to the overall organizational celebrations are rated as strong and very strong by 35.11% of respondents i.e. when goal are achieved, when a new state joint organization, when there in anniversary, when a staff moves to mission and When there is annual holiday 41.33% of respondents rated as very weak and weak,
- In comparing positive and negative culture, 46.76% of respondents fill the company culture as negative culture in organization. i.e. Performance, Job satisfaction, Positive attitude and Forwards the organization,

- Managers of the garment said it's not giving attention and planning on developing organizational culture and we are not work enough on organizational culture when the student researcher asked how much does they give emphasis for the organizational culture. The managers responded as they are not giving sufficient training, insufficient of incentive, weak synergy and the others question what are the weaknesses of the organization?. The managers said there is good synergy among employee but it's not enough we are working together to give training in this side in regarding the synergy and team work of employees.
- According to the response of the managers they are building organizational culture through trainings, directions by polices, discussions between employees, other celebrations and incentives.

## 4.2. Conclusion

Based on the findings of the study the following conclusions are made. As the findings reveals, employees in Addis garment Share Company have different composition, like educational background, gender, service years and age. This deference to some level contributes to apply different ideas.

- ❖ The organizational culture is a guide that the way of employees thinking and acts about issues like the objective, mission, goal and core values. These cultures are observed as good in the company. However, it still requires working on the objective, mission, goal and core values of the company to make easily understandable by all members or employees because it has an effect on organizational performance.
- ❖ The Company pro-actively identification and adjustment to changes in its business environment is good. As well as, this Company shows interest in the professional growth and development for instance its people are at not good level but it still needs keep fit on this side, because it showed as a minimum level weakness.
- ❖ When evaluation of the overall organizational direction, there is a gap and the mangers must fill this gap and develop overall organizational directions. Additionally when evaluate the overall structure and system the majority of respondents said weak, i.e. Stability and consistency, Predictable and effective and Clarity of individual job description is weak.
- ❖ The patterns of positive culture can be varying in a number of ways. It is difficult that distinguish one organization from the other. Some positive culture bases like accountability, fairness, trust among colleagues, Belongingness to the Organization, Good working relationship and Result based management practiced in the organization weakly.
- ❖ The commitment of team, openness to information flow, team spirit, constant work, belongingness to the group, involving the team in decision making, and cohesion between employees and departments are a must to any organization. But the study identifies low commitment, dynamisms and synergy. Thus it has a big effect in organizational performance.

- ❖ The culture is weak when a new state joint organization, When a staff moves to mission, and When their celebration of annual holiday, except when goal are achieved and when there in anniversary.
- ❖ The positive and negative cultural value of the company has been majorly weak but they have strong part. When evaluate the Consequence of positive culture is satisfactory it means neither good nor bad but it is average and consequence of the negative culture is weak. Evaluate through performance of employees, job satisfactory, positive attitude and forwards the organization.

## 4.2. Recommendations

Based on the conclusion of this research, the researcher forwarded the following recommendations for the company.

- The organization should maintain its strength towards overall organizational direction; In addition the organization should keep its strong part and maintain towards clear and understood objectives, mission, core values and their corporation between group and department.
- The company should assess and evaluate its decision making process. The company process must be full of transparency, accountable, fair and consistent and work related.
- Team commitment, dynamic and synergy are a necessary for organization. Without commitment of teams, openness to information flow, good team spirit, constant work belongingness to the group and involving the team in decision making cohesion the company fails to make a good performance. So the managers has to give emphasize and develop through cultural persistence and cultural transformation. And designee the culture, communal culture it means high on sociability and high on solidarity between employees

- To develop and maintain leadership and the management of the company, firstly it has to identify elements of organizational culture. The leader could make a list of the organization's current values, beliefs, and norms. Secondly, make evaluations of the elements of organizational culture that may be negative. The leader could make a list of the specific values, beliefs, and norms that may contribute to major problems in the organization.
- Finally, after identifying the possible negative elements, the leader could develop strategies to foster a positive organizational culture change. The leader could make a list of the elements of a more ideal culture, develop specific ways to communicate the changes, and develop techniques to motivate people to adopt the new culture.
- Internal communication has a lot of weakness it means Openness and trust, treat everyone equally, Information flow in all direction and transparency is low. Therefore managers has to give a resolution and implement and keep good parts of the organization communication and trust between employees and managers, give equal treat without misleading and transparent to their employee, this reduce the effect on its performance.
- The outcome of positive and negative culture will be reflecting on its performance, hence. Performance, Job satisfaction and Positive attitude to forward the organization have in some extent positive but the most side has a deficiency and negative. Therefore the company has to clearly state and share the vision, mission, goals and core values of the organization in a manner of training and the likes. In such a culture people enjoys working and take every assignment as a new learning and try to gain as much as they can. They accept their roles and responsibilities willingly.

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# **Appendix**

**St. Mary's University**

**Business faculty**

**Management department**

**Questionnaire to be filled by employees of Augusta**

**Dear respondent**

The aim of the study is to assess the effect of organizational culture on its performance. In the Augusta (Addis) garment Sheer Company identify employees feeling towards it. According this questionnaire is designated to collect relevant data. These findings will be a guide line show weakness or strength of the factory. Since, this study depends upon respondents, please state the reality and the truth as it is.

Please be sure that your response are strictly confidential and used for the research purpose. The researcher would be thankful if you could return the questionnaire as possible.

**Instruction:** please indicate your response by making “X” against your choose or “√” your answers in space provided.

I. Personal information of respondents.

1. Age category

18-22  23-30  31-40  >40

2. Gender

Male  Female

3. Educational background

Below 8<sup>th</sup>  8<sup>th</sup> grade complete  12<sup>th</sup> grade completed   
certificate  Degree  Masters Degree

4. Current work position \_\_\_\_\_

5. Work experience in the factory

1-3years  4-6 years  7-9years  >10years



II. General Information.

**Instruction:** - For question 1-5 mark your choice of selection from strongly agree, Agree, Neutral, disagree, and strongly disagree.

1. The objective, mission, goal and core values of the factory are clear and well understood.

Strongly agree                       Disagree                       Agree   
Strongly disagree                       Neutral

2. This factory is careful to their people. Who will fit in and be comfortable with the job.

Strongly agree                       Disagree                       Agree   
Strongly disagree                       Neutral

3. Decisions are made explained in a manner that respects the rights of individual's members.

Strongly agree                       Disagree                       Agree   
Strongly disagree                       Neutral

4. Within the organization, there is excellent corporation between groups and departments whose tasks are interdependent.

Strongly agree                       Disagree                       Agree   
Strongly disagree                       Neutral

5. This c factory pro-activity identifies and adjusts to changes in its business environment.

Strongly agree                       Disagree                       Agree   
Strongly disagree                       Neutral

6. This factory shows interest in the professional growth and development of its people.

Strongly agree                       Disagree                       Agree   
Strongly disagree                       Neutral

III. **Instruction:** - For question 7-14 tick your choice rates and the rates stands for no.1 very week, no. 2, Week, no. 3 Satisfactory, No.4 strong and No.5 very strong.

7. How do you evaluate the overall organizational direction of factory?

	<b>evaluate the overall organizational direction</b>	1.	2.	3.	4.	5.
a)	Share vision					
b)	Shared strategies, policies, and intent					
c)	Clarify of objective					
d)	Shared producer rules and regulations					

8. How do you evaluate the overall structure and system in the factory?

	<b>evaluate the overall structure and system</b>					
a)	Stability and consistency					
b)	Predictable and effective					
c)	Clarity of individual job description					

9. How do you evaluate internal communication in the Augusta (Addis) Textile Factory?

	<b>evaluate internal communication</b>	1.	2.	2.	4.	5.
a)	Openness and trust					
b)	Treat everyone equally					
c)	Information flow in all direction					
d)	Transparency					

10. Are positive cultural values are practiced in the factory?

	<b>positive cultural values are practiced</b>	1.	2.	3.	4.	5.
a	Accountability					
b)	Fairness					
d)	Trust among colleagues					
e)	Belongingness to the organization					
f)	Good working relationship					
g)	Result based management					

11. How do you rate the decision making process in the factory?

	<b>decision making process</b>	1.	2.	3.	4.	5.
a)	Transparency					
b)	Accountable					
c)	Fair					
d)	Consistent					
e)	Work related					

12. How do you rate the leadership and the management in factory?

	<b>leadership and the management</b>	1.	2.	3.	4.	5.
a)	Focus on goal					
b)	Insure a collaboration environment					
c)	Result based management					
d)	Transparency					
f)	Empowerment of staff					

13. How do you see evaluate team commitment, dynamic and synergy in the organization?

	<b>evaluate team commitment, dynamic and synergy</b>	1.	2.	3.	4.	5.
a)	Commitment team					
b)	Openness to information flow					
c)	Team sprit					
d)	Constant work					
e)	Belongingness to the group					
f)	Involving the team in decision making cohesion					

14. To what extant overall organizational celebration victories and having fun and practiced in the factory?

	<b>overall organizational celebration</b>	1.	2.	3.	4.	5.
a)	When goal are achieved					
b)	When a new state joint organization					
c)	When there in anniversary					
d)	When a staff moves to mission					
d)	When their annual holiday					

Please rate the positive culture of the factory as compared to the negative culture \_\_\_\_\_ % positive culture \_\_\_\_\_% negative culture

IV. **Instruction:** - For question 15 and 16 please circle your choice of selections no stands for very bad, no 2 band, and no 3 average no 4 for good and no 5 very good.

15. How do you rate consequence of positive culture of the factory?

	<b>consequence of positive culture</b>	1.	2.	3.	4.	5.
a)	Performance					
c)	Job satisfaction					
d)	Positive attitude					
d)	Forwards the organization					

16. How do you rate the consequence of the negative cultures of the factory?

	<b>consequence of the negative cultures</b>	1.	2.	3.	4.	5.
a)	Performance					
c)	Job satisfaction					
d)	Positive attitude					
d)	Forwards the organization					

17. Other comment in your organization

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**St. Mary's University**

**Business faculty**

**Management department**

**Interview questions to organization mangers**

1. How much do give emphasis for the organizational culture?
2. What is the basic culture or habits of organizational culture of Augusta (Addis) garment Sheer Company?
3. What are the weaknesses of the organization?
4. How much the synergy and team work of employees?
5. How do you build organizational culture?
6. What are the challenges?

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I. ....

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18-23  23-30  31-40  40 ...

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II. ....

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6. ....?

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**III. ....**

••••:- ..... 7-13 ..... 1..... 2.....

3..... 4..... 5.....

7. ....?

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•	.....					

8. ....?

	●●●●●●●●●●●●●●●●●●	1	2	3	4	5
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•	.....					

9. ....?

	●●●●●●●●●●●●●●●●●●	1	2	3	4	5
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•	.....					
•	.....					

10. ....?

	●●●●●●●●●●●●●●●●●●	1	2	3	4	5
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•	.....					

11. ....?

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12. ....?

	●●●●●●●●	1	2	3	4	5
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13. ....?

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•	.....					
•	.....					

14. ....?

	.....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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•	.....					
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.....%  
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**IV. ....**

••••:- • • • • 15-16 ..... 1. .... • 2. ....  
 3. .... • 4. .... • 5. ....

15. ....?

	.....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
•	.....					
•	.....					
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## **Declaration**

### **Advisee's Declaration**

I undersigned, declare the senior research paper is my original work, prepared under the guidance of Ato Zelalem Taddese. All sources of material used for the manuscript have been duly acknowledged.

Name \_\_\_\_\_

Signature \_\_\_\_\_

Place submission \_\_\_\_\_

Date of submission \_\_\_\_\_

## **Submission Approval Sheet**

### **Adviser Declaration**

This paper has been submitted to the examination with my approval as the university advisor.

Name \_\_\_\_\_

Signature \_\_\_\_\_

Date of submission \_\_\_\_\_

