ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION: THE CASE OF URBAN FOOD SECURITY AND PRODUCTIVE SAFETY NET OFFICE IN ARADA SUB CITY.

BY

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

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APPROVED BY BOARD OF EXAMINERS

Dean, School of Business	**Signature and Date**
Advisor	**Signature and Date**
External Examiner	**Signature and Date**
Internal Examiner	**Signature and Date**

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Shoa Jemal (Asst. Prof). All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Name   **Signature**

ENDORSEMENT

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

<u>Shoa Jemal</u>   _____

Advisor   **Signature**

St. Mary's University, Addis Ababa

ACKNOWLEDGMENTS

TABLE OF CONTENTS

Contents

ii

LIST OF TABLES

LIST OF FIGURES

ACRONYMS/ABREVIATIONS

EJOS   :   Employee Job Satisfaction

OCD   : Organizational Cultural Dimensions

ANOVA :   Analysis of Variance

SPSS   : Statistical Packages for Social Science

Abstract

The purpose of this study was to examine the effects of organizational culture (as expressed by result orientation, team orientation, innovative and risk taking, stability) on employee job satisfaction in the Urban Food Security and Productive Safety Net Office. A mix of descriptive and explanatory research design was employed in the study. The study covered 109 employees with response rate of 91%. Qualitative and quantitative data collected from primary and secondary sources using questionnaires and document analysis were analyzed using statistical tools like frequency, percentage, mean, spearman rho correlation coefficient, and Multiple Regression. Moreover, data gathered and document analysis were analyzed in narrative form to complement the quantitative findings. The analysis revealed that there was positive and moderate relationship between organizational culture and employee job satisfaction. Moreover, employees' job satisfaction is explained by organizational culture. On the other hand, there were no relationship between respondents' background characteristics (sex, levels of education, and work experience) and employees' job satisfaction. Based on the findings of the study, it can be concluded that all of the variables of organizational culture (team orientation, innovation, stability and result orientation) are positively related with employee job satisfaction. In line with the findings and conclusions, the organization should align its organizational culture with employee job satisfaction so that it can enhance employee commitment towards high performance that can in turn enhance the achievement of its strategic goals.

Keywords: employee job satisfaction, result orientation, team orientation, stability culture, innovative and risk taking, organizational culture.

CHAPTER ONE

INTRODUCTION

This chapter deals with background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study, and organization of the study. A brief description of these key aspects of the study are provided below.

1.1 Background of the Study

Organizations can be led effectively and efficiently if and only if a competitive advantage is created by satisfying and retaining their work force. Based on feelings, beliefs, norms, customs, and written and unwritten rules that become part of organizational rules and policies, every organizational culture is different with the other organization and difficult to change organizational culture. In emotional commitment employee's attachment and loyalty with his/her work and with his/her manager and supervisors, in affective organizational commitment employee always think and react positive towards his/her organization in any situation. Persistence commitment denotes when an employee wants to remain with his/her present organization because they may have some legal costs of leaving because employee didn't find alternative opportunities. Normative commitment refers employee perceptions to their organization, employee loyalty, and commitment towards his/her job and with the organization (AbidAlvi et al, 2014).

Depending on the above definitions circumstance, the researcher understand that organizational culture is a commonly shared practice in specific organization in its everyday operations which may affect organizational activities since it is shared both by employees and the organization at large. In other expression, it is specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.

Hence, the awareness of organizational culture helps to improve the ability to examine organizational culture and its significant effect on employee satisfaction which assists concerned bodies to manage and lead the organizational activities if they understand and implement in right way.

Organizational culture is the adhesive holding companies together in a country, is characterized by stability processes, collectivity and predictability, and is a source of recreation, of new opportunities as well as of conflicts and of dynamics. Recent studies on organization culture (Allard,2010) and (Fakhar, Iqbal and Gulzar2013), translate organization culture with respect to culture on employee participation, openness to communication, risk taking and innovation, customer service orientation and reward system a sits attributes; (Wahjudi.*et.al*2016) study anchored organization culture on individualism, uncertainty avoidance power distance, masculinity and long term orientation; (Allard, 2010), employee longevity;(Zafar .S. and Vikramjeet 2017),)adhocracy culture and clan culture. This contradiction reveals that it remains unknown of organization culture based on individual values, assumptions, values and artifacts influence organization performance.

In order to improve public service reform, Ethiopian government introduced civil services reform which incorporates five vital pillars under the coordination of the current Ministry of Capacity Building in the year 2001 by proclamation No. 256/200: 1630-1632 which put responsibility to that institution to prolong public service development and welfare (Tesfaye, 2015). These five are the top management system, civil service ethics, expenditure management, service delivery and human resource management. Based on above facts, the government sponsored a lot of management training programs to enhance the capacities of civil service employees and to implement result-based Performance management system in all of its civil service organizations.

1.2. Statement of the problem

Organizations can be led effectively and efficiently if and only if a competitive advantage is created by satisfying and retaining their work force. This is in line with the assertion of Abid, H. (2014) that sustainable success of organizations depends on employee job satisfaction and employee commitment with organization. This is no different for Urban Food Security and Productive Safety Net Office. In addition, Sharma, P., (2017), by the study conducted on three IT companies located in Pune, reported that cultural values such as fairness, growth opportunities and reputation of organization have a positive effect on the job satisfaction, whereas organizational traits like aggressiveness have a negative influence on job satisfaction.

Though different authors studied organizational culture in different dimensions and frameworks, Sharma P., (2017) concluded that the findings can't be generalized to specific organizations.

Consistent to this conclusion, Qazi, S., and Kaur, T. (2017) suggested the need for more comprehensive study specific to organizations.

Urban Food Security and Productive Safety Net Office is a recently established organization where, as to the researcher knowledge, no study has been undertaken with regard to the effect of its organizational culture on satisfaction of its employees. Thus, this study fills the gap and helps the Office understand the impact of the culture it has established and take appropriate measures to further enhance its positive impact and mitigate its negative effects.

1.3. Research Questions

The following research question was answered by this study.

1. What is the effect of result-oriented culture on employee job satisfaction in urban food security and productive safety net office?
2. How team orientation culture affects employee job satisfaction in urban food security and productive safety net office?
3. How dose stable culture maintain the status quo in contrast to the organization openness to change in urban food security and productive safety net office.
4. To what extent Innovative and Risk Taking are satisfied individual, group, and organization in urban food security and productive safety net office?

1.4. Research Objectives of the study

Based on the above basic research questions, the research has the following general and specific objectives which are clearly stated as shown below:

1.4.1 General Objective of the Study

To examine the effect of organizational culture on employee job satisfaction in Arada sub-city urban food security and productive safety net office of Addis Ababa City Administration.

1.4.2 Specific Objective of the study

The following are the specific objective of the study.

- To explore the effect of result-oriented culture on employee job satisfaction in Arada sub-city urban food security and productive safety net office.

3

- To investigate the effect of team orientation culture on organization goal and employee job satisfaction in Arada sub city urban food security and productive safety net office.
- To examine how stable culture maintains they status quo in contrast to the organizational openness to change in urban food security and productive safety net office?
- To identify the Innovative and Risk Takings are satisfied individual, group, organization in urban food security and productive safety net office.

1.5. Significance of the Study

Research in the organizational culture and its relationship with job satisfaction, particularly in public service organizations like the Urban Food Security and Productive Safety net Office is of paramount importance. The following are the specific significances of the study:

- There is limited research conducted on the effect of organizational culture on employee job satisfaction in the Ethiopian context. Therefore, this study helps fill the gap and contributes to the existing literature;
- It provides recommendations for policy makers and the management of the Urban Food Security and Productive Safety net Office; and
- It can initiate further studies on the topic.

1.6. Scope of the study

The study is conducted under the following Geographical and Methodological Scopes.

1.6.1 Geographical Scope

The geography of the study is conducted at the case study organization in Arada sub-city urban food security and productive safety net office of the Addis Ababa City Administration.

1.6.2 Methodological scope

In this study both descriptive & explanatory research designs with quantitative and qualitative approach as a means to collect data have been used.

1.6.3 Conceptual Scope

There are so many cultural dimensions that can affect employee job satisfaction. However. results-orientation, innovation and risk taking, team orientation, and stability have been used as variables and analyzed for their effect on job satisfaction.

1.7. Limitation of the Study

The major limitation of the study lies in the fact that it has used only one organization as a case study which might have disregarded the benefits of making comparative studies across organizations. This limitation is mainly due to time and budget constraints. In addition, the study was constrained by the effects Covid 19. Due to the pandemic, the researcher couldn't supplement the primary data collection using interviews with the Management and pertinent staff members of the Office as well as through discussions with focus groups within the Office and outside the Office.

1.8. Definition of Key Terms

Job satisfaction: "An attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them" (Spector, 2003, p. 210).

Organization: It is defined as a social entity where two or more people are working together cooperatively within identifiable boundaries to accomplish a common goal or objective (Mullins, 2004).

Organizational Culture: Organizational culture comprises the shared set of beliefs, expectations, values, norms and work routines that influence how members of an organization relate to one another and work together to achieve organizational goal (Jones and George, 2006).

1.9   Organization of the Study

The study was organized in five consequential chapters. The first chapter deal with the introduction part of the paper encompassing background of the study and the company under evaluation, statement of the problem, objectives of the study and other relevant issues. The second chapter was focus on relevant literature review. In this chapter a review the relevant literature in relation to the topic under discussion was be made. The third chapter deals with research Methodology; that is, the research design, approaches used throughout the data collection and analysis processes was be discussed. The fourth chapter was present the overall findings of the study which prevails about the effect of organizational factors in employee satisfaction activities in Addis Ababa with emphasis on urban food security and productive safety net. Finally, chapter five was incorporate summary of major findings, conclusion and recommendation part of the study. The effect of organizational culture on employee satisfaction: the case of Arada sub city urban food security and productive safety net office.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter deals with the review of the related literature on organizational culture, dimensions of organizational culture, job satisfaction, and empirical evidence on the relationship between organizational culture and employee's job satisfaction. Further, the literature was reviewed from two angles i.e., theoretical and empirical reviews and conceptual framework. The detail of each theme presented hereunder

2.1. Theoretical Literature

2.1.1. Organizational culture refers norms, systems, vision, assumptions, beliefs, philosophy, and values that hold together, and is expressed in its self-image, affects the way people and groups interact with each other, with clients, and future expectations (Rovithis et al, 2016 Linnenluecke and Griffiths,2010) have reviewed different work of scholar and noted that the concept of organizational culture first emerged in the 1970s and 1980sand then on 1995 it became one of the most influential but also most controversial concept in management research and practice .Organizational culture refers to a system of shared assumptions, values, and beliefs that show people which influence the way people act and the way things get done (Robbins and Judge 2013).

Another investigators said that managing organizational cultures through reward system have a strong influence on employee behavior as well as organizational performance (Mujeeb and Ahmad ,2011).According to him in fact, the term organizational culture was made popular in the 1980s when Peters and Waterman's best-selling book In Search of Excellence made the argument that organization success could be attributed to an organizational culture that was decisive, customer-oriented, empowering, and people-oriented. Since then, organizational culture has become the subject of numerous research studies books and articles. Organizational culture is still a relatively new concept. In contrast to a topic such as leadership, which has a history spanning several centuries, organizational culture is a young but fast-growing area within management.

There are various definitions has given for the term organizational culture in a variety of literatures found that organizational culture be a set of processes that binds together members of an organization based on the shared pattern of basic values, beliefs, and assumptions in the organization. Culture implies structural stability and patterning and integration. (Nikpour, 2017), It is the accumulated shared learning from shared history ,Thus, the understanding of culture is crucial and important since it is the glue that holds an organization together as a source of identity and distinctive competence,(Dolan and lingham,2012) also defined Organizational culture, is a pattern of shared basic assumptions that is learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be lesson to new members as the correct way to perceive, think, and feel in relation to those problems. Understanding in this way, organizational culture is foundation for any organization which can determine the success or frailer of the organization and customer satisfaction.

Employee Job Satisfaction: Employee satisfaction is perhaps the most frequently studied construct in the organizational sciences (Schneider and Brief, 1992). Employee satisfaction has been defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or experience'' (Locke 1976). Satisfaction involves both feelings and attitudes an employee has about the specific aspect of the job or the organization. As with other feelings, employee satisfaction can be either positive or negative. employee satisfaction, morale and engagement are intangible references to how well employees enjoy working for the organization.

Organizations strongly desire satisfaction from their employees (Oshagbemi,2003), Satisfaction of employees has been found to significantly influence job performance, absenteeism, turnover, and psychological distress. Dissatisfied workers are prone to excessive turnover and absenteeism. Understanding job satisfaction thus may be linked to performance, organizational productivity and other issues, including labor turnover (Dickter*et al.*, 1996; Lee *et al.*, 1999; Melamed*et al.*, 1995; SekoranandJauch, 1978). Employee satisfaction is as important as customer satisfaction in influencing organizational performance. Lee (1988) showed that satisfaction of employees is among the best predictors of turnover. Conversely, employee satisfaction can improve productivity, reduce staff turnover and enhance creativity and commitment. It is often assumed that employees who are more satisfied with their job condition are more likely to produce better work outcomes. This is based on the rationale that higher levels of satisfaction improve morale (Dole and Schroeder, 2001). Petty et al, (1994) conclude that employee satisfaction and

performance are indeed positively correlated. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement.

2.1.2 Establishing and Changing Organizational Culture

The dominant conception of how organizational culture is established is that in-formal, institutional norms and values gradually develop through evolutionary, natural developmental processes, and the organization gradually adapts via internal and external pressure. When we speak of internal pressure as a source of institutional characteristics, we primarily mean the informal norms and values members bring with them into an organization and make relevant there. These may be an assortment of characteristics from their social background, but also informal norms and values from a specific profession. Social processes connected to the activities in which the public organization is engaged may also be significant. Different groups with wide-ranging tasks and backgrounds may, through collaboration, help to develop dominant and comprehensive institutional norms.

The term external pressure denotes pressure from the immediate task environment. This means that actors in the environment, whom a public organization interacts with regularly or independent upon, either for supplying resources or for output, are significant for the institutional characteristics that develop, because what such actors do is critical for the organization. The most classic example of this is Selznick's study of the Tennessee Valley Authority (established in 1933), a federal American organization for regional development, whose activities were influenced in numerous ways through pressure from affected business interests.

On the other hand, for organizational culture to be developed, different agents play a great role. Among the other Finnegan (Ojo, 2012) indicated that the values and norms which are the basis of organizational culture are formed by Leaders in the organization, particularly persons who have shaped them in the past. People recognize with visionary leaders – how they act and what they suppose. They note what such leaders pay attention to and treat them as role models. The other phenomenon is through Critical Incidents from which lessons are learned about desirable or undesirable behavior. Organizational culture also being developed through effective working relationship among organizations members which establish values and expectations. Through the Organization's Environment: Culture is learned over a period of time through the Organization's Environment.

2.1.3 The Function of organizational culture

Organizational culture has many benefit to both organization and employee as (Robbins and judge,2013) assert culture has boundary defining role it create distinction between one organization and others .and it convey a sense of identity for organization members ,in addition culture facilitates commitment to something large than individual self-interest It also enhance the stability of the social system by being social glue that helps hold the organization together by providing by standards for what employee should say .The guiding function of organizational culture refers to the culture lead the whole organization and all the employee's personal value and behavioral orientation towards the goal of organization. The essence of the construction of outstanding organizational culture is to set up internal force mechanism. The construction of the mechanism makes vast staff recognize that the organization is striving for lofty goal, which not only can produce creative tactics but also can make staff provoke to make individuals sacrifice for realizing organizational goal (Begana,2014).

The agglomerating function of organizational culture is the group consciousness created by the staff together. It is a kind of binder, unites the people of all respects and all levels around organizational and makes cohesiveness and centripetal force to organization. Organizational culture connects employee's personal thoughts and feelings, and destiny with the safety of organization closely. At the same time, employee has a sense of ownership and acceptance to the organization (kondalrk, 2007)

2.1.4 Dimensions of the Organizational Culture

Even though culture may not be immediately observable, identifying a set of values that might be used to describe an organization's culture helps us identify, measure, and manage culture more effectively. For this purpose, several researchers have proposed various culture typologies. One typology that has received a lot of research attention is the Organizational Culture Profile where culture is represented by seven distinct values. Robbins, (2009) has identified seven dimensions which in aggregate capture the essence of organizational culture that could be used to compare culture across organizations. These seven dimensions are Common Seven basic dimensions or conceptual domains appear to be common to most organizational culture are as follows

2.1.4.1. Results-Orientation/ Outcome Orientation

The OCD framework describes outcome-oriented cultures as those that emphasize achievement, results and action as important values. Results- oriented culture concerns about the outcome, where employees are asked about to be done. Concerning risk taking, employees in results-oriented tend to take more risk in order to achieve specific internal goals. It is the extent to which control and reward mechanisms are focused on tasks compared with the end product/service (Robbnes, 2009*).*

2.1.4.2. Team Orientation

A team-orientated culture emphasizes collaborative cooperation among employees. toward common goals for which all employees feel mutually accountable. This is highly important as effective collective effort increases organizational performance (Robbins 2009). An organization with a team-oriented culture is collaborative and emphasizes cooperation among employees. It is dimension of organizational culture which emphasizes degree to which work activities are organized around teams rather than individuals. (Robbins, 2006). Team working is a common feature in most organizations, in terms of crossing existing barriers and as a useful means of promoting and disseminating new cultural traits. In terms of individual and organizational development, teams are seen as a way of investing in talent development. The benefits of developing joint team working with individuals and businesses outside the organization to help shift the focus to the promotion of a developmental culture. Teamwork with public bodies and agencies in developing more effective provision of services at a local level (Schein, E.H. 2004). Team building is the active creation and maintenance of effective work groups with similar goals and objectives. Team building is a formal and methodological process of building work teams with objectives and goals, facilitated by an organization. It is commonly initiated to combat incompetent group functioning that negatively affects group dynamics, labor management relations, quality, or productivity. By recognizing the problems and difficulties associated with the creation and development of work teams, team building provides a structured and guided process whose benefits include a greater ability to manage complex projects and processes, flexibility to respond to changing situations, and greater motivation among team members (Achenef, 2011). Organizations with team-oriented cultures are collaborative and emphasize cooperation among employees.

2.1.4.3 Stability

It is the degree at which gradual change occur where the organization decision and action emphasis maintain the status quo. The organization cultures remain stable and changes at slow rate that do not bring huge change in it. Stable cultures are predictable, rule-oriented, and bureaucratic. When the environment is stable and certain, these cultures may help the organization to be effective by providing stable and constant levels of output. (Robbines, 2009). It concerns the degree to which organizational activities emphasize maintaining the status quo in contrast to growth or the organizational openness to change.

2.1.4.4. Innovative and Risk Taking

Innovative and Risk Taking indicating general openness to change and propensity to experiment and take risks is also apparent. Robbins (2009) defined innovation as "the intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, group, organization or wider society". According to the OCD framework, organizations that have innovative cultures are flexible, adaptable, and experiment with new ideas. Whether the organization encourages and rewards new ways of doing things, or instead values and maintains traditional approaches. It is stated as the degree to which employees are encouraged to be innovative and take risks while performing their duties. Motivation is one of the most important predictors of innovative working. Management style significantly influences employee motivation to innovate. Innovative people are intrinsically motivated by change such that extrinsic rewards do not necessarily enhance innovative working.

2.2 Empirical review

There were also empirical evidence found in organizational culture and Organizational Performance, conducted in Ghana University by Mariama, (2013) and applied organizational culture and Performance variables were measured using five-point Likert scale and using the Denison's Organizational Survey Instruments. The researcher reached to a conclusion that there was a positive relationship between Organizational Culture and Performance in the case of banking Industry in Ghana. Among the Organizational dimensions, Mission was the Culture Trait with the strongest potential of impacting positively on Performance. The different studies looked at the relationship of the organizational culture seven dimensions, namely: Innovation and risk-taking,

attention to detail, outcome orientation, people orientation, team orientation and aggressiveness and stability and their relative effect on employee job satisfaction as stated.

2.2.1 Result orientation perspective

Agwu (2014) As study conducted and revealed that there is strong significant relationship between organization culture and increased employee productivity, Result-oriented culture concerns about the outcome, where employees are asked about to be done. As to him, it has effect on employee expectation. The investigation emphasizes that how expected out comes has got prior attention to succeed in organizational culture goal of the study organization.(Robbin,2009),stats that the degree which manager focus on outcomes of the result and they don't pay attention that low those out came have been achieved ,they don't focus on ways method in cause of that out comes they only keep the concern with the final result .Another issue is in terms of working collaborate with one another for common goals through, employees cooperative in handling customer issues and their team sprit during service delivering are underling findings of employee's team orientation culture. From customer orientation, enthusiasm for clients, smooth relationship with customers is considering factors under customer orientation culture and similarly the rest OCDs have significant effect on employee satisfaction.(Nohria and Roberson2013),conducted some outcome oriented companies may have such high drive for outcome and measurable performance objectives that they may suffer negative consequence .companies over rewarding employee performance such as enroll corporation and world com experienced well publicized business and ethical failure .

2.2.2. Team orientation culture perspective:

 According to Robbins, (2009), team orientation cultures highly important for effective collective effort increases organizational performance and employee satisfaction. This empirical study explores that team orientation in the organization has been considered as good way to satisfy both organizational goals and customers 'expectation based on mutual effort. (Robbin 2009), conclude that team works and to perform the work of the organization because through the team the goal can be achieved successfully rather than working individually. And he investigated that team oriented organizational culture has contributing significant effect on employee satisfaction in terms of employees collaboration, inter-departmental coordination and behaving team spirit during service delivering. Organization with team-oriented culture is collaborative and emphasis cooperation among employee in southwest Airlines Company facilitate a team-oriented culture by

cross training its employee. And this study shows team orientation have more appositive relationship with coworker and with particular managers, (Nohria and Roberson2013)

2.2.3. Stability culture Perspectives

Dr, Johnmarkobura. (2018) stated in his study that Stable cultures are predictable, rule-oriented, and bureaucratic. It concerns the degree to which organizational activities emphasize maintaining the status quo in contrast to growth or the organizational openness to change. (Robin,2009), stated that it is the degree at which gradual change occurs where the organizational decision and action emphasis maintaining status quo. The organization culture remains stable and change at slow rate that do not bring huge change in it, so any decision which is taken regarding taking any action remain maintain,

2.2.4. Innovative and Risk-taking Perspective:

As the study conducted (Naranjo et al,2016) link between organizational culture innovation and performance in Spanish campiness and he revealed the organization culture affect performance and firm innovation basing on adhocracy culture and clan culture. That innovative and risk taking indicating general openness to change and propensity to experiment and take risks is also obvious. The Study further expressed that innovation as "the intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, group, organization or wider society.(Rbbins,2009) also conducted it is degree in which employee are encourage to be innovative and to take risks .if the culture of the organization is innovative and risk taking then employee will be more encouraged toward their work they must have ability adopt new things in the market it conclude that more risky more profit.so risk taking organization are more successful and profitable .the trained their employee according to the culture of organization ,when the organization is successful ,their employee will became satisfy to work with that organization the main focus is toward their goal with it product development and innovation .In line with the above empirical studies conducted by different investigators, this study conducted and analyze in next sessions of this paper.

2.3 Conceptual Framework of the study

The general idea from the past literature is that there is a relationship between Organization culture and employee satisfaction. (Judje 2013) asserts that particularly in service organization such as hospitality where workers interact on their own with customers, culture could serve as a guide employee's behavior and is likely to be a vital component in the standards of delivery of services to customers. Similarly, the study conducted by Wadajo, (2014), indicated that selected OCDs as independent variable in this study. Thus, this study gives due attention to OC dimensions and their effects on employee' satisfaction in service delivering in public sector as shown below,

2.3.1 Conceptual Framework

Independent Variable   **Dependent Variable**

↓   ↓

| Outcome Orientation |
| Team Orientation |
| Innovative and Risk taking |
| Stability |

→ **Employee Job Satisfaction**
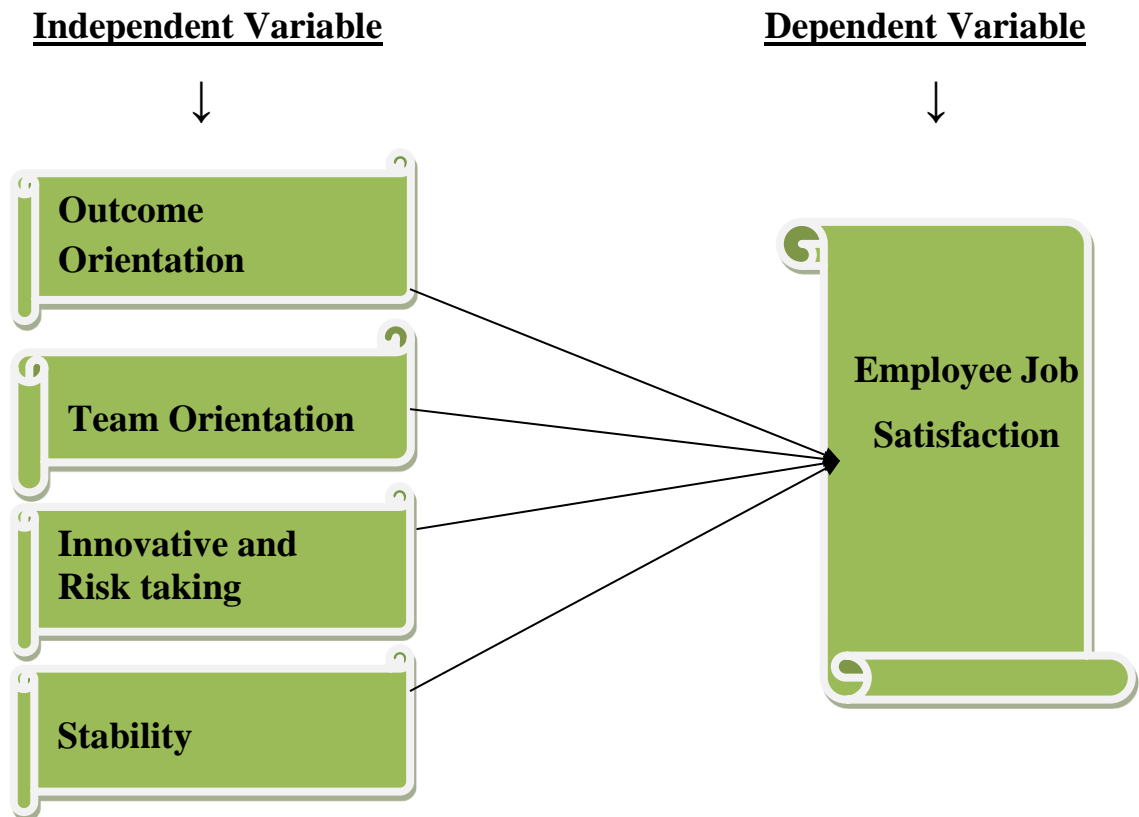
Figure 2.3 Source, (Wadajo,(2014) *the study is more appropriate with mine.*

2.4. Hypotheses of The Study

The study is going to test research uses the following working hypotheses to be tested in the analysis:

H1: Result oriented culture has a positive effect on employee job satisfaction.

H2: Team orientation culture has a positive effect on organization goal and employee job satisfaction.

H3: stable culture has positive effects on employee satisfaction.

H4: Innovative and Risk Taking has a positive effect on individual, group and organization.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter of research covers the research design indicating how the researcher collected, organized, analyzed and interpreted the data relevant to the research. Accordingly, primary data was collected through questionnaires which was prepared in a way to be relevant to the statement of the problem and the research questions so as to decrease invalid responses and draw a more relevant conclusion. In addition, secondary data, relevant to the organizational culture and employee satisfaction, was collected and analyzed from the annual reports of the company selected for the case study.

3.1. Description of the Study Area

The study was conducted on Urban Food Security and Productive Safety net Office which is found in Addis Ababa city administration particularly in Arada sub city. It was also selected due to convenience of the sub-city to the researcher to access both primary and secondary data that's necessary for this study. The organization's proximity to the researcher's work office eased access to the respondents and other relevant data.

3.2. Research Approach

There are two basic approaches to research, quantitative approach and the qualitative approach. The quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. Qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behavior (Kothari, 2004). Most researchers argued that the best method to use for a study depends on the purpose of the research, researcher data and the accompanying research questions. According to Kothari (2004) mixed research method is defined as the class of research welfare the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study. This study use the mixed approach in sequential descriptive way. Because mixed research is useful to capture the best of both qualitative and quantitative approaches and in these the researcher also intended to explain the effect of organizational culture on employee job satisfaction. The advantage of using mixed research methods is that it enables to triangulate and support the data and result collected by questionnaire (Greener, 2008 and Saunders et.al,

2007). The first, quantitative phase of the study was focus on identifying the effect of organizational culture on employee satisfaction. The primary technique for collecting the primary quantitative data be a self-developed questionnaire, containing items of different formats: multiple choices, asking either for one option or all that apply, dichotomous answers like "Yes" and "No", self-assessment items, measured on the 5-point Likert type, and close-ended questions.

The second, qualitative phase in the study was focus on detailing the results of the quantitative phase and in describing the effect of organizational culture on employee job satisfaction.

3.3. Research design

Research design is a framework that serves as a blueprint to study the research problem. The function of research design is to provide for the collection of relevant data with minimum expenditure of effort time and money taking in to account the research purpose (kothari, 2004). Therefore, there search design that was adopted in this study was both descriptive and explanatory research. Explanatory research design was also used in this study to see the direction of relationship and strength between independent and dependent variables.

3.4. Population and Sampling design

All population who have been working in productive urban food security and productive safety net office and employees who are regularly contacting and serving those people are target population of this study, in this governmental organization from woreda and sub city a total of 151 population among these 11 was manager and 140 employees

3.5. Population of the Study

Arada sub-city is one of the ten sub-city which is found in Addis Ababa. This Sub- city consists of ten Woredas. All population who have been working in urban food security and productive safety net office. In this governmental organization from woreda and sub city a total of 151 population among these 11 were boss and 140 employees.

3.6. Sample Size Determination

In this study, the sample size was determined based on 5% precision level with 95% confidence interval. A sample design is a definite plan for obtaining a sample from a given population it refers to technique or the procedure the researchers were adopt in selecting item for the sample Kothar 2004:55.There are two type of sampling design. Probability/Random sampling and non-probability

or judgmental /purposive sampling (Yalew,2011:120, Kothar, 2004:58). Because of inability to provide equal chance for the target population. The target population of the study are 11 boss and 140 employees. In sample size determination, the researcher was use Slovene's sampling formula.

$$n = \frac{N}{1 + N(e^2)}$$

Where,

n = sample size,

e = level of precision i.e 0.05

N= target population = 151

$$n = \frac{151}{1 + 151(0.05^2)}$$

n= 109

3.7. Sample Selection Technique

Respondents in this research were selected from staff members of Urban Food Security and Productive Safety net office. Whereas employees of the study organization was selected by using simple random sampling method (lottery method).

3.8. Source and Method of Data Collection

There are two types of data, namely primary and secondary data. The primary data were collected through questionnaires. This questionnaire is a closed-ended questionnaire. The reason why closed ended questionnaire used was to know how much explanatory variables influence the dependent variable. Researcher might use either both or one of the types of data depends on the research type and data collect by researcher (Saunders et.al, 2007). A set of questionnaires anchored on a five point scales (ranged from strongly disagree to strongly agree) is designed as to measure the attribute of prospective graduate's entrepreneurial intention entrepreneurial perceived constraint, field of study, and demographic factor. Additionally, secondary sources of data such as journals, magazine, archived research, books, working paper and other related reports was used as secondary data.

3.8.1. Primary Data

Primary data was being collected through questionnaires The researcher obtained primary sources of data from the responses of employees who were working in Urban food security and productive Safety net office.

3.8.2. Secondary Data

Secondary data was being collected through journal, internet, book, magazines and organization profile. Researcher was try to express the limitation of secondary data due to shortage of well-established and arranged documents in the study organization.

3.9. Validity and Reliability of the Instruments

Statistical validity also was used to measure the validity of the research though use of correct statistical procedure and instruments Neuman, (2007). The researcher was first tried to address related and extensive literature to have complete data on the research topics. This comprehensive approach helps to ensure face and content validity of the survey instrument. Researcher was reviewed an extensive literature to develop questions for the survey. The instrument and research method was also revised and comment by to professional advisor and expertise before going to data collection. Moreover, to insure the statistical validity of the study, the researcher was collected quantitative data using survey question and analysis the data using correct statistical instruments like descriptive statistics, inferential statistics, correlation and regression analysis to see the relationship of the variable and reach concrete conclusion.

Reliability is an indication of how consistent the findings are based on the method of data collection and analysis. The most common method for testing the internal consistency of a scale for reliability is the Cronbach alpha coefficient (Hair, 1998). This also supported by Zikmund (2010) scales with coefficient alpha between 0.6 and 0.7 indicate fair reliability. The consistency of major dimensions namely Result orientation, Team orientation, innovative and risk taking, stability, and employee job satisfaction measurement and employee response was tested. The result of the Cronbach's alpha laid in the acceptance range which is greater than 0.69.

Table 3.1 validity and reliability

Variables	Cronbach"s Alpha Coefficient	Number of Items
Result oriented	.980	5
Team orientation	.987	5
Innovative and risk taking	.989	5
Stability	.985	5
Employee job satisfaction	.968	5

3.10. Methods of Data Analysis

According to (Kombo and Tromp, 2011), the data analysis procedure includes the process of packaging the collected information putting in order and structuring its main components in a way that the findings can be communicated easily and effectively. In this study, effect of organizational dimensions on employee job satisfaction descriptive statistics was used to analyze and describe a collection of quantitative data on effect of organizational dimensions on employee job satisfaction by using frequency, tables, percentages,

Inferential statistics analysis such as correlation and regression analysis was also used through the use of Statistical Package for Social Scientists (SPSS) version 16 relevant methods of data analysis. Inferential analysis (e.g., correlation, regression) and the results will be discussed in detail

Correlation: It represent the strength of connection between pair of connection that analyze positive (the two-variable move to same direction) and negative (move the variables move the opposite direction) correlation

Regression: is describe how an independent variable is numerically related to the dependent variable and it reflect the impact of the unit change in the independent variable on the dependent variable.in this study I will use **multiple regression** because the independent variable is more than one.

To establish the extent to which work processes and systems, team orientation, result oriented, stability and innovative and risk taking on Employee job satisfaction at Wärtsilä, a prediction model using multiple linear regression analysis was used.

The regression linear equation $Y = B_0 + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4$……… was used to show the extent to which the organizational culture, (team orientation, result oriented, stability and innovative and risk taking) Work Processes could explain the dependent variable (employee job satisfaction). Assumption tests for multiple linear regression will be required. So, I used assumption of linearity, assumption of independence, assumption of normality and assumption and multi collinearity.

3.1.1 Ethical Considerations

Each discipline should have its own ethical guidelines regarding the treatment of human research participants (Vanderstoep and Johnston, 2009). Research ethics deal with how we treat those who participate in our studies and how we handle the data after we collect them. The researcher kept privacy (that left any personal questions), anonymity (protecting the identity of specific individuals from being known) and confidentiality or keeps the information confidential (Saunders et.al, 2007). Accordingly, the questionnaire was distribute to voluntary participants and they have a clear introduction and instruction parts regarding the purpose of the research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Response Rate

The main objective of this study was to examine the effects of organizational culture on employee job satisfaction. In this regard, this chapter presents the results and findings of the study as collected from the sample population. The data was gathered exclusively from questionnaire as the research instrument. The questionnaire was designed in line with the objectives of the study. To enhance quality of data obtained, Likert type questions were included whereby respondents indicated the level of agreement to which the variables were practiced in a five points Likert scale. Coded responses were entered into Statistical Package for the Social Sciences (SPSS) version 16, for data analysis. The data have been presented by tabulation, and some figures. The chapter covers respondents' general information based on demographic information and findings based on how the research questions/objectives the effects of organizational culture on employee job satisfaction and the results are presented and discussed.

In this part of the paper, the researcher attempts to present the practically observed facts about the effect of organizational culture on employee job satisfaction as research conducted in urban food security and productive safety net office in arada sub city. Data was collected from employees and management by using tools mentioned in the methodology part of chapter three. For this purpose, the researcher distributed questionnaires to 109 Respondents from which 100 (91.7%) of the questionnaires were filled and returned the unreturned is 9(8.3%) due to different reason to the researcher for analysis. In this chapter the data collected through questionnaire are submitted for presentation and analysis. Then data was presented following the relevant data collecting, coding processing, analysis and interpretation. The analysis and the interpretation were carried out based on the data collected through questionnaire. Instruments that used to present data are tools like tables, percent and charts and figure are employed for data presentation purpose as discussed below.

4.2. Demographic Data of Respondents

The descriptive statistical results are presented by tables, frequency distributions and percentages to analyze the data and used to compute each variable in this study.

4.2.1 Demographic Data Respondents

Gender	Frequency	Percent
Male	58	58.0
Female	42	42.0
Total	100	100.0
Education		
Degree	90	90
MSC	10	10
Total	100	100
Work Experience		
2-5 yr.	29	29
6-10yr	60	60
Above 10	11	11
Total	100	100

Source, own survey,2021

As shown in table below, 1 selected sample by the formula taken from the book of (Kothari, 2004) is n=109 respondents from internal employees and then questioner addressed to them How ever actually filled and returned respondents are 42 male and 58 female total 100 actually returned this means 90% response rate but the rest 9 not returned their response due to different reasons as absorbed. In terms of gender, respondents were roughly proportionate between male and female, even though the numbers of male respondents are a bit higher (female 42, &male 58). In terms of education, 90 % of respondents are postgraduate degree and 10% score above holders. Moreover, the largest group; 90% of the population comprises first degree holders. When looking at the tenure of respondents in the organization in the above table, 29% of the respondents have 2-5 years of experience in the company and these takes the majority 60 % of the respondents have 6-10 years and above 10 years are 11%. Furthermore, majority of the respondents are 6-10 years 60%.

4.3 Analysis of Collected Data

4.3.1 Descriptive Analysis of study variables

In order to see the general perception of the respondents regarding the organizational culture in the subject organization, the researcher has summarized the measures with the respective means and standard deviations. Thus, the mean indicates to what extent the sample group averagely agrees or does not agree with the different statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. On the other hand, standard deviation shows the variability of an observed response from a single sample (Marczyk, Dematteo and Festinger2005). The mean values are presented below, together with standard deviation values for each variable. From 1 to 1.80 represents (strongly disagree), From 1.81 until 2.60 represents (disagree), From 2.61 until 3.40 represents (true to some extent). From 3:41 until 4:20 represents (agree). From 4:21 until 5:00 represents (strongly agree).

Table 4.1: Descriptive Statistics of Result orientation of organizational Culture

Result oriented	N	Mean	Std. Deviation
In our organization the outcome of confrontation will be better role clarity, improved problem solving, and willingness to deal with problem.	100	3.64	1.202
The organization looks care full about the processes to be followed to get the necessary services.	100	3.38	1.099
The organization is on the way of using the available resources appropriately in fulfilling its employees' needs.	100	3.54	.892
In our organization innovative or change is mainly initiated and implemented through highly result oriented individuals.	100	3.26	1.284
Individuals and teams are measured and rewarded according to how well goals are achieved.	100	3.59	1.240
Grand Mean		**3.41**	**1.052**

Source, Own Survey, 2021

The mean score for result orientation was relatively high (3.64), with standard deviation of 1.202.This indicates that employees give more value and agree with the measure of result orientation statements that In our organization the outcome of confrontation will be better role clarity,

improved problem solving, willingness to deal with problem. And the second item with mean score is 3.59 and 3.54 and standard deviation with 1.240 and .892 respectively with the statement agree about the item. the other the two items relatively true or neutral with mean score 3,36 and 3.38 with standard deviation of 1.284,1.099, respectively with the statement In our organization innovative or change is mainly initiated and implemented through highly result oriented individuals, The organization looks care full about the processes to be followed to get the necessary services. Although, existence of a long-term purpose and direction scores a higher mean, the other items that measure result orientation also contributes significantly to the grand mean. This implies the majority of the respondents agree that the organization whose implementation status is checked periodically.

Table 4.2 Descriptive Statistics of Team orientation of organizational Culture

Team Oriented	N	Mean	Std. Deviation
In our organization employee are always working together to solve problem with team spirit.	100	3.56	1.290
people believe in working together collaboratively, preferring cooperation over.	100	3.51	1.345
There is appropriate inter departmental co-ordination in service delivery.	100	3.28	1.280
Employees are cooperative in handling their customers affair.	100	3.79	1.076
This organization can be rated as team spirited and visionary.	100	3.47	1.329
Grand Mean		**3.30**	**1.017**

Source, own survey, 2021

Table 4.2 above depicts the team orientation organizational culture dimension. Respondents were asked to rate about team orientation. To that end, respondents rated team orientation culture with the highest mean score of 3.79 with standard deviation 1.076. team orientation culture emphasizes on working together to solve problem with team spirit, working together collaboratively, preferring cooperation overemphasizes Employees are cooperative in handling their customers affair. the three item mean score 3.56.,3.51.and 3.47with standard devation1.290,1.345.and 1.329 respectively with statement agree i.e., In our organization employee are always working together to solve problem with team sprite, people believe in working together collaboratively, preferring

cooperation over, This organization can be rated as team spirited and visionary and one item mean score is 3.28 with standard devation1.280 neutral and true with statement , There is appropriate inter departmental co-ordination in service delivery.

Table 4.3 Descriptive Statistics of Innovative and risk-taking of organizational Culture

Innovative and risk taking	N	Mean	Std. Deviation
Staffs of this organization are flexible and adaptable when changes are necessary.	100	3.32	1.340
Management of this organization is positive to communicate and accept innovative ideas.	100	3.02	1.163
Employees of this organization feel free to communicate new ideas with their top management.	100	3.06	1.144
In our organization employee are encourage for innovative approaches in solving problem.	100	3.21	1.200
Top management safeguards its employee at risky situation.	100	3.27	1.254
Grand Mean		**3.12**	**1.158**

Source, own survey, 2021

Innovative and risk-taking scores highest mean of 3.27 with standard deviation1.254. This indicates that the majority of respondents have slight neutral on the measures of Innovative and risk taking. Though employee agree on the existence of cares for the financial stability of its employee, majority of the respondents select neither agree or disagree on all measures of Innovative and risk taking these are; "Staffs of this organization are flexible and adaptable when changes are necessary, Management of this organization is positive to communicate and accept innovative ideas , Employees of this organization feel free to communicate new ideas with their top management, In our organization employee are encourage for innovative approaches in solving problem, Top management safeguards its employee at risky situation, in innovative and risk taking cultural dimensions.

Table 4.4 Descriptive Statistics of stability of organizational Culture

Stability	N	Mean	Std. Deviation
In our organization provision are made to extend short term and long-term facilities to its employee and their families.	100	2.22	1.252
Our organization cares for the financial stability of its employee.	100	2.85	1.274
I can say that this organization is ready for change in order to satisfy its needy employee.	100	3.22	1.244
Staffs of this organization encourage new ideas and changes.	100	3.21	1.274
People in this organization are always looking for new ways to better serve clients and customers.	100	3.19	1.308
Grand Mean		**2.95**	**1.091**

Source, own survey, 2021

Stability scores highest mean of 3.22 with standard deviation. This indicates that the majority of respondents have slight neutral on the measures of stability .Though employee agree on the existence of cares for the financial stability of its employee, majority of the respondents select neither agree or disagree on the three measures of stability these are; "Our organization cares for the financial stability of its employee , I can say that this organization is ready for change in order to satisfy its needy employee, People in this organization are always looking for new ways to better serve clients and customers ,one dimensions of stability is disagree that have mean value of 2.22 and standard deviation 1.252,those,In our organization provision are made to extend short term and long term facilities to its employee and their families.

Table 4.5 Descriptive Statistics employee job satisfaction

Employee job satisfaction	N	Mean	Std. Deviation
I definitely like my job	100	3.40	1.172
I like my job better than the average workers do	100	3.22	1.168
Most days, I am enthusiastic about my job	100	3.34	1.148
I find real enjoyment in my job	100	2.83	1.155
I feel fairly well satisfied with my job	100	3.37	1.116
Grand Mean		**3.232**	**1.0842**

Source, own survey, 2021

From Table 4.5 above, respondents were asked to rate whether they definitely like their jobs. Respondents were replied that they were in agreement with the item. The item has mean score of 3.4 and standard deviation of 1.172.

From item 2 of Table 4.5 above, respondents were asked to rate whether they like their jobs better than the average workers do. Respondents agreed with the item. The item has mean score of 3.22 and standard deviation of 1.168.

As indicated in item 3 of Table 4.5 above, respondents were asked to rate whether most of the days they are enthusiastic about their jobs. Respondents agreed with the item. The item has mean score of 3.34 and standard deviation of 1.148.

In item 4 of Table 4.5 above, respondents were asked to rate whether they find out real enjoyment in their jobs. Respondents agreed with the item. The item has mean score of 2.83 and standard deviation of1 .155.

Finally, item 5 of Table 4.5 above, respondents were asked to rate whether they feel fairly well satisfied with their jobs. Respondents agreed with the item. The item has mean score of 3.37 and standard deviation of 1.116. From above analysis of levels of job satisfaction one can infer that there was high level of job satisfaction in food security and productive safety net. In the analysis of organizational culture types such as team orientation, result orientation, innovative and risk taking and stability in urban food security and productive safety net and this might leads employees' high overall job satisfaction. This finding should be in caution because in this research the researcher assessed the levels of overall job satisfaction with five items only.

Table 4.6 Descriptive Summery of organizational culture dimensions

	N	Mean	Std. Deviation
Result oriented	100	3.41	1.052
Team Orientation	100	3.30	1.017
Innovation	100	3.12	1.158
Stability	100	2.95	1.091
EJOS	100	3.2320	1.08422

Source own survey .2021

4.3.2 Correlation Analysis

The relation between dependent variable and independent variable was sought. In order to determine the significance level of the correlation to evaluate and measure the strength of this relationship, a Pearson Product Movement Correlation Coefficient was conducted with the result shown in the matrix below.

Table 4.7 Interpretation of R

Interpretation of R	Description
0.80 or higher	Very High
0.6 to 0.8	Strong
0.4 to 0.6	Moderate
0.2 to 0.4	Low
0.2 or lower	Very Low

As per Bartz (2009), a correlation coefficient enables to quantify the strength of the linear relationship between variables. This coefficient is usually represented by 'r' and can take only the value from -1 to +1. If r = +1 there is perfect positive relationship between variable.

Table 4.8 Correlation Analysis Matrix

		EJOS
EJOS	Pearson Correlation	1
	Sig. (2-tailed)	
	N	100
Result oriented	Pearson Correlation	.922**
	Sig. (2-tailed)	.000
	N	100
Team Orientation	Pearson Correlation	.689**
	Sig. (2-tailed)	.000
	N	100
Innovation	Pearson Correlation	.929**
	Sig. (2-tailed)	.000
	N	100
Stability	Pearson Correlation	.950**
	Sig. (2-tailed)	.000
	N	100

Source: Own Survey, 2021

From the Pearson correlation analysis, employee job satisfaction was found to have a very high positive correlation with the bas stability (r=0.950; p < 0.01), Moreover, there is positive relationship between stability culture and employee job satisfaction. Which is statistically significant at 99% confidence level? This implies that stability culture plays a significant role in determining employee job satisfaction in Arada sub-city. result orientation dimension (r=0.922; p < 0.01), and innovation and risk taking with (r=0.929; p < 0.01) This also implies that result orientation and innovative and risk taking plays significant role in determining the employee job satisfaction in urban food security and productive safety net office in Arada sub-city followed by strong positive correlation with the remaining organizational culture dimensions: There is also positive and intermediate correlation coefficient between team orientation and employee job satisfaction team   orientation dimension with (r=0.689; p < 0.01), indicates that there is a statistically significant (p < .001) linear relationship between these two variables such that the more, determines employee job satisfaction. From this correlation, it can be concluded that due to availability of good practice of stability culture, result orientation and innovation culture in urban food security and productive safety net, enhances the practice of employee job satisfaction.

4.3.3 Regression Analysis

Regression analysis is a systematic method that can be used to investigate the effect of one or more predictor variables on dependent variable. That is, it allows us to make statements about how well one or more independent variables predict the value of a dependent variable. Specifically, this multiple regression was conducted in order to investigate the effect of organizational culture on employees' job satisfaction.

4.3.3.1 Assumptions Test

According to Field (2005), multiple linear regression uses to estimate the effect of more than one independent variables over dependent variable or it estimates the coefficient of determination on the predicted one explained by the predictors. In order to have valid multiple regressions analysis, several key assumptions should be satisfied. The key assumptions of Multiple Regression that are identified as primary concern in the research include: linearity, independence of errors (Autocorrelation), normality, and multi collinearity. For this study, each assumption were defined

and assumptions were tested and the results of these assumptions was briefly summarized and presented below.

Assumption 1: The Relationship Between the IVs and the DV is linear.

Some researchers argue that this assumption is the most important as it directly relates to the bias of the results of the whole analysis (Keith, 2006). Multiple regressions assume a linear relationship between the independent and dependent variables. The bivariate plot of the predicted value against residuals can help us infer whether the relationship of the predictors to the outcome is linear. Hence, using visual inspection of the scatter plot, it can be suggested about the linearity. Looking at the scatter plot of each independent variables, it appears that the relationship of standardized predicted to residuals is roughly linear around zero. Hence, we can conclude that the relationship between the response or outcome variable and predictors is around zero suggesting that the relationships between these variables are linear.

Figure 4.1   Normal P-P plot of regression standardized residual

Normal P-P Plot of Regression Standardized Residual
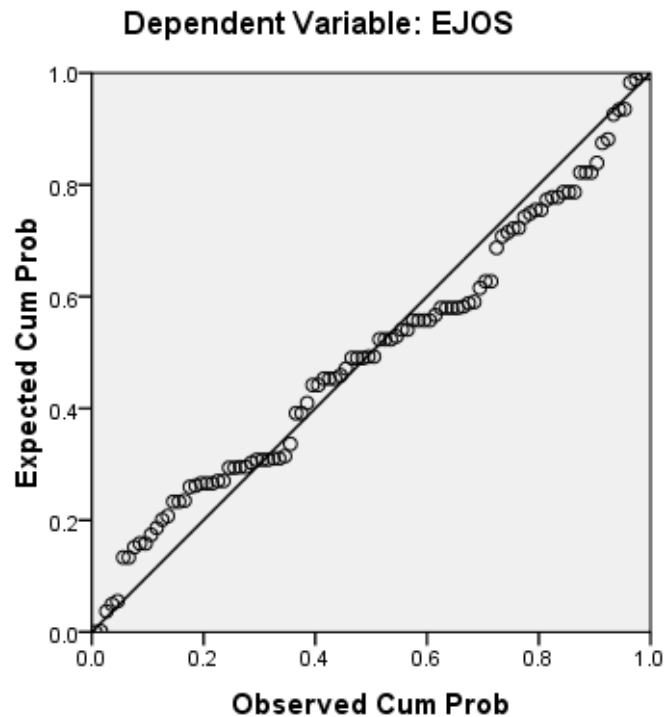
Assumption 2: Multi collinearity

Multi collinearity occurs when several independent variables correlate at high levels with One another, or when one independent variable is a near linear combination of other independent Variables.   If a correlation matrix demonstrates correlations of more than 0.8 among the independent variables, there may be a problem with multi-Collinearity. The other method is by computing tolerance values which measures the influence of one independent variable on all other independent variables and Variance Inflation Factor (VIF) for each independent variable. Multi Collinearity exists when Tolerance is below 0.1, and the average variance inflation factor (VIF) is greater than 10.

Table 4.9 Multi Collinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Result oriented	.126	7.917
	Team Orientation	.297	3.362
	Innovation	.116	8.656
	Stability	.121	8.261

Source: Own Survey, 2021

The above displays that the multi collinearity tests by computing tolerance values and Variance Inflation Factor (VIF) for each independent variable. In this case, all the tolerance values are greater than 0.10 and VIF is less than 10. Hence, the researcher assumed Multi collinearity was not a problem.

Assumption 3: Normality

This assumption can be tested through histograms of the standardized residuals (Stevens, 2009). Histograms are bar graphs of the residuals with a superimposed normal curve that showed distribution. Team orientation and stability variable curves are left skewed distribution, this implies that the respondents response fall under agree and strongly agree category, whereas the innovative and result orientation and graph showed relatively equal distribution on both sides. So, the residuals are normally distributed, and the assumption was satisfied for the two independent variables.

Histogram

Dependent Variable: EJOS

Mean =-1.25E-15
Std. Dev. =0.98
N =100
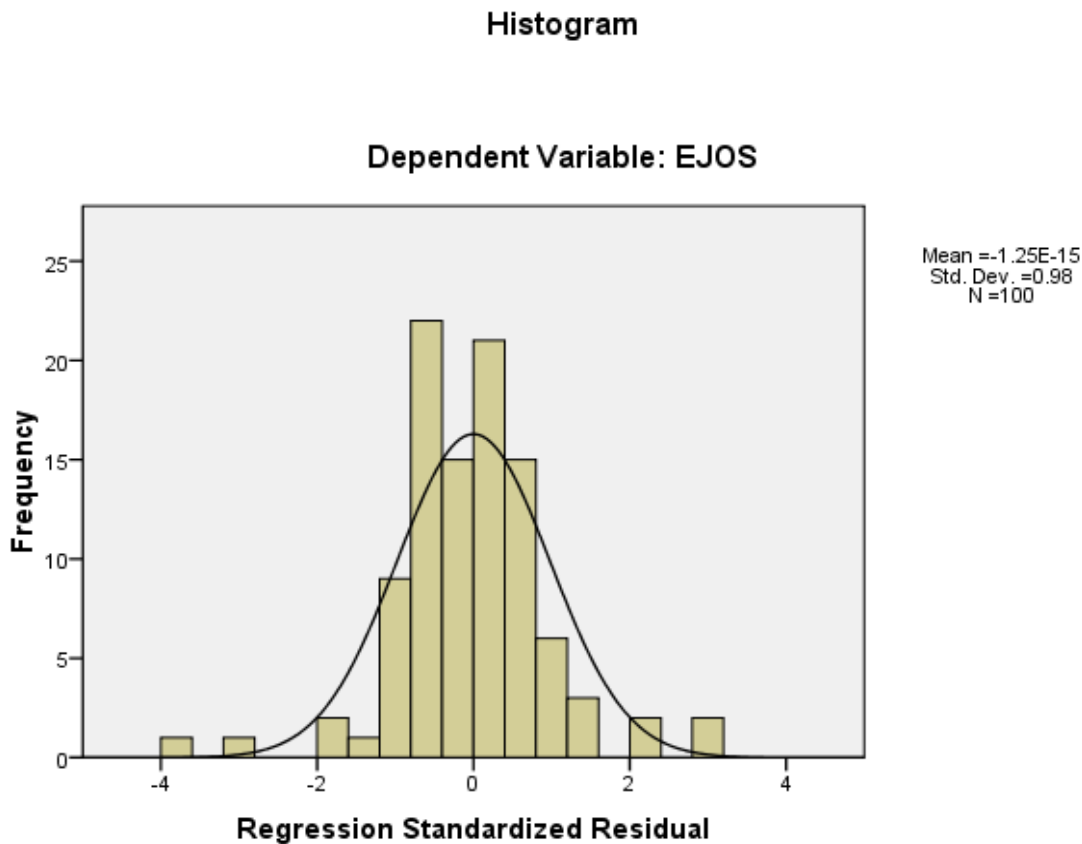
Figure 4.2 Normality

Assumption 4: Independent of Residuals (Autocorrelation)

This is basically the same as saying that the observations (individual data points) to be independent from one another (uncorrelated). The Durbin-Watson statistic is used to test for independence of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson value is approximately closer to 2, and values below 1 and above 3 are causes for concern and may render the analysis invalid. In this case the Durbin Watson statistics showed (Durbin Watson=1.487). hence the result falls between 1 and 3, the researcher assumed independence of residuals is satisfied.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.978[a]	.957	.955	.23061	1.487

a. Predictors: (Constant), Stability, Team Orientation, Result oriented, Innovation.

Source: Own Survey, 2021

4.3.3.2 Analysis of Variance (ANOVA)

The key purpose of ANOVA test is to show whether the model is significantly better at predicting the dependent variable or using the means. Accordingly, Table indicates that the ANOVA is significant (F=523.314 df (regression) = 4, df (residuals) = 95, Sig<0.05). Hence, it can conclude that at least one of the four independent variables can be used to model employee job satisfaction towards organizational culture in this study.

Table 4.11 Overall Model Fit of the Regression Model (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	111.325	4	27.831	523.314	.000[a]
	Residual	5.052	95	.053		
	Total	116.378	99			

a. Predictors: (Constant), Stability, Team Orientation, Result oriented, Innovation.

b. Dependent Variable: EJOS.

Source: SPSS Output from Survey Data, 2021.

4.3.3.3 Coefficient of Determination

Table 4.12 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978[a]	.957	.955	.23061

b. Dependent Variable: EJOS

Source: SPSS Output from Survey Data, 2021.

As the output from SPSS showed that, the R Square describes the amount of variance explained by a set of predictor variables. In this study, the value is 95.7, which indicates that 95.7% of the variance in the dependent variable is explained by the independent variables in the model. Thus, the value of R^2 =95.7 shows that 95.7% of employee job satisfactions attributed to due to Stability, Team Orientation, Result oriented, Innovation and risk taking the remaining 4.3% of the variance is explained by variables which are not included in the model.

4.3.3.4 Multiple regression analysis

Multiple linear regressions is the most common form of the regression analysis. As a predictive analysis, multiple linear regression is used to describe data and to when observing the sum effects of the predictors (Stability, Team Orientation, Result oriented, Innovation) on employee job satisfaction. The relative contribution of each of the different variables can easily be compared by taking the beta value under the standardized coefficients. The higher the beta value, the strongest its contribution becomes. From the table below, a two-tail test at 95% confidence level (α=0.05) showed that the positive beta values suggesting a positive influence of the independent variables on the dependent variable.

Table 4.13 Multiple Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.246	.082		2.990	.004
	Result oriented	.559	.062	.542	9.017	.000
	Team Orientation	-.261	.042	-.245	-6.243	.000
	Innovation	.189	.059	.201	3.201	.002
	Stability	.458	.061	.461	7.500	.000

a. Dependent Variable: EJOS

Source: Spss output Survey, 2021

Accordingly, the regression constant value showed that when the independent variables (result oriented, team orientation, innovation and risk taking , stability) are constant at zero, the employee job satisfaction would be at beta value of -0.245.While considering the degree to which the independent variables affect the dependent variable, the standardized coefficient results of result

orientation showed that (Beta=.542; P<0.01) makes the strongest unique contribution to explain the dependent variable in which the results revealed that, a one unit increase or positive change in result oriented would lead to a 0.542 unit increase in the level of employees' job satisfactions, followed by stability (Beta=.461, Sig.001 and P<0.01), which indicates that a one unit change in the dependent variable will bring a 0.461 unit increase in employee job satisfaction. Hence, it is implies that result orientation and stability have a significant effect on employees' job satisfaction and able to explain the changes in increase of employee performance by 54.2% and 46.1%, respectively. On the contrary, team orientation culture (β = -0.245, sig. 00, p<.0.05) is negatively impact on employee job satisfactions, and innovation (β= 0.201, sig.00, P<0.05), hence, This may indicate that their level of impact on employee performance was somewhat weak in the context of urban food security and productive safety net's culture practices as compared to the other two dimensions i.e., result oriented and stability

4.3.3.5 Hypotheses Test

Proposed hypothesis tested based on the results of the multiple regression analysis. By looking at the Sig.-value in table 4.15 it is possible to interpret whether the particular independent variable has a significant relationship with the dependent variables. Hypothesis is supported when the Sig. value is smaller than 0.05; and a null hypothesis is rejected when the p value is equal or larger than 0.05 (Pallant, 2010).

Hypotheses 1

H1: Result orientation has significant relationship and effect on employee performance: The regression coefficient result of result orientation result dimension in urban food security and productive safety net was indicated as (β=0.542, P<0.01 as (Sig.000,) less than 0.05 which implies that 54.2%% of increase in employee job satisfaction is due to the change in the result orientation culture, assumed all other variables are being constant, which entails that result orientation culture dimension has significant relationship and effect on employee job satisfaction , therefore, the Hypothesis 1 is accepted.

Hypotheses 2

H1: Team orientation has significant relationship and effect on employee job satisfaction: The team orientation regression coefficient result was defined with (β=-0.245, P<0.01, sig.001), is less than 0.05, therefore, the Hypothesis 2 is accepted**.**

Hypotheses 3

H1: Innovation has significant relationship and effect on Employees 'job satisfaction performance: The regression coefficient result of innovation culture dimension was denoted as (β = .201, P>0.01, as Sig .02) is less than 0.05 and in this relation, innovation culture could only be able to explain the dependent variable with 20.1% which is significant and also the significance. Thus, we can conclude from the results, the hypothesis 3 has been accepted.

Hypotheses 4

H1: Stability has significant relationship and effect on Employees 'job satisfaction the result on the above table shows that the existing stability culture dimension of the organization has a Beta coefficient with (β = 0.461, sig 0.00), is less than 0.05 significant and it is interpreted as 46.1% of the increase in employee job satisfaction is explained by the improvement in stability culture practices, hence, the Hypothesis 4 is accepted

4.3.3.5 Regression Mathematical Model

The equation of multiple regressions on this study is generally built on around two sets of variables, namely dependent variable (employee job satisfaction) and independent variables (result oriented, stability, innovation team orientation). The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables. Therefore, the model for the study was formulated as Employee job satisfaction which is the dependent variable is the function of the independent variable i.e., organizational culture; hence, employee job satisfaction again the function of the organizational culture dimensions: result oriented, result oriented stability, innovation team orientation. It was, therefore, the Regression Model used in the study was mathematically expressed as follows,

Based on the multiple regression analysis, the following model summary was extracted to

Conclude the variation between the variables as follows.

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_2 X_3 + \beta_2 X_4 + e$

EJOS = 0.246+ 0.542(result orientation) + 0.461(stability) +0.201(innovation)-0.245(team orientation) +0.82

Where,

EJOS = Employee job satisfaction, OC = Organizational Culture, β_0 =Regression constant, β_1, β_2, β_3, β_4 = coefficients of elasticity displaying degrees of explanation power about employee job satisfaction and ε= model's error term.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents summary of the study findings, conclusions and recommendations. Based on the key findings and results, conclusions are drawn, and recommendations are forwarded. The recommendations include interventions required from the management of the Urban Food Security and Productive Safety Net Office to improve its employees' job satisfaction and pave the way for further studies.

5.1 Summary of Major Findings

Based on data analyses the following major findings are drawn:

- The mean score for the measures of result orientation was relatively high (3.41) followed by team orientation (3.3) and innovative and risk taking (3.12). The stability dimension resulted in a mean score of 2.9. This indicates that, many respondents had slight agreement on the measures.

- Mean score of employee job satisfaction of 3.22 implies that the respondents tend to agree on job satisfaction measures.

- From the correlation analysis, employee job satisfaction was found to have a very high positive correlation with the stability dimension (r=0.950, p<0.01), result orientation dimension with (r=0.922, P<0.01), and innovation (r=0.929, P<0.01) followed by strong positive correlation with the remaining organizational culture dimensions: team orientation with (r=0.689, P<0.01) and from this correlation, it can be inferred that result orientation, team orientation, stability and innovative and risk taking culture dimensions have a positive correlation with employee job satisfaction.

- The regression analysis made on the overall effect of organizational culture on employees' job satisfaction revealed a coefficient result of result orientation dimension of (β=0.542, P<0.01), implying a 54.2% increase in employee job satisfaction due to the change in the result orientation culture practices. This further entails that result orientation culture dimension has a positive relationship and significant effect on employee job satisfaction.

The team orientation regression coefficient result was defined with (β=-0.245, P<0.01), which infers that 24.50% of increase in employee job satisfaction is explained or justified by due to the changes in team orientation a culture dimension, and 75.5% increase on the variable is explained by other determinant factors,

- Innovative and Risk-taking culture dimension of the organization has a Beta coefficient with (β = 0.201, P>0.02). As the significance coefficient is greater than 0.01, the regression coefficient result of stability culture dimension is (β = .0461, P>0.01, as Sig .00). This implies that the stability culture dimension could only be able to explain the dependent variable with 4.61% which is insignificant.

5.2. Conclusions

Based on the research major finding the following conclusions are drawn.

- The major objective of this study was to examine the effects of the organizational culture on employee job satisfaction. With this objective in mind, a lot of descriptive statistical tools and multiple regression analysis were used. Accordingly, the regression analysis on the result-oriented culture showed insignificant affecting the employee job satisfaction. This was also inferred by the descriptive analysis and the employees job satisfaction inferred the existing gaps within the organization particularly the provision of autonomous power and employees in decision making practice and availability of spreading timely information to employees have reflected some inefficiencies in this area. Moreover, the position of the organization in terms of developing the employees capability was also depicted as a wider gap.

- With respect to team orientation culture, new and improved ways of doing works was not adopted in a continuous manner in the organization studies. In addition, innovation and risk-taking practices are not encouraged and rewarded as well. According to the employees' perception on the team orientation culture, there was variations in their level of understanding about what really employee need from their output. Hence, creating change, employee focus and organizational learning are the components of result orientation culture that need attention as existence of the organization relies on proactively responding to competitors and changes in the organizational environment. Hypothesis Testing (p,value) is significant since all are less than 0.05 satisfaction. Team orientation,

result orientation, stability, innovative and risk taking are respectively,.000,004.000,000, 002,

- Based on the descriptive statistical data, the team orientation culture had got a significantly favorable response and its low Beta value. However, while looking into its correlation matrix value, it was the lowest from the group and also repeated in the regression analysis i.e., the Beta coefficient was depicted insignificant effect on employee job satisfaction. And from this it can be deduced that there was a gap in the vertical and horizontal integration of the culture components of purpose and direction, goals and objectives and team orientation with the employee job satisfaction in urban food security and productive safety net.

- Thus, based on the findings of the study, it can be concluded that all of the variables of organizational culture (team orientation, innovation, stability and result orientation) are positively related with employee job satisfaction.

5.3 Recommendation

Based on the findings and conclusions drawn from the study, the researcher has identified and proposed the following recommendations:

1. The Office to give special attention to its organizational culture and ensure that it is aligned with employee satisfaction to ultimately achieve its strategic goal;

2. There should be appropriate inter departmental coordination in establishing effective organizational culture across the Office and within its staff; and

3. The management of the Office to promote teamwork and practice performance-based evaluation and rewarding system to encourage well performing employees and improve performances of other staff members.

5.4. Future Research Direction

This study dealt with the effect of organizational culture on employee job satisfaction team orientation, result orientation, stability, innovative and risk taking some. These variables predict 95.5% of variance. The remaining 4.5% of the variance is explained by variables which are not included in this study. Therefore, as far as the researcher is concerned, further research could target other variables such as aggressiveness, customer orientation and attention to detail which will significantly determine employee job satisfaction.

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APPENDIX

SAINT MARRY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MBA PROGRAM

A Survey on the Effect of Organizational Culture on Employee Job Satisfaction:

Questionnaire

Dear Participant, I am Addisalem Abebe a post graduate student at St. Mary's University. Currently, I am undertaking research to identify the effect of organizational culture on employee job satisfaction. The result of the study is believed to assist the case organization (Urban Food Security and Productive Safety net Office Arada sub city) by determining which type of organizational culture dimension has greater effect on employee job satisfaction and to adjust its focus on the most important organizational culture type.

This is to kindly request your feedback and valuable input to the study by completing the questionnaire attached herewith. Your participation in this survey is voluntary. The information you provide will be used only for the purpose of the study and will be kept strictly confidential. Please do not write your name or contact address on the questionnaire. Thank you in advance for your kind cooperation.

Part I.

Information about Demographic Data

➢ Sex   1. Male   2. Female

➢ Educational Qualification   1. Certificate   2. Diploma   3.BA/BSC   4.MA/MSC

                   5. PhD   6. If any, please specify _____

3. Year of service in the organization 1. 2-5 years   2.6-10 years   3. Above 10 years

Part II.

Opinion survey on the effect of organizational culture on employee job satisfaction

The general objective of the study is the effect of organizational culture on employee job satisfaction, As explained at the beginning, some of organizational culture dimensions are listed below, based on our objective and research question. You are kindly requested to indicate the degree to which you agree with the following statements concerning organizational culture by putting this (√) in the box on the following table provided.

Rating Scale: 1 = strongly disagree (SD) 2 = Disagree (D)   3 = Undecided/Neutral (N) 4 = Agree (A)   5 = strongly agree (SA)

No	Organizational culture dimensions	Rating Scale				
	Result oriented/outcome oriented	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	In our organization the outcome of confrontation will be better role clarity, improved problem solving, and willingness to deal with problem.					
2	The organization looks care full about the processes to be followed to get the necessary services					
3	The organization is on the way of using the available resources appropriately in fulfilling its employees' needs					
4	In our organization innovative or change is mainly initiated and implemented through highly result oriented individuals					
5	Individuals and teams are measured and rewarded according to how well goals are achieved.					
	Team Orientation					
6	In our organization employee are always working together to solve problem with team sprit					
7	people believe in working together collaboratively, preferring cooperation over competition towards common goals					
8	There is appropriate inter departmental co-ordination in service delivery					
9	Employees are cooperative in handling their customers affair					
10	This organization can be rated as team spirited and visionary					
	Innovation and risk taking					
11	Staffs of this organization are flexible and adaptable when changes are necessary					
12	Management of this organization is positive to communicate and accept innovative ideas					
13	Employees of this organization feel free to communicate new ideas with their top management					
14	In our organization employee are encourage for innovative approaches in solving problem					
15	Top management safeguards its employee at risky situation					
	Stability					
16	In our organization provision are made to extend short term and long term facilities to its employee and their families					
17	Our organization cares for the financial stability of its employee					
18	I can say that this organization is ready for change in order to satisfy its needy employee					
19	Staffs of this organization encourage new ideas and changes					
20	People in this organization are always looking for new ways to better serve clients and customers					

Part 3

Employee Job Satisfaction (dependent variable), For each of the following statements below, please tell us how you feel about your present job, what things are you satisfied with and what things you are not satisfied with. Please indicate a (√) mark the extent to which you believe each item is true with respect to your job. 1 = Strongly Disagree 2 = Disagree 3 = neutral 4 = Agree 5 = Strongly Agree

No	Question related to employee job satisfaction	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I definitely like my job					
2	I like my job better than the average workers do					
3	Most days, I am enthusiastic about my job					
4	I find real enjoyment in my job					
5	I feel fairly well satisfied with my job					