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SCHOOL OF GRADUATE STUDIES

THE IMPACT OF ORGNIZATIONAL CULTURE ON SERVICE QUALITY

THE CASE OF COFFEE QUALITY INSPECTION CENTER

BY SEGENET GASHAW

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ADDIS ABABA ETHIOPIA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY COLLEGE, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION IN GENERAL MANAGEMENT

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DECLARATION

I, Segenet Gashaw, hereby declare that the thesis entitled Impact of Organizational Culture on Service Quality: In the case of Coffee Quality Inspection Center is my own original work and has been submitted for any degree in any other University. It is offered for the award of the degree of Master of Science in General business administration from St. Mary's University.

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ENDORSEMENT

This research has been submitted to St. Mary's University, School of Graduate Studies, Department of Business Management, for examination with my approval as a university advisor.

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Date:

Signature: _____

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Contents

ACRONYMS AND ABBREVIATIONS

CQICC – Coffee Quality Inspection and Certification Center

SPSS – Statistical Package for the Social Science

OC – Organizational Culture

SD – Standard Deviation

SERVQUAL – Service Quality Scale/ Model

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ABSTRACT

Since organizational culture influences the way people interact and encompasses values and behaviors that contribute to the unique social and psychological environment of a business, it has a great role on the service quality. So, this study investigates the impact of organizational culture on service quality. The main ambition of this study is to estimate the impact of organizational culture on service quality at Coffee Quality Inspection and Certification Center (CQICC). In order to continue with the study, data was analyzed by using descriptive statistics, correlation and regression analyses. The study's target population was the employees of CQICC of total population 74. Due to the present circumstances of the country with a struggle against the recent pandemic (Covid19), the total population of the organization was reduced to 62 of which the questionnaire was distributed. The questionnaire regarding organizational culture was adopted from Denson (1990). The returned response was a total of 55 and was used as an input to analysis using SPSS v20. The result indicated that all dimensions of organizational culture and service quality are inter related while consistency dimension of organizational culture has significant impact on service quality. It was also concluded that it is not yet possible to tell the existence of involvement and consistency cultures at CQICC but the mission and adaptability cultures exist moderately. Hence, it is recommended that the organization shall enhance the consistency culture in order to put a positive impact on service quality.

Key words: *Organizational culture, Involvement, Consistency, Adaptability, Mission, Service Quality, Tangibles, Reliability, Responsiveness, Assurance, Empathy.*

CHAPTER ONE

1. INTRODUCTION

1.1. Background of The Study

Improving service quality within the organizational culture must be the major concern to increase the quality of the organization as well as the satisfaction of customers. Service quality within organizations cannot be over-emphasized, it is not voluntary rather a must have to boast economic performance (Tsoukatos, 2011). Service quality from (Afwer, Sarwar, Sultan & Qadeer, 2016) means the degree to which customer's expectations have been met, "It is comparison between expected and perceived service". Good quality service guarantees satisfied customers. Good quality service can be achieved when a quality management system which is a mechanism to manage and continually improve quality of products and service.

Service quality in its contemporary conceptualization, is a comparison of perceived expectations of a service with perceived performance. A business with high service quality will meet or exceed customer expectations whilst remaining economically competitive. Organizational culture is the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. It also includes an organizations vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle, 2004). Denison (1990) divided organizational culture dimensions in to four aspects; involvement, consistency, adaptability and mission. The cultural setting of the organization will affect the outcome of the methods and also the performance of the organization (Naor et al.2008). People are always comfortable in the old ways of doing things, holding on to their set habits, beliefs, values and behaviors upheld in the organization referred to as organizational culture (Fiddy, 2016 and Shahzad, Iqbal, Gulzar, 2013).

1.2. Organizations Profile

Coffee quality inspection and certification center (CQICC) has a mandate to establish quality based, effective and efficient marketing system that benefits smallholder, commercial growers of coffee, tea and spices in the world to generate better income to the country and the industry actors.

Ethiopia is the source and center of origin for coffee Arabica and the only country exporting coffee based on specific geographical origins as Yirgacheffee, Sidama, Harare, Nekempti,

Limu, etc., in which each has its own distinguishing physical and organoleptic character. Accordingly, the Ethiopian Coffee Quality Inspection and Certification center classification was designed and executed in line with keeping country's coffee distinct character and quality profile linked to their specific origin. Before exporting every exporter is obliged to bring coffee to the central quality control point for quality checking and certification. The main objectives are to: check if the green cup qualities have met the export standard, check whether or not the origins character is maintained, maintain the country's export reputation for its coffee quality, and protect the overseas client's interest.

By way of this rigorous quality control procedures, the consumer is assured of receiving high quality product. Hence, while upgrading and streaming the coffee industry, Ethiopia is now in a position to offer a high-quality coffee even to the most selective and discriminative consumers. the export level quality control is the responsibility of the Ethiopia coffee Quality Inspection Center.

1.3. Statement of The Problem

Organizational culture is one that the culture decides the way employees interact at their work place, and also goes a long way promoting healthy competition at the workplace. Researchers by some academies have made it known that a company´s culture is closely linked to its effectiveness and efficiency (Kotter&Heskett,1992). In addition, according to (Morgeyon, &Krishnan; 2006) customer satisfaction is an increasingly significant factor of an effective organization in today's competitive business setting.

Ethiopian coffee quality inspection center has an important role in delivering quality service as well as creating better organizational culture guarantying customer satisfaction. it is the only institute that inspects and certifies every exporters coffee that comes to be exported. This study aims to measure the impact of organizational culture on service quality in this institute. In this case there is no paper that conducts the implementation of organization culture in the coffee quality inspection center in Ethiopia. This research will see the gaps between the service quality and the

organizational culture that could increase the organizations performance as well as customers satisfaction in the quality center. So, in this case the study will generate an important information on providing a better understanding on how the organization will improve the service quality and implement organizational culture.

1.4. Objectives of The Study
1.4.1. General Objectives

The general objective of this study is to examine the impact of organizational culture on the service quality in coffee inspection and certification center.

1.4.2. Specific Objectives

1) To identify the organizational culture in coffee quality inspection center.
2) To identify to what extent the effect of organizational culture dimensions with involvement on service quality in CQICC.
3) To identify to what extent the effect of organizational culture dimensions with consistency on service quality in CQICC.
4) To identify to what extent the effect of organizational culture dimensions with adaptability on service quality in CQICC.
5) To identify to what extent the effect of organizational culture dimensions with mission on service quality in CQICC.

1.5. Hypothesis

H1: Organizational culture dimension with involvement has effect on service quality in CQICC.

H2: Organizational culture dimension with consistency has effect on service quality in CQICC.

H3: Organizational culture dimension with mission has effect on service quality in CQICC.

H4: Organizational culture dimension with adaptability has effect on service quality in CQICC.

1.6. Significance of The Research

Organizational culture is concerned with the study of how people behave and how that behavior affects the performance of the organization. This research aims to understand or know the concept of organizational culture deeply to investigate its relation with service quality. the findings of this study will capture the positive and if it has negative impact on the service quality; so that this research will bring an improvement and to identify areas where organizational culture should be applied well to the coffee inspection and certification center.

1.7. Scope of The Study
1.7.1. Methodological Delimitation

The Study was limited to Coffee Inspection and certification center that exists in Addis Ababa. Though there is another branch of CQICC out of Addis, the study is delimited only in the Addis Ababa main branch. This is due to the lack of sufficient time and money to access the other branch of the organization. Therefore, the study would be bounded by both area coverage and problem addressed.

Moreover, the time the research was been executed was a time in the country where a new pandemic viral disease named Covid19 was concerning the country and had made it inconvenient to move from places to places and perform the research easily. Therefore, the research was confined to a single brunch to a small number of population and limited to use a census.

1.7.2. Geographical scope

This study was limited to employees and some selected users of CQICC located in Addis Ababa and in particular, this paper was covering an insight to the concept the relationship of certain organizational culture and leadership.

1.7.3. Conceptual scope

Even though different categories of organizational cultures are developed by different researchers and authors, this paper had tried to depend on the dimensions of organizational culture indicated by Daniel Denison 's model (2000). This author has identified four dimensions which can be used

to analyze the culture of one particular organization. Four dimensions of organizational culture like Mission, Adaptability, Involvement, and Consistency are used in analyzing the impact organizational culture on service quality on each dimension which finally affects the levels of service quality.

1.8. Organization of The Research Report

This study paper is organized in five chapters. The first chapter deals with the general background of the study, statement of the problems, research question, objectives, significance of the study and scope/delimitation of the study. The second chapter addresses the detailed review of theoretical and empirical literatures on organizational culture and employee job performance. The third chapter presents the detail of methodology used in the study such as research design, population and sampling techniques. The fourth chapter will be dedicated to the detail analysis and interpretation of the data collected for the study. Finally, the summary of finding, the conclusions, the limitation and recommendation will be included in chapter five.

1.9. Definition of Terms
1.9.1. Communication

Is the exchange of information, ideas, and views within and outside the organization? According to Goldhaber: organizational communication is defined as the flow of messages within a network of independent relationships.

1.9.2. Organizational Performance

Means the actual output or results of an organization as measured against its intended outputs or goals and objectives. According to Richard, the organizational performance includes three specific areas of firm outcomes

1. Financial performance (profits, return on assets, return on investment, etc.…);

2. Product market performance

3. Shareholder return (total shareholder return, economic value addended.)

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

In this chapter, theoretical framework of the study, empirical study and the conceptual frame work are briefly explained and included.

2.2. Theoretical Framework

2.2.1. Organizational Culture

Simply stated, organizational culture is "the way things are done around here" (Deal&kennedy,2000). organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations (Ravasi&Schultz,2006). Organizational culture affects the way people and groups interact with each other, with clients and with stakeholders. Also, organizational culture, may influence how much employees identify with their organization(schrodt,2002). (Shahzad, Iqbal, Gulzar, 2013, Mohelska, Sokolovab, 2015) defined organizational culture as a set norms, beliefs, values and behaviors upheld in an organization.

According to (Gillespie, Denison, Headland, Smerek, Neale, 2007, Mohelska, Sokolovab, 2015) culture serves as a control mechanism that guides and shapes employees' attitudes and behavior and influences organization's actions to conducting business. (Belias, Koustelios, Vairaktarakis, Sdrolias, 2015) mentioned that culture is the organization's "operating system" or "organizational DNA". Studies have characterized organizational culture along four dimensions: involvement, consistency, adaptability, and mission (Gillespie, et al., 2007, Shahzad, et al., 2013). Involvement focuses on employees' commitment and sense of ownership. Consistency refers to the existence of organizational systems and processes that promote same way of doing things. Adaptability is the organization's flexibility to change.

Business leaders are vital to the creation and communication of their workplace culture. However, the relationship between leadership and culture as not one sided. While leaders are principal architects of culture, an established culture influences what kind of leadership is possible

(Schien,2011). leaders must appreciate their role in maintaining or evolving an organization's culture. A deeply embedded established culture illustrates how people should behave, which can have employees achieve their goals. This behavioral framework, pattern, ensures higher job satisfaction when an employee feel leader is helping him or her complete a goal (Tsai,2011).

2.2.2. Dimensions of Organizational Culture

Organizational culture can be examined by its different dimensions. Accordingly, different researchers and authors have identified different types / dimensions of organizational culture based on their studies. Moreover, culture should have distinct characteristics that can be define and measured when we combine and see this dimension. We found the core of the organization's culture. These dimensions also used for differentiating one organization from another. Seven primary characteristics seem to capture the essence of an organization's culture: according to Robbins, 10th ed. 2013, (512-513)

1. Innovation and risk taking.

The degree to which employees are encouraged to be innovative and take risks.

2. Attention to detail.

The degree to which employees are expected to exhibit precision, analysis, and attention to detail.

3. Outcome orientation.

The degree to which management focuses on results or outcomes rather than on the

techniques and processes used to achieve them.

4. People orientation.

The degree to which management decisions take into consideration the effect of outcomes on people within the organization.

5. Team orientation.

The degree to which work activities are organized around teams rather than individuals.

6. Aggressiveness

The degree to which people are aggressive and competitive rather than easygoing.

7. Stability

The degree to which organizational activities emphasize maintaining the status quo in contrast to growth. According to Denison's asserts that organizational culture can be described by four general dimensions – Mission, Adaptability, Involvement and Consistency. Each of these dimensions is further described by the following three sub-dimensions:

1. **Involvement**- Empowerment, Team Orientation and Capability Development.

2. **Consistency** - Core Values, Agreement, Coordination/Integration.

3. **Mission** - Strategic Direction and Intent, Goals and Objectives and Vision.

4. **Adaptability** - Creating Change, Customer Focus and Organization Learning.

Denison's model also allows cultures to be described broadly as externally or internally focused as well as flexible versus stable. The model has been typically used to diagnose cultural problems in organizations and it is the one we shall adopt in this study as a tool for measuring organizational culture. Each of these dimensions is described as below.

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

shall look at mission as one of the dimensions of organizational culture according to Denison's model.

An organizational mission is an organization's reason for existence (Sorensen, 2002). Forest and David (2003) assert that successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of what the organization will look like in the future, adding that a sense of mission allows an organization to shape current behavior by envisioning a desired future state. Lee and Yu (2004) believe that being able to internalize and identify with an organization 's mission contributes to both short and long-term commitment to the organization. They therefore measured this trait with three indexes as follows: The first index looks at the strategic direction and intent. Here, clear strategic intentions convey the organization 's purpose and make it clear on how everyone should contribute towards fulfillment of organization 's purpose. The second index analyzes the goals and objectives. Here a clear set of goals and objectives highlight the targets the organization so wants to achieve within a given time period. This is then linked to the mission, vision, and strategy and provides everyone with a clear direction in their work. The third index looks at the vision. Here, the organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization 's people, while providing guidance and direction. A clear sense of purpose and direction in an organization, which is what defines organization 's goals and strategic objectives, can only be attained if there is consistency in the organization 's way of doing things.

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

integration where different functions and units of the organization are able to work together well to achieve common goals.

2.3. Service Quality

Zeithamel and Bitner (2003:85) mentioned that, service quality is a focused evaluation that reflects the customers perception of specific dimensions of service namely reliability, responsiveness, assurance, empathy, tangibles. Services are evaluated not only by the outcome but also by the delivery process and the service as Tsoukatos (2011). Other literature contains similar definition and concluded that the quality of a service, as perceived by the customer, is a result of a comparison between the expectations of the customer and his real-life experiences (Chowdhary, Prakash, 2007). Kang, James, Alexandris, (2002) and Givarian, et al., (2013) believe it is not easy to measure service quality.

The most important standard of measurement of service quality is whether customers are satisfied. Givarian et al., (2013) suggested general characteristics as standard used by customers to evaluate the quality of services are the five SERVICE QUALITY dimensions are: Tangibles-Appearance of physical facilities, equipment, personnel, and communication materials, Reliability-Ability to perform the promised service dependably and accurately, Responsiveness-Willingness to help customers and provide prompt service, Assurance-Knowledge and courtesy of employees and their ability to convey trust and confidence and Empathy- Caring, individualized attention the firm provides its customers.

2.4. Methods of Measuring Service Quality

Service companies spend substantial time and resources on measuring and managing customer satisfaction, customer loyalty and service quality. They should identify and regularly measure critical elements of customer service against performance standards. Differences between standards and performance should form the basis for modifying customer service. Gilmore (2002) discusses that Measurements need to take account of different types of concepts and customers. Indeed, different

measurement criteria are required for different concepts such as service quality, customer satisfaction, customer perceptions, expectations and loyalty. Assessment of these concepts will also entail the use of different measuring scales, and scope of opinions, attitudes and behavior. The following are two of the methods used to measure service quality in this study.

2.4.1. Gap Model

By support of the concept, Kotler et, al (2009) dictate the five gaps influencing service quality as;

Gap 1: Consumer expectations – management perceptions of consumer expectations.

Gap 2: Management perceptions of consumer expectations–service quality specifications actually set.

Gap 3: Service quality specifications – actual service delivery.

Gap 4: Actual service delivery – external communication about the service.

Gap 5: Gaps 1-4 together contribute to consumers‟ expectations and perceptions of actual service.

2.4.2. SERVIQUAL

As competition becomes more intense and environmental factors become more hostile, the concern for service quality grows. If service quality is to become the corner stone of marketing strategy, the marketer must have the means to measure it.

According to Ramasawamy   et, al. (2002) the SERVIQUAL model provides a reliable methodology for measuring customer satisfaction in a service situation. It seeks to measure perceived service quality on the basis of five parameters. Kotler et, al. (2006) also agree with the idea and suggest the following SERVQUAL attributes in measuring perceived service quality.

Tangibles: the appearance of firm's physical facilities, equipment, personnel and communication material.

Reliability: the firm's ability to provide the service dependably and accurately.

Responsiveness: the firm's willingness to help customers and its ability to provide prompt service.

Assurance: the employees" knowledge, competence, courtesy and ability to inspire confidence in customers.

Empathy: the individual attention the firm provides to its customers, including access, communication and caring.

Gilmore (2003) also added that SERVQUAL is based on measuring customer satisfaction in terms of the relationship between expectations (E) and outcomes (O). If the outcome (O) matches expectations (E), then the customer is satisfied. If expectations (E) exceed the outcome (O), then customer dissatisfaction is indicated. If the outcome (O) exceeds expectations (E), then customer „delight" may be the result. Other writers like Mudie et, al. (2006) propound that awards and certification are granted to companies who meet certain criteria in respect of standards. Additionally, there are programs such as Total Quality Management (TQM) which companies can adopt. In contrast to external monitoring and the development of universal standards,

SERVQUAL is a technique that purports to measure the customer's view of quality at the level of a specific service organization.

2.5. Total Quality Management (TQT)

Total quality management is a strategy that embodies the belief that the management process must focus on integrating the customer driven quality throughout an organization (Stah,2002). According to Haigh and Moris (2002), quality management is an ingredient towards adequate quality delivery to customers. Quality management involves: management systems, delivery, quality, cost, technology and of course the employees, because according to Donaldson, (2001), no matter how perfect a strategy might be, it depends on people for implementation.

Quality management system is defined as a mechanism to manage and continually improve quality of products and services and can build a strong culture, which can positively improve the organization's competitiveness and performance (Irani et al., 2004). (Al-Ibrahim, 2014) mentioned that the lack of positive culture defeats the idea of implementing quality management systems which its main purpose is to encourage an organization to strive for continuous improvement in its operations in order to achieve customer satisfaction.

2.6. Customer Satisfaction

Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation. It is the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services exceeds specified satisfaction goals.

Oliver (1980) defines that "customer satisfaction is a summary psychological state when the emotions surrounding disconfirmed expectations are coupled with the customers prior feelings about consumption experience". Customer satisfaction is typically defined as a post consumption evaluative judgement concerning a specific product or service (Gunderson, Heide and Olsson,1996).

2.7. Empirical Study

Al-Ibrahim (2014) reviewed quality management and its role in improving service quality in public sector. It stated that service quality models can be seen to place the need to satisfy the customer as a central team, and to include mechanisms by which efforts to create satisfaction, and levels of satisfaction reported are constantly monitored to insure a high level of quality and performance.

Angela Sinickas (2006) argues that Corporate culture can help drive business results, but it takes a cultural audit to differentiate which elements of the culture can lead to superior performance. Angela Sinickas conducts employee engagement surveys that are specifically designed to measure the correlation between employee behaviors and attitudes that define an organization 's culture and its financial results. The questions are developed in two categories: behavior defining outcomes with financial value and behaviors and attitudes describing inputs that could affect those outcomes.

Karakasnaki, Psomas and Bouranta (2019) worked on the interrelationships among organizational culture and service quality under different levels of competitive intensity and found that SERVQUAL illustrates the associations among the different types of organizational culture and the dimensions of service quality and explicate how the former impacts the later. Moreover, the

findings showed that the above-mentioned interrelations are conditioned by the varying levels of competitive intensity.

Mohammad (2006) studied the impact of organizational culture on the successful implementation of total quality management. The study founded that total quality management had the most effect on the process management, focus on customers leadership and management and less effect on suppliers, performance results, strategic planning and focus on material resources. The study also showed that total quality management requires a quality oriented organizational culture supported by senior management commitment and involvement, organizational learning and entrepreneurship, team working and collaboration, risk taking, open communication, continuous improvement and monitoring and evaluation of quality.

Pathiranage, (2019). demonstrate conceptualization, measurement and examine various dimensions of organizational culture on business performance. It is found that organizational culture has deep impact on the variety of organizations process, employees and its performance. This also describes the different dimensions of organizational culture.

Yonela Gantsho, (2018) emphasize that the notion that organizational culture impacts on service quality, which in turn influences customer satisfaction and organizational performance, has gained widespread acceptance in both academia and organizational practices. Therefore, the purpose of the study was to establish the existing culture which is adopted in an organization based in the electrical energy industry. The overall findings reveal that organizational culture has a strong significant impact on service quality levels within that organization.

2.8. Conceptual Frame

This conceptual frame work describes key factors of the study and the relationships of the independent and dependent variables.

Figure 2. 1 Conceptual Frame

Independent variable   **Dependent variable**

```
┌─────────────────┐
│   Consistency   │ ─────┐
└─────────────────┘      │
┌─────────────────┐      │        ╭───────────╮
│   Involvement   │ ─────┤        │  Service  │
└─────────────────┘      ├──────► │  Quality  │
┌─────────────────┐      │        ╰───────────╯
│   Adaptability  │ ─────┤
└─────────────────┘      │
┌─────────────────┐      │
│     Mission     │ ─────┘
└─────────────────┘
```
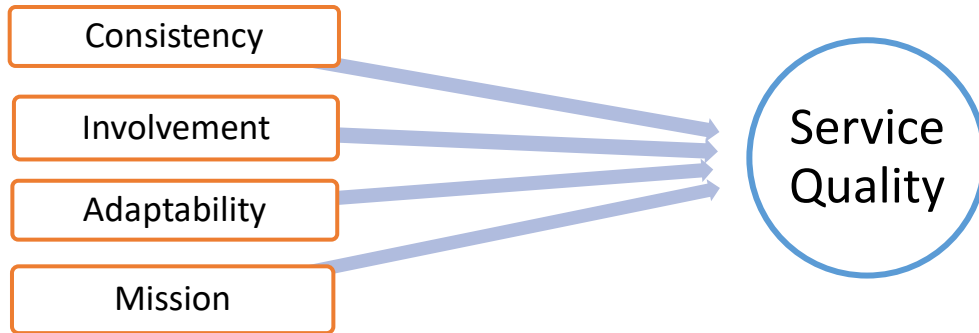
Developed by researcher, 2020

CHAPTER THREE

3. RESEARCH METHODS

This chapter focuses describing the different methods applied in the research to gather data and the type of data used to carry out the research. The strategy and design of the research is also under discussion.

3.1. Research Design

Since the major purpose of this study was evaluating CQICC customers" satisfaction on service quality, a descriptive method of research design has been used to achieve the research objective.

A combination of descriptive and explanatory research method designs has been used in the certification center. The study should be descriptive in that it seeks to describe in detail the state of customer satisfaction and service quality in coffee quality inspection and certification center, thus giving an in depth understanding of the reality of customer satisfaction with service quality in CQICC. On the other hand, identifies the relationship between service quality dimension and customer satisfaction in addition to the effect of service quality dimensions on customer satisfaction, causal research design has applied.

To accomplish the study objective and to answer the stated research questions, descriptive has been applied. Descriptive statistics such as frequency, percentage, and mean were used to assess service quality and measure customer satisfaction level in CQICC points of sales. Inferential statistics such as correlation has been applied to identify the relationship between service quality dimensions and customer satisfaction.

3.2. Source Data

Data sources used in this research were both primary and secondary. Primary data was collected from service employees found in Addis Ababa. The sources of secondary Information were collected from published and unpublished materials like manuals, broachers, and annual reports. In order to answer raised research questions, both Primary and secondary data sources were used

in this study. The primary data collection method was done using the use of structured questionnaire.

3.3. Procedures of Data Collection

Data collection implies the method that the researcher uses whether it is the use of questionnaires, interview schedules, face to face interview or telephone interviews or whether it is participation and observation. In this research, questionnaire was used as a means of data collection instrument and was distributed to everyone present inside the territory of CQICC at the time of distribution. Further clarifications on questions raised were provided.

The questionnaire was distributed only to employees with more than 1 year of experience because their familiarity with organizational culture and its relationship with their performance was to be considered.

3.4. Methods of Data Analysis

The research used quantitative method of data analysis Preparation of data, which includes converting data to the same form, Conversance of data, which refers to the in-depth studies of the gathered data. Data entered and analyzed using SPSS 20 version. The data obtained was analyzed using descriptive statistics and frequency, mean and standard deviation values were assessed. Correlation and regression analysis statistical tools used to align with the objectives of the research, to test relationship between the two variables. And also, interpretation of data which was the process of coding and categorizing of the data was critical. verified data was essential in this research, which referred to the secure validity and objectivity of the data.

3.5. Target Population

Target Population is a specified group of People or object for which questions can be asked or observed made to Develop required data structures and information. (Hair et al. 2006). For this study, Employees of CQICC working at Addis Ababa area were selected as a population. The number of targeted employees in CQICC is 74. Therefore, census was used and 62 questionnaires were distributed. The total response obtained was 55 with a response rate of 88.7%.

3.6. Measures

The measuring instrument that has been used in this study has been a close-ended survey questionnaire developed through the adaptation and modification of instruments from previous studies. The level of measurement of the variables in the study will constitute using ordinal scale. The independent variable of the study which is the organizational culture measured using an instrument consisted of 40 statements developed by Denison and his colleagues (Denison 1984, 1990, 1996; on a five-point scale. The organizational culture measured in terms of four dimensions; adaptability, mission, involvement, and consistency. The dependent variable of the study which is the service quality in CQICC by an instrument consisted of 7 statements developed by (Kottawatta, 2007). The study would also use correlation in design because there was the intent to investigate the relationship between dependent and independent variable of the study. According Reid (1987) Correlation research aims to ascertain if there is a significant association between two variables. Creswell (2005) also explained that the correlation research method is useful for identifying the type of association, explaining complex relationships of multiple factors that explain an outcome, and predicting an outcome from one or more predictors. In addition to investigating the relationship of the variables, the influence of independent variable (organizational culture) on service quality has been undertaken through correlation analysis.

3.7. Methods of Data Analysis

The data obtained from questionnaire was analyzed using both descriptive and inferential statistics. The data was entered into Statistical package for the Social Science (SPSS), analyzed summarized to relate the variables. The mean, standard deviation and frequency was obtained using descriptive analysis. Pearson's Correlation Coefficient was used to test the relationship between each variable. Multiple Linear Regression was also performed to identify the impact of organizational culture dimensions on service quality.

3.8. Validity and Reliability

Validity is the degree to which a measure accurately represents what it is supposed to. It is concerned with how well the concept is defined by the measure(s). Therefore, this study tried to address validity through the review of literature and adapting instruments used in previous

research. In order to answer raised research questions, both Primary and secondary data sources were used in this study. The primary data collection method has been done using the use of structured questionnaire. In addition to primary data sources, secondary information sources like past studies were collected in order to obtain some reliable literature and empirical findings that can be applied in order to have a better understanding of organizational culture and service quality. Additionally, the measurements were validated by the researcher advisor comments and ensured that the statements represented the entire range of possible items measured in the study.

Reliability refers to the extent to which the data collection techniques and procedures will yield consistent findings Easterby smith, et al., (2008). So, reliability is when a measure gives the same outcome, under the same circumstances even when it is measured at different points in time. For this paper measure of reliability will use Cronbach alpha. Cronbach alpha is a test of reliability technique that requires only a single test administration to provide a unique estimate of the reliability for a given test. Cronbach alpha reliability coefficient normally ranges between 0 and 1. According to George and Mallery (2003:231) provide the following rule of thumb for the Cronbach's alpha >.9 excellent, >.8 good, >.7 acceptable, >.6 questionable, >.5 poor and <.5 unacceptable.

Table 3. 1 Cronbach's Alpha

Variables	Cronbach's Alpha	No. of Items
Involvement	.733	12
Consistency	.726	6
Adaptability	.714	7
Mission	.735	6
Service Quality	.744	22

Source: Own Data (2020)

The table was obtained, the Cronbach's Alpha coefficient of the variables ranged from .714 to .744. which fall under the category "Good". Therefore, there is a good consistency between each question in the questionnaire.

3.9. Ethical Considerations

All information that would was obtained from the respondents has been treated with confidentiality without disclosure of the respondents" identity. Moreover, no information has been modified or changed, the purpose of the questionnaire has been clearly indicated in the questionnaire. The names of the respondents have been kept confidential. The conclusion reached and recommendation forwarded would not bias and would purely been based on the evidence.

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

4.1. Results

This study assessed the organizational culture and its impact on the service quality at CQICC. After completing the data collection procedures using survey questionnaires; the findings of the study are presented and discussed in this chapter.

4.1.1. Response Rates of Respondents

The response rate indicates the rate of questionnaires returned out of the total questionnaires distributed; which shows that from 62 distributed questionnaires 55 were returned. The percentage of response rate was 88.7%.

Table 4. 1 Response of Respondents

Description	Respondents
Total Population	74
Questionnaire Distributed (Target Population)	62
Questionnaire Returned	55
Response Rate %	88.7%
Usable Response	55

Source: Own Survey, 2020

4.1.2. Demographic Characteristics of Respondents

The first section of the survey questionnaire provided the demographic profile of respondents in order to give support to the interpretation of the results. The demographic profile was analyzed based on their gender, age, level of education, level/ position in the organization and work experience. The result is demonstrated on the table below using descriptive statics analysis.

Table 4. 2 General Profile of Respondents

No.	Item			Response			
				Frequency	**%**	**Valid %**	**Cumulative %**
1.	Gender	a)	Male	26	47.3	47.3	47.3
		b)	Female	29	52.7	52.7	100.0
			Total	**55**	**100.0**	**100.0**	
2.	Age	a)	18-24	3	5.5	5.5	5.5
		b)	25-34	22	40.0	40.0	45.5
		c)	35-44	20	36.4	36.4	81.8
		d)	45-54	10	18.2	18.2	100.0
			Total	**55**	**100.0**	**100.0**	
3.	Level of Education	a)	Certificate	21	38.2	38.2	38.2
		b)	Diploma	19	34.5	34.5	72.7
		c)	Degree	9	16.4	16.4	89.1
		d)	Masters	4	7.3	7.3	96.4
		e)	Other	2	3.6	3.6	100.0
			Total	**55**	**100.0**	**100.0**	
4.	Level/ Position in the Organization	a)	Semi-Professional	12	21.8	21.8	21.8
		b)	Professional	35	63.6	63.6	85.5
		c)	Team Leader	7	12.7	12.7	98.2
		d)	Manager	1	1.8	1.8	100.0
			Total	**55**	**100.0**	**100.0**	
5.	Work Experience	a)	1-5 Years	17	30.9	30.9	30.9
		b)	6-10 Years	19	34.5	34.5	65.5
		c)	11 Years and Above	19	34.5	34.5	100.0
			Total	**55**	**100.0**	**100.0**	

Source: Own Survey, 2020

Based on the table 4.1; the survey questionnaire covered respondents from CQICC of which 47.3% were male and 53.7% were female. This ration is considered as important element to review the organizational culture and service quality of CQICC and shows that the study practiced relatively even involvement of the two genders.

The respondents were also required to indicate their age categories which resulted respondents of the age group 25-34 years to emerge with the highest number at 40%. 36.4% of the respondents were found in the age groups 35-44 years, 18.2% in the 45-54 years and the remaining 5.5% in the 18-24 years age category. This implies that more than 75% of the staff members are within the age group 25-44 years which may indicate that CQICC is enforced with a dominating young work power enough to deliver the required organizational culture and service quality at the organization.

The findings show that majority of CQICC members (38.2%) had certificate, 34.5% had college diploma, 16.4% had college degree, 7.3% had master's degrees and the rest 3.6% had other levels of education. These results imply that the respondents chosen were informed enough to respond well for the survey questions and therefore could bring the necessary awareness on organizational culture and service quality at CQICC for the study.

The findings also reveal that 21.8% of CQICC population were working at CQICC as semi-professionals, 63.6% were working as professionals and the rest 12.7% and 1.8% were working as team leaders and managers respectively. The result tells that the majority of the staff were professionals which could be taken as enough background to share their awareness on organizational culture and service quality.

The last item concerns on the work experience of CQICC staffs which reveals that 30.9% of staff workers have worked for 1-5 years and the rest 69.1% is shared evenly to work experiences of 6-10 years and 11 years and above. This finding shows that majority of the staff members had work experience of at least 6 years or more which implies the target respondents had a long duration at the organization and had adequate experience to provide the information needed by the researcher.

4.1.3. Descriptive Statistical Analysis

In order to assess the organizational culture of CQICC, members of CQICC were asked to reflect their insight on statements with regard to the four dimensions of organizational culture which are involvement, consistency, adaptability and mission in a five-point Likert scale where 1 point stands for 'Strongly Agree', 2 point for 'Agree', 3 point for 'Neither Agree nor Disagree', 4 points for 'Disagree' and 5 points for 'Strongly Disagree' according to Neuman (2003). The results were then analyzed with descriptive statistics of mean and standard deviation using SPSS v20. The data obtained from the close ended questionnaires were analyzed quantitively.

The Likert scale was converted to a scale suitable interpret mean level of agreement of respondents. The limits of the scale were 1.00 to 1.49 = Strongly Agree, 1.50 to 2.49 = Agree, 2.50 to 3.49 = Neither Agree nor Disagree, 3.50 to 4.49 = Disagree and 4.50 to 5.00 = Strongly Disagree. Therefore, mean score below 2.50 was considered high, the mean score from 2.50 up to 3.50 was considered moderate and mean score above 3.50 was considered as low. The standard deviation is used to measure the concentration of the data around the mean which the smaller value indicates the more concentrated data. The analysis results are discussed below.

4.1.3.1.   Involvement as Organizational Culture

The study aimed to assess the presence of involvement dimension of organizational culture at CQICC by designing 12 questions of measurements of involvement and results were summarized and presented on the table above. From the overall response to questions regarding involvement the mean value obtained was 2.89 (SD=1.26) which is considered as moderate mean value and could be implied that there no enough instance to say there is good or poor practice of involvement organizational culture at CQICC.

Table 4. 3 Involvement Cultural Dimension at CQICC

Questions	Mean	Standard Deviation	Agreement Scale (%)				
			SA	A	N	D	SD
The management of CQICC is supportive to me.	2.69	1.332	20.0	38.2	3.6	29.1	9.1
I am provided with all trainings necessary for me to perform my Job.	3.11	1.257	10.9	27.3	14.5	34.5	12.7
I have learned many new job skills in this position.	2.98	1.312	12.7	34.5	7.3	32.7	12.7
The management makes changes based on my suggestions and improvements.	3.60	1.256	5.5	21.8	7.3	38.2	27.3
I have adequate opportunities to develop my professional skills.	3.45	1.425	12.7	18.2	10.9	27.3	30.9
The amount of work I am expected to finish each week is reasonable.	2.09	1.413	30.9	50.9	3.6	7.3	7.3
My work is evaluated based on fair system of performance standards.	2.11	1.181	30.9	50.9	3.6	5.5	9.1
My department provides all the equipment, supplies, and resources necessary for me to perform my duties.	2.95	1.129	9.1	36.4	7.3	45.5	1.8
The buildings, grounds and layout of this facility are adequate for me to perform my work duties.	3.89	1.197	3.6	16.4	5.5	36.4	38.2
I feel I can easily communicate with members from all levels of CQICC.	1.82	0.905	40.0	47.3	5.5	5.5	1.8
Information is widely shared in CQICC so that I can get the information I need when it is needed.	3.00	1.361	12.7	36.4	5.5	27.1	16.4
The capability of the people in CQICC is viewed as an important source of competitive advantages.	3.04	1.333	10.9	34.5	12.7	23.6	18.2
Average	**2.89**	**1.26**	**16.7**	**34.5**	**7.3**	**26.1**	**15.5**

25

4.1.3.2. Consistency as Organizational Culture

Table 4. 4 Consistency Cultural Dimension at CQICC

Questions	Mean	Standard Deviation	Agreement Scale (%)				
			SA	A	N	D	SD
There is a consistent learning opportunity in CQICC.	3.78	1.150	3.6	14.5	12.7	38.2	30.9
There are consistent policies to avoid conflict and new things.	3.69	1.215	7.3	12.7	10.9	41.8	27.3
I am confident that CQICC pay rates reflect the importance of my job to the success of the organization.	3.09	1.295	10.9	30.9	10.9	32.7	14.5
My attitude on doing my task is consistent.	1.98	0.991	36.4	41.8	9.1	12.7	0.00
There is good regularity of goals and conducive environment to work in CQICC.	2.96	1.347	16.4	29.1	9.1	32.7	12.7
There is a clear and consistent set of values in CQICC.	2.89	0.975	7.3	27.3	38.2	23.6	3.6
Average	**3.07**	**1.162**	**13.7**	**26.1**	**15.2**	**30.3**	**14.8**

The consistency dimension of organizational culture was assessed using 6 questions and mean value of response was obtained to be 3.07 (SD= 1.16) which is again within the moderate scale of mean value and one cannot say there's or not, a consistency in the organizational culture of CQICC.

4.1.3.3. Adaptability as Organizational Culture

Adaptability results show that mean value of 2.40 (SD=1.04) which implies most respondents agreed the adoptability dimension of organizational culture exists at CQICC.

Table 4. 5 Adaptability Dimension of Organizational Culture at CQICC

Questions	Mean	Standard Deviation	Agreement Scale (%)				
			SA	A	N	D	SD
I found the way things are done in CQICC flexible and easy to change.	2.82	1.203	12.7	38.2	9.1	34.5	5.5
New and improved ways of doing works are continually adopted in CQICC.	3.05	1.044	7.3	25.5	25.5	38.2	3.6
All members of CQICC have a deep understanding of customer wants and needs.	2.31	1.086	23.6	43.6	12.7	18.2	1.8
I can solve problems without the manager's involvement.	2.07	0.940	27.3	50.9	9.1	12.7	0.0
My organization encourages innovation and rewards those who take risks.	1.87	0.883	34.5	52.7	5.5	5.5	1.8
Different units in CQICC often cooperate to achieve the organization's goals.	1.98	0.991	34.5	45.5	9.1	9.1	1.8
CQICC continually adopts new and improved ways to do tasks.	2.67	1.156	12.7	43.6	12.7	25.5	5.5
Average	**2.40**	**1.04**	**21.8**	**42.9**	**12.0**	**20.5**	**2.9**

Note: (SA= Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= Disagree, SD= Strongly Disagree)

Source: Own Survey, 2020

4.1.3.4. Mission as Organizational Culture

Table 4. 6 Mission Dimension of Organizational Culture at CQICC

Questions	Mean	Standard Deviation	Agreement Scale (%)				
			SA	A	N	D	SD
I see a clear link between my work and the missions and goals of CQICC.	2.13	0.840	20.0	56.4	14.5	9.1	0.0
I have a good understanding of the informal processes and structures at the organization.	2.51	1.200	20.0	41.8	10.9	21.8	5.5
I am inspired by the missions of CQICC.	2.71	1.383	21.8	30.9	18.2	12.7	16.4
There is a clear mission that gives meaning and direction to our work in CQICC.	2.40	1.211	21.8	47.3	7.3	16.4	7.3

	Mean	Standard Deviation	SA	A	N	D	SD
We continuously track our progress against our stated goals.	2.27	1.146	25.5	47.3	5.5	18.2	3.6
The organization's vision creates excitement and motivation on my work performance.	2.55	1.214	21.8	34.5	16.4	21.8	5.5
Average	**2.43**	**1.17**	**21.8**	**43.0**	**12.1**	**16.7**	**6.4**

Note: (SA= Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= Disagree, SD= Strongly Disagree)

Source: Own Survey, 2020

The mean obtained for six questions of the dimension mission were 2.43 (SD = 1.17) which shows that most respondents slightly agreed to the presence of mission organizational culture and indicates that the members of CQICC stick to the missions of the organization.

4.1.3.5. Tangibles as Service Quality

Table 4. 7 Tangibles as Service Quality Dimension at CQICC

Questions	Mean	Standard Deviation	Agreement Scale (%)				
			SA	A	N	D	SD
Equipment used by CQICC is up-to-date.	3.45	1.245	10.9	14.5	9.1	49.1	16.4
Physical facilities in CQICC are visually appealing.	3.78	1.166	5.5	14.5	3.6	49.1	27.3
The employees in CQICC are well-dressed and neat.	3.11	1.315	9.1	36.4	5.5	32.7	16.4
Appearance of the physical facilities are consistent with the type of service industry.	3.07	1.289	14.5	25.5	7.3	43.6	9.1
Average	**3.35**	**1.25**	**10.0**	**22.7**	**6.4**	**43.6**	**17.3**

Note: (SA= Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= Disagree, SD= Strongly Disagree)

Source: Own Survey, 2020

The respondents' responses mean value is 3.35 on the tangibles dimension of service quality (SD = 1.25). This value falls to the moderate scale of mean values which makes it unable to agree or disagree whether the tangibles dimension exists at CQICC.

4.1.3.6. Reliability as Service Quality

Regarding the reliability dimension of service quality, the mean value is found to be 2.13 (SD = 0.99) which implies that most respondents agreed that there is a reliability from customers towards the services provided from the organization.

Table 4. 8 Reliability as Service Quality Dimension at CQICC

Questions	Mean	Standard Deviation	Agreement Scale (%)				
			SA	A	N	D	SD
The firm meets their promised time-frames for response.	2.22	1.049	23.6	50.9	7.3	16.4	1.8
The firm is sympathetic and reassuring, when the customer has problems.	2.31	1.034	18.2	54.5	7.3	18.2	1.8
The organization is dependable.	2.16	0.977	21.8	56.4	7.3	12.7	1.8
The organization provides services at the times promised.	1.85	0.705	29.1	60.0	7.3	3.6	0.0
They keep accurate records.	2.13	1.171	36.4	38.2	3.6	20.0	1.8
Average	**2.134**	**0.99**	**25.8**	**52.0**	**5.6**	**14.2**	**1.4**

Note: (SA= Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= Disagree, SD= Strongly Disagree)

Source: Own Survey, 2020

4.1.3.7.   Responsiveness as Service Quality

Once again it is replied that respondents agreed about the presence of responsiveness at CQICC since the mean value found from 4 questions of responsiveness is 1.93 (SD = 0.86).

Table 4. 9 Responsiveness as Service Quality Dimension at CQICC

Questions	Mean	Standard Deviation	Agreement Scale (%)				
			SA	A	N	D	SD
Members of CQICC tell customers exactly when the service will be performed.	1.73	0.706	38.2	54.5	3.6	3.6	0.0
It is not reasonable to expect prompt service from employees.	2.25	0.985	20.0	52.7	9.1	18.2	0.0
Employees are willing to help customers.	1.64	0.620	41.8	54.5	1.8	1.8	0.0
It's ok to be too busy to respond promptly to customer requests.	2.09	1.110	32.7	45.5	5.5	12.7	3.6
Average	**1.93**	**0.86**	**33.2**	**51.8**	**5.0**	**9.1**	**0.9**

Note: (SA= Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= Disagree, SD= Strongly Disagree)

Source: Own Survey, 2020

4.1.3.8. Assurance as Service Quality

Table 4. 10 Assurance as Service Quality Dimension at CQICC

Questions	Mean	Standard Deviation	Agreement Scale (%)				
			SA	A	N	D	SD
The employees in the organization are trustworthy.	2.15	1.079	30.9	41.8	10.9	14.5	1.8
Customers feel safe when transacting with employees.	2.20	1.112	25.5	50.9	7.3	10.9	5.5
The employees in the organization are polite.	1.93	0.879	32.7	50.9	7.3	9.1	0.0
Employees get adequate support from the firm to do their job well.	2.49	1.052	16.4	41.8	20.0	20.0	1.8
Average	**2.19**	**1.03**	**26.4**	**46.4**	**11.4**	**13.6**	**2.3**

Note: (SA= Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= Disagree, SD= Strongly Disagree)

Source: Own Survey, 2020

The mean value from 4 questions regarding assurance is 2.19 (SD = 1.03). this can be implied that respondents agreed the existence of assurance dimension of service quality at CQICC.

4.1.3.9. Empathy as Service Quality

The empathy dimension of service quality was assessed using 5 questions and a mean value of 1.86 (SD = 0.82) was obtained. This shows that most respondents agreed to the existence of empathy dimension of service quality at CQICC.

Table 4. 11 Empathy as Service Quality Dimension at CQICC

Questions	Mean	Standard Deviation	Agreement Scale (%)				
			SA	A	N	D	SD
Firms give each customer individualized attention.	2.20	0.931	16.4	63.6	5.5	12.7	1.8
Employees give each customer individualized attention.	1.96	0.793	27.3	54.5	12.7	5.5	0.0
Employees fully understand the needs of the customer.	1.75	0.700	36.4	56.4	3.6	3.6	0.0
Employees have the best interests of the customer at heart.	1.87	0.883	36.4	49.1	5.5	9.1	0.0
Firms operate at hours convenient to all customers.	1.69	0.767	43.6	49.1	1.8	5.5	0.0

	1.89	0.82	32.0	54.5	5.8	7.3	0.4
Average							

Note: **(SA= Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= Disagree, SD= Strongly Disagree)**

Source: Own Survey, 2020

After getting each mean values of dimensions of service quality, the mean of all the means is obtained to be 2.30 which explains the overall exitance of service quality at CQIC is agreed by most of the respondents.

4.1.4. Relationship Between Organizational Culture and Service Quality

One of the objectives of this study was to assess the relationship between organizational culture and service quality at CQICC. Therefore, to determine the level of significance of the correlation between these two variables and measure the strength of this relationship Pearson's Correlation Coefficient was performed using SPSS.

According to Malawi (2012), the correlation coefficient is a dimensionless quantity which represents the strength of association between variables. The value ranges from -1 to +1 in which a correlation coefficient of -1 or +1 shows a perfect linear relationship while 0 indicates no linear relationship between the variables in question. The positive value of the coefficient indicates direct relationship whereas the negative sign indicates an inverse relationship. The rule of thumb for interpreting the size of a correlation coefficient is also stated by Malawi (2012) as follows:

Table 4. 12 Interpretation of r

SIZE OF CORRELATION	INTERPRETATION
.90 TO 1.00 (-0.90 TO -1.00)	Very High Positive (Negative) Correlation
.70 TO .90 (-0.70 TO -0.90)	High Positive (Negative) Correlation
.50 TO .70 (-0.50 TO -0.70)	Moderate Positive (Negative) Correlation
.30 TO .50 (-0.30 TO -0.50)	Low Positive (Negative) Correlation
.00 TO .30 (0.00 TO -0.30)	Negligible Correlation

Source: Malawi (2012)

Table 4. 13 Correlation Analysis using Pearson's Correlation

		Service Quality	Involvement	Consistency	Adaptability	Mission
Service Quality	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	55				
Involvement	Pearson Correlation	.349**	1			
	Sig. (2-tailed)	.009				
	N	55	55			
Consistency	Pearson Correlation	.490**	.525**	1		
	Sig. (2-tailed)	.000	.000			
	N	55	55	55		
Adaptability	Pearson Correlation	.471**	.377**	.367**	1	
	Sig. (2-tailed)	.000	.005	.006		
	N	55	55	55	55	
Mission	Pearson Correlation	.415**	.381**	.360**	.555**	1
	Sig. (2-tailed)	.002	.004	.007	.000	
	N	55	55	55	55	55
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Primary Data (2020)

The table above describes the relationship between organizational culture dimensions and service quality. It is observed from the table that all the dimensions of organizational culture have significant correlation with service quality at significance level of 0.01.

The correlation analysis between involvement and service quality showed that r=0.349** with significance p=0.009. This indicates the relationship between involvement and service quality is low positive relationship.

For consistency correlation analysis with service quality, r=0.490** and p=0.000 indicates low positive relationship while analysis with involvement gives r=0.525 and p=0.000 indicates moderate positive relationship.

Adaptability is also seen to have a low positive relationship with service quality, involvement and consistency since the Pearson's correlation coefficient values found were r=0.471**, r=0.377** and r=0.361** and significance values p=0.000, p=0.005 and p=0.006 respectively.

Mission also has a low positive relationship with service quality, involvement, consistency and adaptability with coefficients r=0.415**, r=0.381**, r=0.360** and r=0.555** and significant at p=0.002, p=0.004, p=0.007 and p=0.000 respectively.

4.1.5. Multiple Regressions Analysis

The other objective of this research was to identify the effects each dimensions of organizational culture on service quality at CQICC. In order to understand the effect of these variables multiple regression analysis were conducted based on the assumptions stated below according to the blog on Statistics Solutions (2020).

4.1.5.1. Assumption 1: Linear Relationship

The first assumption according to Statistics Solutions (2020) is that there must be a linear relationship between the dependent and independent variables. To observe the type of relationship the variables have scatter plots were used.

Figure 4. 1 Scattered Plot to check linearity of relationship between dependent and independent variables
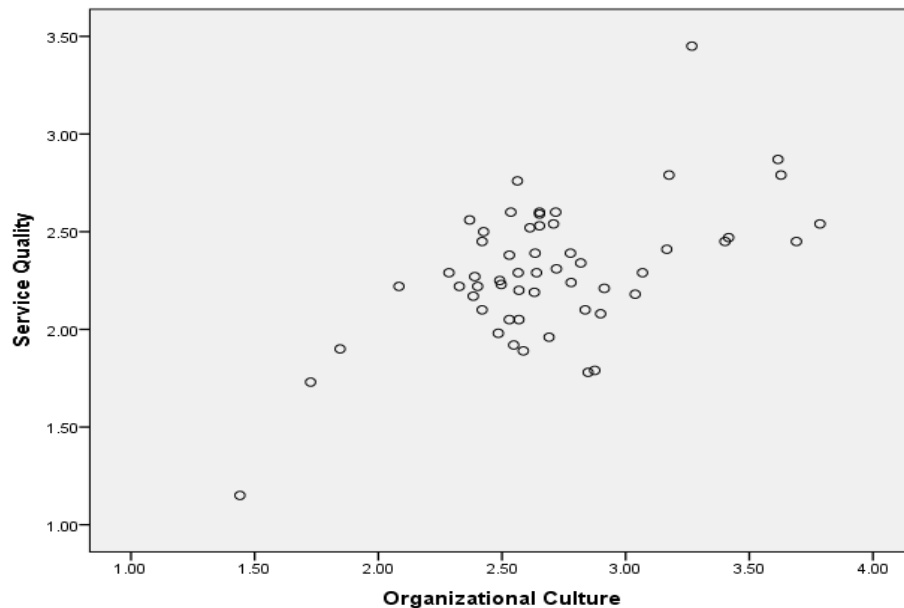
Using visual inspection of the scatter plot, the relationship between the predictors and dependent variables is approximately linear around zero. Therefore, it can be decided that the variables have a linear relationship.

4.1.5.2. Assumption 2: Multivariate Normality

Here, it is assumed that the residuals are normally distributed. This means that the errors between observed and predicted values or the residuals of the regression should be normally distributed. In order to check this assumption, looking at histograms is used.

As presented on Annex 3, the histograms for Involvement and Mission had left and right skewed distribution however the adaptability and consistency graph showed relatively equal distribution. Therefore, the residuals are normally distributed satisfying the assumption.

4.1.5.3. Assumption 3: No Multicollinearity

The third assumption, as stated on Statistics Solutions (2020), says that the independent variables are not highly correlated with each other. Multicollinearity occurs when the independent variables are too highly correlated with each other. One of the methods to check the multicollinearity of variables is that correlation matrix should be computed among all

independent variables and the magnitude of correlation coefficient should be less than 0.80. The other method is by computing the Variance Inflation Factor (VIF) which indicates the degree that the variances in the regression estimates are increased due to multicollinearity. VIF values higher than 10 and Tolerance values below 0.1 indicate that multicollinearity is a problem.

As presented on the table below, the tolerance values and VIF values for each independent variable were computed and found that all the tolerance values are greater than 0.1 and all VIF values are less than 10 which can be concluded that multicollinearity is not present.

Table 4. 14 Multicollinearity test using tolerance and VIF values

Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.558	1.577		
	Involvement	-.153	.181	.670	1.493
	Consistency	.034	.380	.682	1.467
	Adaptability	-.013	.342	.648	1.543
	Mission	-.068	.205	.649	1.542

Source: Own Survey (2020)

4.1.5.4.   Assumption 4: Homoscedasticity

According to Statistical Solutions (2020), this assumption states that the variance of error terms is similar across the values of the independent variables. In order to check for homoscedasticity, a plot of standardized residuals versus predicted values can be used and whether points are equally distributed across all values of the independent variables can be checked.

As illustrated in the figure below, it can be noted that the spread of residuals was fairly constant at each point of predictor variables. Therefore, homoscedasticity assumption is satisfied.

Figure 4. 2 Scatter Plot to show Homoscedasticity
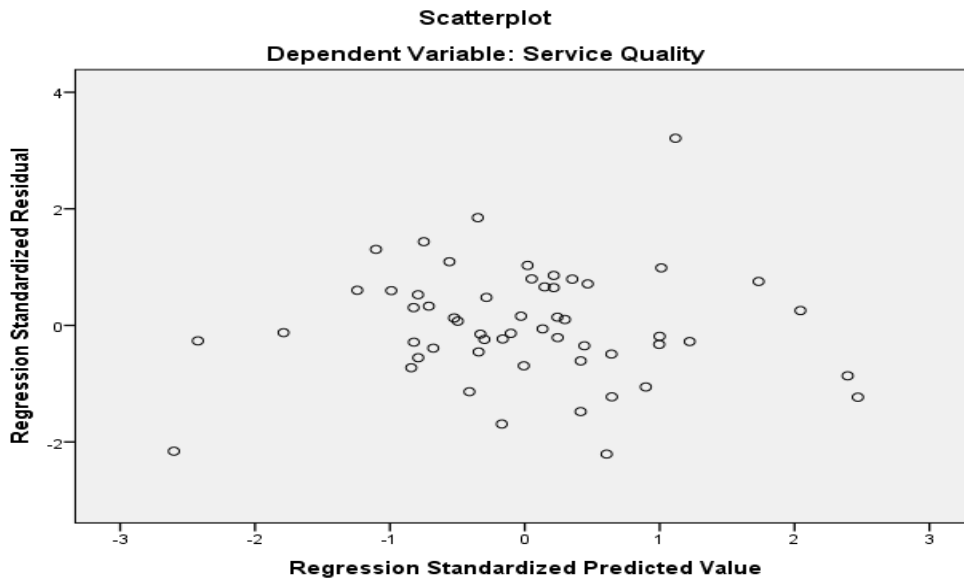
Source: Own Survey (2020)

4.1.5.5. Multiple Linear Regression Analysis and Results

After making sure the assumptions are satisfied, multiple linear regression is used to describe the data. According to Chuda D (2019), the model summary provides the R, R^2 and the standard error of the estimate which can be used to determine how well a regression model fits the data. The R value represents multiple correlation coefficient which is considered the measure of the quality of the prediction of dependent variable. In this case the R value gives .594 which indicates a moderate level of prediction. The R squared value (.353) represents the coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables. The value 35.3% tells the independent variables explain 35.3% of service quality. It implies that the rest 64.7% of service quality is explained by other factors than the four dimensions of organizational culture.

Adjusted R square value of .301 is also another important factor which indicates true 30.1% of variation in the outcome variable is explained by the predictors which are to keep in the model.

Table 4. 15 Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.594[a]	.353	.301	.28707	.353	6.809	4	50	.000	1.835
a. Predictors: (Constant), Mission, Consistency, Involvement, Adaptability										
b. Dependent Variable: Service Quality										

Source: Own Survey (2020)

The other important part of regression analysis according to Chuda D (2019) is statistical significance of the independent variables and it tests whether the unstandardized or standardized coefficients are equal to zero in the population.

Table 4. 16 Multiple Regression Analysis of Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.068	.254		4.207	.000
	Involvement	.014	.083	.023	.165	.869
	Consistency	.207	.086	.331	2.402	.020
	Adaptability	.164	.088	.262	1.856	.069
	Mission	.068	.068	.142	1.003	.321
a. Dependent Variable: Service Quality						

Source: Own Survey (2020)

From table 4.16, the variables *involvement* p (.869)*, adaptability* p (.069) and *mission* p (.321) all significance values have p>0.05 which indicates the dimensions are not significant. This means the variables are no more useful in the model when the variable *consistency* p (0.020)>0.05 is already in the model. The unstandardized and standardized coefficients explain how the dependent variable varies with an independent variable when all the other variables are held constant; for one unit increase of independent variable on the case of unstandardized and for one

standard deviation increase on the case of standardized coefficients. Involvement and mission dimensions show relatively smaller contribution to service quality whereas the other dimensions show good contribution.

4.2. Hypothesis Testing

Hypothesis is an educated attempt by the researcher to explain the phenomenon of interest. It is a specific, clear and testable proposition or predictive statement about the possible outcome of a study. There were two hypotheses made in each dimensions of organizational culture (positive and negative) and these hypotheses were tested based on the regression coefficient data.

Table 4. 17 Summary of Result of Regression Analysis

Model		Beta	Statistical Significance
1	(Constant)		.000
	Involvement	.023	.869
	Consistency	.331	.020
	Adaptability	.262	.069
	Mission	.142	.321

Source: Own Survey (2020)

4.2.1. Involvement Hypothesis Testing

H1: Organizational culture dimension involvement has effect on service quality in CQICC.

The result on table 4.17 shows that the involvement organizational dimension existing in CQICC has a Beta Coefficient with $\beta = 0.023$ and $p = 0.869$ which is interpreted as 2.3% of the increase in service quality is explained by involvement; however, the p value is greater than 0.05. Hence the hypothesis that organizational culture dimension involvement has effect on service quality in CQICC is **rejected**.

4.2.2. Consistency Hypothesis Testing

H2: Organizational culture dimension consistency has effect on service quality in CQICC.

The result on table 4.17 shows that the consistency organizational dimension existing in CQICC has a Beta Coefficient with $\beta = 0.331$ and $p = 0.02$ which is interpreted as 33.1% of the increase in service quality is explained by consistency; moreover, the p value is less than 0.05. Hence the hypothesis that organizational culture dimension consistency has effect on service quality in CQICC is **accepted**.

4.2.3. Mission Hypothesis Testing

H3: Organizational culture dimension mission has effect on service quality in CQICC.

The result on table 4.17 shows that the mission organizational dimension existing in CQICC has a Beta Coefficient with $\beta = 0.142$ and $p = 0.321$ which is interpreted as 14.2% of the increase in service quality is explained by mission; however, the p value is greater than 0.05. Hence the hypothesis that organizational culture dimension mission has effect on service quality in CQIC is **rejected**.

4.2.4. Adaptability Hypothesis Testing

H4: Organizational culture dimension adaptability has effect on service quality in CQICC.

The result on table 4.17 shows that the adaptability organizational dimension existing in CQICC has a Beta Coefficient with $\beta = 0.262$ and $p = 0.069$ which is interpreted as 26.2% of the increase in service quality is explained by adaptability; however, the p value is greater than 0.05. Hence the hypothesis that organizational culture dimension adaptability has effect on service quality in CQICC is **rejected**.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the findings of the study, conclusions based on the findings and recommendations including interventions to improve service quality at CQICC and pave the way for further studies.

5.1. Summary of Findings

The findings from the data analyzed using descriptive statistics, correlation and regression are summarized below:

Starting from the descriptive analysis, it showed that the arithmetic mean values for Involvement (M=2.89; SD=1.26) and Consistency (M=3.07; SD=1.16) fall under moderate scale of mean values while Adaptability (M=2.40; SD=1.04) and Mission (M=2.43; SD=1.13) fall under above average score. This could be implied that respondents from CQICC have moderately agreed to the existence of the two dimensions of organizational culture adaptability and mission. However, respondents could not agree or disagree to the existence of involvement and consistency dimensions of organizational culture at CQICC.

Service quality dimensions have also been analyzed with descriptive analysis and was obtained mean values for Tangib0les (M=3.35; SD=1.25) falling under moderate scale of mean values and Reliability (M=2.13; SD=0.99), Responsiveness (M=1.93; SD=0.86), Assurance (M=2.19; SD=1.03) and Empathy (M=1.89; SD=0.82) all fall under above average scale of mean values. From this we can say that respondents from CQICC could not agree or disagree on the existence of tangibles dimension at CQICC but all agreed to the existence of reliability, responsiveness, assurance and empathy dimensions.

From the Pearson's correlation analysis, all dimensions of organizational culture and service quality showed two tailed significant relationship. The correlation analysis between involvement and service quality showed low positive relationship with r=0.349** with significance p=0.009. For consistency correlation analysis with service quality, r=0.490** and p=0.000 indicates low positive relationship while analysis with involvement gives r=0.525 and p=0.000 indicates moderate positive relationship. Adaptability is also seen to have a low positive relationship with service quality, involvement and consistency since the Pearson's correlation coefficient values

found were r=0.471**, r=0.377** and r=0.361** and significance values p=0.000, p=0.005 and p=0.006 respectively. Mission also has a low positive relationship with service quality, involvement, consistency and adaptability with coefficients r=0.415**, r=0.381**, r=0.360** and r=0.555** and significant at p=0.002, p=0.004, p=0.007 and p=0.000 respectively.

Moreover, regression analysis was performed to assess the impact of each dimensions of organizational culture on service quality and results are summarized below:

- Involvement dimension's regression coefficient was obtained to be $\beta = 0.023$ and p = 0.869 showing insignificancy of the variable on service quality at CQICC and the hypothesis that organizational culture dimension involvement has effect on service quality in CQICC was **rejected**.
- Consistency dimension's regression coefficient was obtained to be $\beta = 0.331$ and p = 0.02 which shows the significance of the variable on service quality at CQICC and the hypothesis that organizational culture dimension consistency has effect on service quality in CQICC was **accepted**.
- Mission dimension's regression coefficient was obtained to be $\beta = 0.142$ and p = 0.321 which shows the insignificancy of the variable on service quality at CQICC and the hypothesis that organizational culture dimension mission has effect on service quality in CQICC was **rejected**.
- Adaptability dimension's regression coefficient was obtained to be $\beta = 0.262$ and p = 0.069 which shows the insignificancy of the variable on service quality at CQICC and the hypothesis that organizational culture dimension adaptability has effect on service quality in CQICC was **rejected**.

5.2. Conclusions

The major objective of this research was to study the impact of organizational culture dimensions Involvement, Consistency, Adaptability and Mission on the service quality of the organization Coffee Quality Inspection Center. Though the extent of relationship varied, it was indicated that all dimensions of organizational culture have positive relationship with service quality. The extent of relationship and impact between each variable was studied using descriptive statistics and multiple linear regression.

Based on the analyses performed on the dimensions of organizational culture, the descriptive analysis could be concluded that it is not yet possible to tell the existence of involvement and consistency cultures at CQICC but the mission and adaptability organizational cultures exist moderately.

According to the results from regression analysis, the involvement, adaptability and mission organizational cultures are seen to have insignificant effect on service quality and showed that the provision of involvement practically in a means of making amendments by involving individuals of the organization, the ability of the system to adapt itself efficiently and fast to changed circumstances and identifying the goals why the organization exists is not sufficient for the development of unsurpassed service quality at CQICC.

However, the consistency organizational culture showed its significance in providing better service quality and appeared that creating a match between various organizational aspects, principles and understandings to build a harmonized environment in the organization contributes to the growth of service quality.

5.3. Recommendation

Based on the findings of the study, the following recommendations have been provided for the management and employees of CQICC:

- The CQICC organization shall enhance the consistency dimension of organizational culture since it has a significant impact on the improvement of service quality.
- The CQICC's management should accept suggestions, opinions, an action that seems to indicate the presence of existence of something which is important to the capability development of the institution.

- The management is highly recommended to give chances or opportunities of learning to increase the professionality, knowledge as well as skills of the employees. It also helps to decrease the gap among work units and departments.

- The management should also create or bring rules and policies that have better influence on avoiding conflicts.

- In developing management tools like implementing corporate governance, building institution codes of conduct can bring consistent work practices for all the function of the departments.

- In adaptability culture of the organization, new and improved ways of doing works should be continually adopted in order to make employees more familiar with it and it will increase the confidence of employees.

- The institution should encourage and empower its employees to make them more innovative to develop a desire of taking risks.

- In order to increase the service quality, the employees must build self-managed work teams to efficiently use time and develop decision making in order to maximize the capability if the organization's goals.

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ANNEXES

ANNEXES

ANNEX 1: Organizational Culture Questionnaire

St. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Questionnaire

This questionnaire is part of a study for a Masters of business administration (MBA). The objective of the research is to evaluate the impact of organizational culture on service quality in the case of Coffee Quality Inspection Center (CQICC).

This questionnaire is to be filled by the employees and management of CQICC. Your genuine answer to the questionnaire has an immense value to the completion of the study. Therefore, I kindly request you to fill this questionnaire honestly and responsibly. I want to assure you that the information you provide will be consumed for academic purpose only. It will be handled in a confidential manner and will not be used to identify you in any way. Please give a true picture of your feelings about the existing reality in the questions. If you have any doubts or comments you can contact me on my email segigashaw19@gmail.com or on my phone number +251913922413.

NB: No need to write your name.

Thank you in advance for your honest, genuine and prompt response!

Part I: Personal Data

1. Gender?

    Male ☐   Female ☐

2. Age?

    18-24 ☐   25-34 ☐

    35-44 ☐   45-54 ☐

    55-64 ☐

3. Level of education?

    Certificate ☐   Diploma ☐   Degree ☐   Masters ☐   Other ☐

4. Level/Position in the organization?

    Semi-Professional ☐   Professional ☐   Team Leader ☐   Manager ☐

5. Work Experience?

    1 - 5 years ☐   6 - 10 years ☐   11 years and above ☐

Part II: Organizational Culture and Service Quality

This part is about **organizational culture's** dimensions which are Involvement, Consistency, Adaptability and Mission. Kindly indicate "√" as your perception on a scale of 1-5 where **1 = Strongly Agree, 2 = Agree, 3 = Neither Agree nor Disagree, 4 = Disagree, 5 = Strongly Disagree.**

No:	Statement	1	2	3	4	5
	Involvement					
1.	The management of CQICC is supportive to me.					
2.	I am provided with all trainings necessary for me to perform my Job.					
3.	I have learned many new job skills in this position.					
4.	The management makes changes based on my suggestions and improvements.					
5.	I have adequate opportunities to develop my professional skills.					

6.	The amount of work I am expected to finish each week is reasonable.					
7.	My work is evaluated based on fair system of performance standards.					
8.	My department provides all the equipment, supplies, and resources necessary for me to perform my duties.					
9.	The buildings, grounds and layout of this facility are adequate for me to perform my work duties.					
10.	I feel I can easily communicate with members from all levels of CQICC.					
11.	Information is widely shared in CQICC so that I can get the information I need when it is needed.					
12.	The capability of the people in CQICC is viewed as an important source of competitive advantages.					
	Consistency					
13.	There is a consistent learning opportunity in CQICC.					
14.	There are consistent policies to avoid conflict and new things.					
15.	I am confident that CQICC pay rates reflect the importance of my job to the success of the organization.					
16.	My attitude on doing my task is consistent.					
17.	There is good regularity of goals and conducive environment to work in CQICC.					
18.	There is a clear and consistent set of values in CQICC.					
	Adaptability					
19.	I found the way things are done in CQICC flexible and easy to change.					
20.	New and improved ways of doing works are continually adopted in CQICC.					
21.	All members of CQICC have a deep understanding of customer wants and needs.					
22.	I can solve problems without the manager's involvement.					
23.	My organization encourages innovation and rewards those who take risks.					

| No	Statement	1	2	3	4	5
24.	Different units in CQICC often cooperate to achieve the organization's goals.					
25.	CQICC continually adopts new and improved ways to do tasks.					
	Mission					
26.	I see a clear link between my work and the missions and goals of CQICC.					
27.	I have a good understanding of the informal processes and structures at the organization.					
28.	I am inspired by the missions of CQICC.					
29.	There is a clear mission that gives meaning and direction to our work in CQICC.					
30.	We continuously track our progress against our stated goals.					
31.	The organization's vision creates excitement and motivation on my work performance.					

## ANNEX 2: Service Quality Questionnaire

This section is intended to rate the **service quality** level in CQICC with dimensions such as tangibles, reliability, responsiveness, assurance and empathy. Please kindly put "√" mark on the option which satisfies your views on the given statement on a scale of 1-5 where **1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree.**

No	Statement	1	2	3	4	5
	Tangibles					
1.	Equipment used by CQICC is up-to-date.					
2.	Physical facilities in CQICC are visually appealing.					
3.	The employees in CQICC are well-dressed and neat.					
4.	Appearance of the physical facilities are consistent with the type of service industry.					
	Reliability					
5.	The firm meets their promised time-frames for response.					

6.	The firm is sympathetic and reassuring, when the customer has problems.					
7.	The organization is dependable.					
8.	The organization provides services at the times promised.					
9.	They keep accurate records.					
	Responsiveness					
10.	Members of CQICC tell customers exactly when the service will be performed.					
11.	It is not reasonable to expect prompt service from employees.					
12.	Employees are willing to help customers.					
13.	It's ok to be too busy to respond promptly to customer requests.					
	Assurance					
14.	The employees in the organization are trustworthy.					
15.	Customers feel safe when transacting with employees.					
16.	The employees in the organization are polite.					
17.	Employees get adequate support from the firm to do their job well.					
	Empathy					
18.	Firms give each customer individualized attention.					
19.	Employees give each customer individualized attention.					
20.	Employees fully understand the needs of the customer.					
21.	Employees have the best interests of the customer at heart.					
22.	Firms operate at hours convenient to all customers.					

ANNEX 3: Normality Test
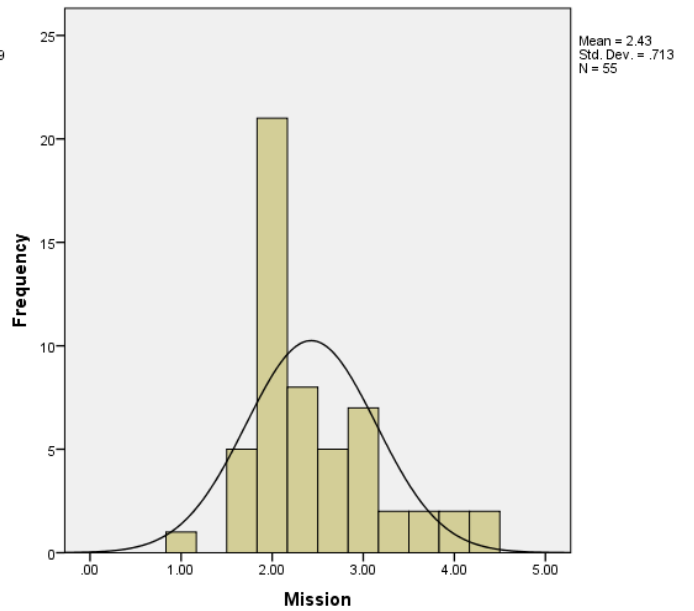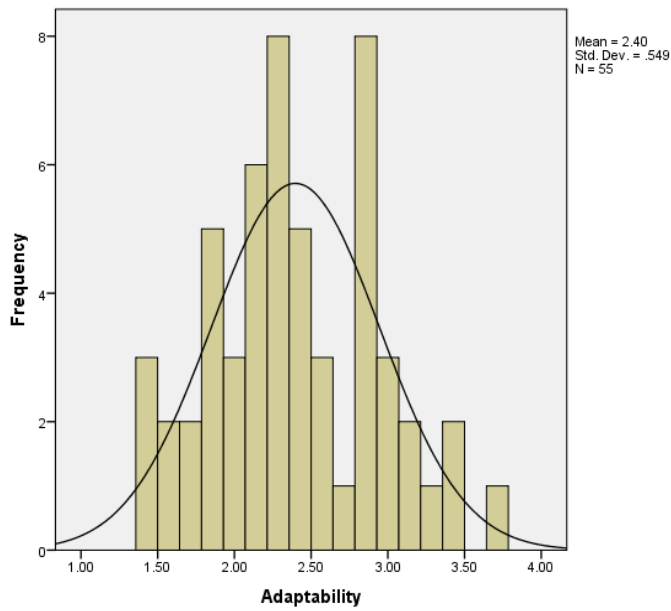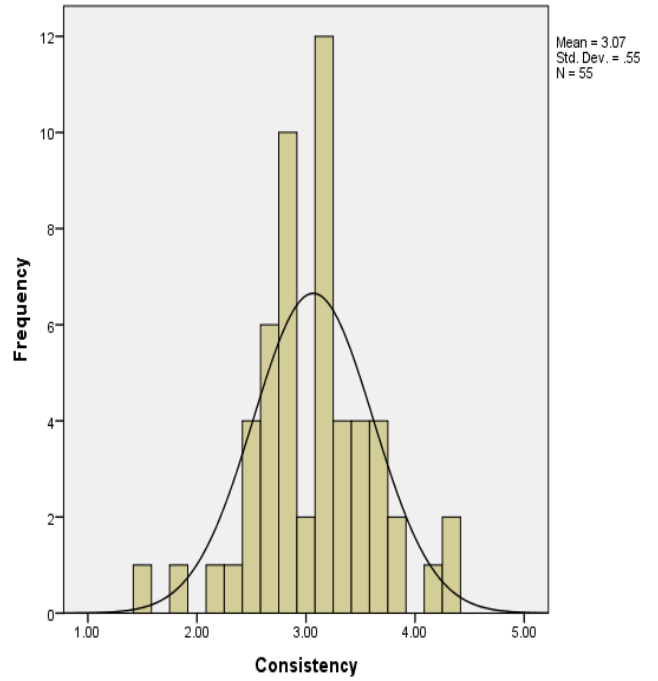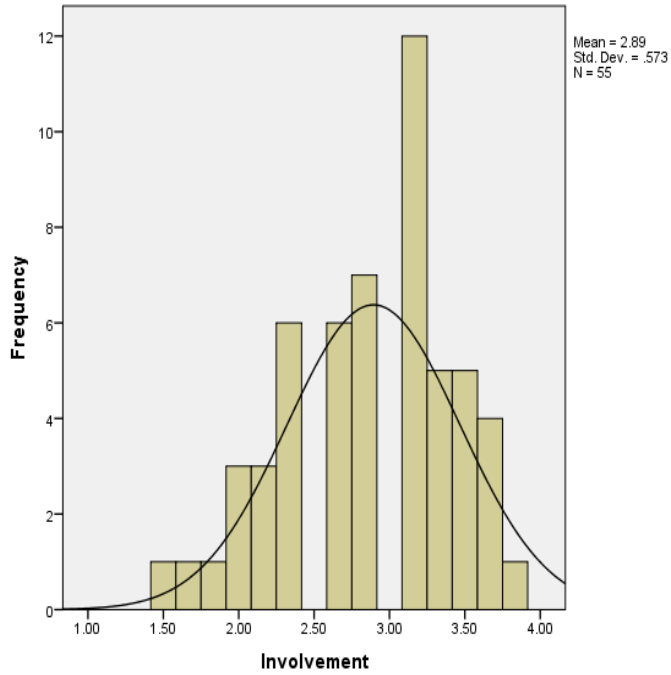
ANNEX 4: Residual Test

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Service Quality