

EFFECT OF ORGANIZATION CULTURE ON EMPLOYEE PERFORMANCE IN ETHIOPIA

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ABSTRACT

This study examines the effect of Organization culture on employee performance within the administration department of Bule Hora University in Ethiopia. The research adopts an explanatory research design and employs a quantitative research approach. The target population comprises all employees working in the administration department of Bule Hora University. A sample size of 361 participants was selected using random sampling. Data was collected through structured surveys, which assessed various dimensions of Organization culture and employee performance indicators. The data analysis conducted in this study involves regression analysis to determine the relationship between Organization culture and employee performance. The findings reveal significant and positive effects of Organization culture on employee performance among Bule Hora University administration employees. Future research endeavors should consider expanding the scope to include other universities and organizations and incorporating qualitative methods to gain deeper insights into employees' experiences and perceptions.

Keywords: - Organization, culture, employee performance, administration

1. INTRODUCTION

Organization culture plays a pivotal role in shaping the behavior, attitudes, and performance of employees within an organization [77]. It encompasses the shared values, beliefs, norms, and practices that define the way an organization operates and interacts with its employees [81]. The impact of Organization culture on employee performance has gained significant attention from researchers and practitioners alike, as organizations recognize the vital role it plays in achieving their strategic objectives [1]. The concept of Organization culture goes beyond the physical and structural aspects of an organization. It encompasses the intangible aspects, such as the organization's mission, vision, leadership style, communication patterns, teamwork, and employee engagement. A strong and positive Organization culture fosters a sense of belonging, purpose, and alignment among employees, which can significantly influence their performance [2].

Research has shown that a positive Organization culture has a direct and indirect influence on employee performance [80]. A positive culture promotes employee motivation, job satisfaction, commitment, and loyalty, which in turn positively impact individual and team performance. Employees who feel valued, supported, and empowered by the Organization culture tend to be more engaged, innovative, and willing to go the extra mile to achieve Organization goals [3].

On the other hand, a negative or toxic Organization culture can have detrimental effects on employee performance [83]. A culture characterized by lack of trust, poor communication, excessive hierarchy, and resistance to change can lead to decreased employee morale, job dissatisfaction, and disengagement. This, in turn, can result in lower productivity, increased turnover, and a decline in overall Organization performance [4]. Understanding the relationship between Organization culture and employee performance is crucial for organizations aiming to create a positive and high-performing work environment. By identifying and nurturing a culture that aligns with Organization values and supports employee well-being and growth, organizations can enhance employee performance, productivity, and overall Organization success [5].

This study aims to explore the effect of Organization culture on employee performance. By examining the relationship between different dimensions of Organization culture (such as values, leadership style, communication, teamwork, and employee empowerment) and employee performance outcomes, valuable insights can be gained into the mechanisms through which culture influences performance [72]. In addition, this research will provide practical implications for organizations seeking to develop and sustain a positive and performance-enhancing culture [6]. Through a comprehensive review of existing literature and empirical analysis, this study aims to contribute to the understanding of the impact of Organization culture on employee performance [73]. By identifying the key factors and mechanisms at play, organizations can leverage this knowledge to create and maintain a culture that nurtures and enhances employee performance, leading to improved Organization outcomes [7].

1.1 Origin and concepts of Organization culture

The origin and concept of Organization culture can be traced back to the field of anthropology and sociology. The concept gained prominence in the field of Organization studies during the 1980s and has since become a significant area of research and practice [8]. Organization culture refers to the shared beliefs, values, attitudes, assumptions, and patterns of behavior that characterize an organization. It represents the unwritten rules and norms that guide how individuals within the organization interact, make decisions, and perceive their work environment [9]. The concept of Organization culture suggests that organizations develop their unique cultures over time through a combination of factors, including the organization's history, leadership style, industry, size, geographical location, and the collective experiences and attitudes of its members [10].

The origins of the concept can be traced to the works of early Organization theorists, such as Max Weber and Emile Durkheim, who emphasized the importance of social structures and norms within organizations. However, it was anthropologists, such as Clifford Geertz and Edgar Schein, who made significant contributions to the understanding of culture and its application in the Organization context [11]. Clifford Geertz, an anthropologist, defined culture as a system of shared meanings and symbols that shape social behavior. He argued that culture provides a framework for interpreting and understanding the world. Edgar Schein, a psychologist and Organization theorist, expanded on Geertz's work and applied it to organizations. Schein defined Organization culture as a set of basic assumptions and beliefs that are shared by members of the organization and influence their behavior [12]. Since then, numerous scholars and researchers have further developed the concept of Organization culture and explored its impact on various aspects of Organization life, such as employee behavior, Organization performance, and adaptation to change.

The study of Organization culture has practical implications as it helps organizations understand their values, norms, and underlying assumptions, and enables them to shape and manage their cultures to achieve desired outcomes [13]. Overall, the concept of Organization culture recognizes the significance of shared beliefs, values, and behaviors in shaping the identity, functioning, and

success of organizations. It provides a lens through which organizations can understand and manage their internal dynamics and create an environment that aligns with their goals and values.

1.2 Determinants of Organization culture

The “*Denison Model*” is a framework that examines Organization culture based on four key traits: Mission, Adaptability, Involvement, and Consistency [84].

Mission: The Mission trait focuses on the clarity and alignment of an organization's purpose, values, and goals. It assesses whether Organization has a shared understanding of the organization's mission and whether it guides their actions and decision-making. A strong mission trait involves a clear and compelling mission statement, a sense of direction, and a shared commitment to the organization's purpose [14].

Adaptability: The Adaptability trait refers to an organization's ability to respond and adapt to changing external environments and internal demands. It involves being open to change, embracing innovation, and continuously improving processes and practices. Organizations with a strong adaptability trait are flexible, responsive, and capable of adjusting their strategies and operations to meet evolving challenges and opportunities [15].

Involvement: The Involvement trait focuses on employee engagement and empowerment within the organization. It assesses the extent to which Organization are involved in decision-making, problem-solving, and the overall functioning of the organization. A strong involvement trait includes a participatory culture, where Organization is encouraged contributing their ideas, sharing feedback, and actively participating in shaping the organization's direction [16].

Consistency: The Consistency trait examines the degree of coherence and integration within an organization. It involves the alignment of systems, processes, and behaviors with the organization's values and goals. A strong consistency trait is characterized by clear and consistent communication, shared norms and behaviors, and the presence of systems and practices that reinforce desired behaviors and outcomes [16].

These four traits of the Denison Model provide a comprehensive framework for understanding and assessing Organization culture. By evaluating an organization's mission, adaptability, involvement, and consistency, the model offers insights into its strengths and areas for improvement, helping organizations develop a culture that supports their goals, fosters employee engagement, and enhances overall performance [18].

1.3 Origin and concepts of employee performance

The origin and concept of employee performance can be traced back to the field of management and Organization psychology. Employee performance refers to the level of productivity, effectiveness, and achievement demonstrated by an individual in their role within an organization [19]. The concept of employee performance emerged from the understanding that the success of an organization is heavily reliant on the contributions and capabilities of its employees. The performance of Organization directly impacts the achievement of Organization goals and objectives. Therefore, organizations have a vested interest in understanding and managing employee performance effectively [20]. Task performance refers to the extent to which an employee effectively completes the specific job tasks and responsibilities associated with their role. It involves achieving desired outcomes, meeting deadlines, and producing high-quality work [21].

Contextual performance, also known as Organization citizenship behavior, refers to the voluntary and discretionary actions that Organization take to support the organization beyond their formal

job requirements. This includes behaviors such as assisting colleagues, providing constructive input, and engaging in activities that contribute to the overall functioning and well-being of the organization [22]. Behavioral performance refers to the demonstration of desired behaviors and adherence to Organization values, norms, and policies. It involves aspects such as punctuality, professionalism, teamwork, and ethical conduct [23]. The concept of employee performance recognizes that performance is influenced by a combination of individual factors (such as skills, knowledge, abilities, and motivation) and contextual factors (such as Organization culture, leadership, and work conditions). Organizations employ various strategies and practices to enhance employee performance, including performance management systems, goal setting, feedback and coaching, training and development, and recognition and rewards [24].

1.4 Determinants of employees' performance

There are several models and frameworks that attempt to identify and explain the determinants of employee performance. One widely recognized model is the Job Characteristics Model (JCM), developed by Hackman and Oldham [25]. The JCM proposes that certain characteristics of a job can significantly impact employee motivation, satisfaction, and ultimately their performance. The five core job characteristics identified in the model are:

Skill Variety: The extent to which a job requires Organization to use a variety of different skills and abilities. Jobs that offer a range of tasks and challenges tend to enhance employee motivation and performance [26].

Task Identity: The degree to which an employee can see the outcome or end result of their work. When Organization has a clear understanding of how their tasks contribute to the overall objective, it promotes a sense of ownership and satisfaction, leading to improved performance [27].

Task Significance: The perceived importance and impact of a job on others or the organization as a whole. Organizations who perceive their work as meaningful and significant are more likely to be motivated and perform at a higher level [28].

Autonomy: The level of independence and decision-making authority Organization has in performing their job. Jobs that grant Organization autonomy to plan, execute, and assess their work tend to foster higher levels of motivation and performance [29].

Feedback: The extent to which Organization receive clear and timely feedback on their performance. Regular feedback enables Organization to assess their progress, make necessary adjustments, and experience a sense of accomplishment, which positively influences their performance [30].

Another model that provides insights into the determinants of employee performance is the **Expectancy Theory, developed by Victor Vroom**. According to this theory, employee performance is influenced by their beliefs about the relationship between effort, performance, and outcomes [31].

Expectancy: The belief that increased effort will lead to improved performance. When Organization believe that their efforts will yield desired results, they are more likely to exhibit higher performance levels [32].

Instrumentality: The belief that improved performance will result in desirable outcomes or rewards. Organization needs to perceive a clear link between their performance and the rewards or outcomes they value to be motivated to perform at a high level [33].

Valence: The value or desirability attached to the outcomes or rewards associated with performance. Organization are motivated to perform when they perceive the rewards as meaningful and aligned with their personal goals and needs [34].

Other models, such as the Social Exchange Theory, Self-Determination Theory, and Goal Setting Theory, also offer insights into the determinants of employee performance. These models emphasize factors such as social relationships, intrinsic motivation, goal clarity, and feedback as important determinants of performance [35].

1.5 Theoretical Foundation

Several theories and frameworks explore the relationship between Organization culture and employee performance.

Competing Values Framework (CVF): The Competing Values Framework, developed by Cameron and Quinn, proposes that Organization culture can be classified into four quadrants: Clan, Adhocracy, Market, and Hierarchy. Each quadrant represents different cultural values and norms that impact employee behavior and performance. The theory suggests that a balanced culture that integrates elements from all four quadrants tends to promote higher employee performance [36].

Social Exchange Theory: Social Exchange Theory suggests that employee performance is influenced by the social exchanges and relationships within an organization. When Organization perceives a positive and supportive Organization culture that fosters trust, reciprocity, and fairness, they are more likely to reciprocate with higher levels of performance and commitment [37].

Self-Determination Theory (SDT): Self-Determination Theory emphasizes the importance of employee autonomy, competence, and relatedness in fostering intrinsic motivation and performance. According to SDT, an organization culture that supports employees' need for autonomy, provides opportunities for skill development, and promotes positive social relationships can enhance employee performance [38].

Organization Support Theory (OST): Organization Support Theory posits that employees' perceptions of Organization support influence their performance. When Organization perceives that the organization values and supports their well-being, they are more likely to reciprocate by demonstrating higher levels of commitment, engagement, and performance [39].

Job Embeddedness Theory: Job Embeddedness Theory suggests that the extent to which Organization feel embedded in their organization and community influences their performance. Organization culture plays a vital role in creating a sense of belonging, connection, and support, which can enhance employee performance and retention [40].

High-Performance Work Systems (HPWS): The theory of High-Performance Work Systems suggests that a combination of HR practices, Organization culture, and employee involvement can lead to improved performance. An organization culture that supports teamwork, collaboration, continuous learning, and empowerment aligns with the principles of HPWS and can positively impact employee performance [41].

2. EMPIRICAL LITERATURE REVIEW

2.1 The relationship between mission and Organization performance

The relationship between an organization's mission and employee performance is crucial. A well-defined and compelling mission statement can positively impact employee performance in several ways. A clear mission statement provides Organization with a sense of purpose and direction. When

Organization understand and resonate with the organization's mission, they are more likely to feel motivated, engaged, and committed to their work. This sense of purpose can drive their performance and dedication to achieving the organization's goals [42]. A mission statement serves as a guide for setting goals and priorities within the organization. When Organization has a clear understanding of the mission, they can align their individual goals and efforts with the broader Organization objectives. This alignment helps Organization prioritize their tasks, make decisions, and allocate resources effectively, which can enhance their performance [43].

A mission statement provides a decision-making framework for employees. When faced with choices or challenges, Organization can refer to the organization's mission to guide their decision-making process. This ensures that their actions and choices are in line with the organization's purpose and values, which can lead to better performance outcomes [44]. A strong mission statement can contribute to higher levels of employee engagement and satisfaction. When Organization feel connected to the organization's mission and believe in its value, they are more likely to experience a sense of fulfillment and pride in their work. This emotional connection can positively impact their performance and productivity [45]. An organization with a clear and compelling mission is often attractive to potential Organization who shares the same values and aspirations. Organizations that align with the mission are more likely to be motivated and perform at a high level. Additionally, a strong mission statement can contribute to employee retention by fostering a sense of loyalty and commitment to the organization [46].

H1. There is statically significant in between the mission and Organization performance

2.2 The relationship between adaptability and Organization performance

The relationship between adaptability and employee performance is significant, especially in today's rapidly changing and unpredictable business environment. Adaptability allows Organization to be flexible and agile in their approach to work [47]. When Organization are open to new ideas, willing to learn, and embrace change, they can quickly adjust to shifting priorities, evolving market conditions, and new technologies. This flexibility enables them to be more responsive, proactive, and efficient in their work, ultimately enhancing their performance. Adaptability is closely linked to problem-solving and innovation. Organizations that are adaptable are more likely to approach challenges and obstacles with a creative mindset. They can think critically, generate innovative solutions, and adapt their strategies when faced with unexpected situations [48]. This ability to find creative solutions and embrace new approaches can contribute to improved performance outcomes. Adaptability involves a willingness to learn and develop new skills.

Organizations that are adaptable seek out opportunities for growth, proactively acquire new knowledge, and enhance their capabilities [49]. This continuous learning mindset allows them to stay updated with industry trends, acquire new skills and competencies, and apply their learning to their work. As a result, their performance is more likely to be of a higher standard. Adaptability is closely tied to resilience—the ability to bounce back from setbacks and cope with stress. In a fast-paced and dynamic work environment, Organization may face unexpected challenges, setbacks, or changes. Those who are adaptable can effectively manage stress, maintain their composure, and recover quickly from setbacks [50]. This resilience contributes to their overall well-being, productivity, and performance. Adaptability fosters collaboration and teamwork. Organizations that are adaptable are more likely to embrace diverse perspectives, work well with others, and adjust their communication and work styles to collaborate effectively. This adaptability strengthens team dynamics, promotes cooperation, and enhances overall team performance [51].

H2. There is statically significant in between the adaptability and Organization performance

2.3 The relationship between involvement and Organization performance

The relationship between employee involvement and performance is significant, as involvement can have a positive impact on various aspects of employee performance. When Organization are involved in decision-making processes and have a say in matters that affect their work, they tend to feel a higher sense of ownership and motivation. Involvement gives Organization sense of significance and recognition, leading to increased engagement with their work. Higher levels of motivation and engagement are often associated with improved performance outcomes [52].

Employee involvement promotes empowerment and autonomy. When Organization is involved in decision-making, they are given opportunities to exercise their judgment, take responsibility, and contribute their ideas and expertise. This empowerment and autonomy can enhance employees' confidence, job satisfaction, and performance by allowing them to use their skills and knowledge effectively [53]. Involvement provides Organization with opportunities for skill development and learning. When Organization is involved in projects, problem-solving, or decision-making, they gain exposure to new experiences, challenges, and learning opportunities. This continuous learning and skill development contribute to their growth and competence, positively impacting their performance [54]. Involvement encourages collaboration and teamwork. When Organization is involved in decision-making processes, they are more likely to collaborate with colleagues, share information, and work together to achieve common goals. This collaboration and teamwork facilitate knowledge sharing, innovation, and synergy, leading to improved performance outcomes [55]. Employee involvement plays a crucial role in facilitating Organization change and adaptability. When Organization is involved in change initiatives, they become more invested in the outcomes and are more likely to embrace and support the changes. Their involvement enhances their understanding of the reasons for change, reduces resistance, and helps them adapt to new processes or systems more smoothly, ultimately improving performance during times of change [56].

H3. There is statically significant in between the involvement and Organization performance

2.4 The relationship between consistency and Organization performance

Consistency in setting clear expectations and providing consistent feedback helps Organization understand what is expected of them. When Organization has a clear understanding of their roles, responsibilities, and performance standards, they can align their efforts accordingly [57]. Consistency in communication ensures that Organization have a clear direction, which enhances their performance by reducing confusion and uncertainty. Consistency in holding Organization accountable for their performance and behavior promotes fairness in the workplace. When Organization perceive that performance evaluations, rewards, and disciplinary actions are consistently applied, they are more likely to trust the evaluation process [58]. This perception of fairness and consistency fosters a positive work environment, boosts morale, and motivates Organization to perform at their best.

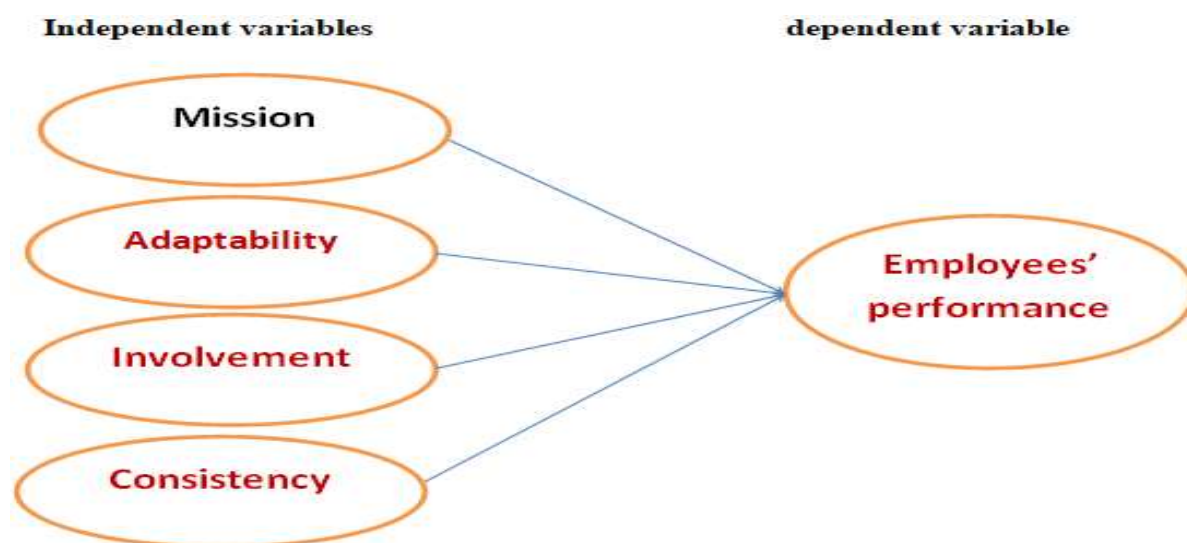
Consistency in maintaining high-quality standards is essential for employee performance. When expectations for quality are consistently upheld, Organization understands the importance of delivering work that meets or exceeds those standards. This consistency creates a culture of excellence; where Organization strives for quality in their work, leading to improved performance outcomes [59]. Consistency in processes and procedures improves efficiency and effectiveness. When Organization follows consistent workflows and standardized procedures, they can work more efficiently, reduce errors, and enhance productivity. Consistency in how tasks are performed

ensures that Organization can focus on their core responsibilities, rather than constantly adapting to new or changing processes, leading to improved performance [60].

Consistency builds trust and confidence in the workplace. When Organization observes consistent behavior and decision-making from their leaders and colleagues, they develop trust in the organization and its processes. This trust creates a positive work environment where Organization feels supported and confident in their abilities. When Organization have trust and confidence, they are more likely to take risks, innovate, and perform at higher levels [61].

H4. There is statically significant in between the consistency and Organization performance

Conceptual frame work



3. RESEARCH METHODOLOGY

The researcher employed a descriptive research design, which falls under the quantitative research approach. The target population consisted of 3,751 administrations Organization from Public sector in Ethiopia. The sample size was determined using the Yemane (1967) formula, resulting in a sample of 361 participants.

Data analysis involved regression and correlation analyses to examine the relationship between variables and assess the strength and direction of the relationship. Data was collected using a cross-sectional design, meaning it was collected at a single point in time. Random sampling was used to ensure the sample was representative of the target population. The statistical software SPSS (Statistical Package for the Social Sciences) was utilized for data analysis, as it provides various statistical tools and tests commonly used in social science research.

3.1 Data Analysis and Interpretation

Table 1. Reliability Statistics for each variable

	Cronbach's Alpha if Item Deleted
Mission	.765
Adaptability	.768
Involvements	.814
Consistency	.790
Employees performance	.756

Source: SPSS 26 version output of the survey, 2024

Table 1 shows the reliability statistics for each variable in the survey. The reliability of each variable is assessed using Cronbach's Alpha coefficient, which measures the internal consistency or reliability of a scale. The values listed below each variable represent the Cronbach's Alpha coefficient if that specific item was deleted from the scale. These coefficients indicate the internal consistency of each variable. Higher values of Cronbach's Alpha generally suggest greater reliability, indicating that the items within each variable are measuring the intended construct consistently.

4. CORRELATION MATRIX OF DEPENDENT AND INDEPENDENT VARIABLES

Table 2. Correlation Matrix of Dependent and Independent Variables

Correlations		Mission	Adaptability	Involvement	Consistency	Employees performance
Mission	Pearson Correlation	1	.829**	.182**	.828**	.593**
	Sig. (2-tailed)		.000	.001	.000	.000
	N	361	361	361	361	361
Adaptability	Pearson Correlation	.629**	1	.652**	.624**	.661**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	361	361	361	361	361
Involvement	Pearson Correlation	.182**	.652**	1	.027	.411**
	Sig. (2-tailed)	.001	.000		.733	.000
	N	361	361	361	361	361
Consistency	Pearson Correlation	.828**	.624**	.027	1	.447**
	Sig. (2-tailed)	.000	.000	.633		.000
	N	361	361	361	361	361
Employees Performance	Pearson Correlation	.593**	.761**	.511**	.447**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	361	361	361	361	361

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

Source: Own Survey Data of 2024

Table 2 presents the correlation matrix of the dependent variable (Employees Performance) and independent variables (Mission, Adaptability, Involvement, and Consistency). The correlations are calculated using Pearson's correlation coefficient. Mission and Adaptability: There is a strong

positive correlation ($r = 0.829$, $p < 0.01$) between Mission and Adaptability. Mission and Involvement: There is a weak positive correlation ($r = 0.182$, $p < 0.01$) between Mission and Involvement. Mission and Consistency: There is a strong positive correlation ($r = 0.828$, $p < 0.01$) between Mission and Consistency. Mission and Employees Performance: There is a moderate positive correlation ($r = 0.593$, $p < 0.01$) between Mission and Employees Performance. Adaptability and Involvement: There is a strong positive correlation ($r = 0.652$, $p < 0.01$) between Adaptability and Involvement. Adaptability and Consistency: There is a strong positive correlation ($r = 0.624$, $p < 0.01$) between Adaptability and Consistency.

Adaptability and Employees Performance: There is a strong positive correlation ($r = 0.761$, $p < 0.01$) between Adaptability and Employees Performance. Involvement and Consistency: There is a weak positive correlation ($r = 0.027$, $p > 0.05$) between Involvement and Consistency. Involvement and Employees Performance: There is a moderate positive correlation ($r = 0.511$, $p < 0.01$) between Involvement and Employees Performance. Consistency and Employees Performance: There is a strong positive correlation ($r = 0.447$, $p < 0.01$) between Consistency and Employees Performance. All correlations mentioned above are statistically significant at the 0.01 level (2-tailed), except for the correlation between Involvement and Consistency, which is not statistically significant. This correlation matrix provides insights into the relationships between the variables, indicating the strength and direction of their associations.

Table3. Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Mission	.190	4.267
	Adaptability	.244	3.106
	Involvements	.566	2.768
	Consistency	.453	1.209

Source: Own computation using SPSS 26 version of the survey, 2024

Table 3 presents the collinearity statistics for the variables included in the model. Collinearity refers to the degree of correlation between independent variables in a regression model. It is assessed using two metrics: tolerance and the variance inflation factor (VIF). The tolerance value indicates the proportion of variance in an independent variable that is not explained by other independent variables. A tolerance value close to 1 suggests low collinearity, while a value close to 0 indicates high collinearity. The VIF is the reciprocal of the tolerance and measures the extent to which the variance of an independent variable is inflated due to collinearity. A VIF value greater than 1 indicates the presence of collinearity, with higher values suggesting a stronger correlation.

Mission: The tolerance is 0.190, indicating a moderate degree of collinearity ($1 / 0.190 = 5.263$). The VIF is 4.267, suggesting moderate collinearity. Adaptability: The tolerance is 0.244, indicating a moderate degree of collinearity ($1 / 0.244 = 4.098$). The VIF is 3.106, suggesting moderate collinearity. Involvement: The tolerance is 0.566, suggesting low collinearity ($1 / 0.566 = 1.767$). The VIF is 2.768, indicating moderate collinearity. Consistency: The tolerance is 0.453, suggesting low collinearity ($1 / 0.453 = 2.206$). The VIF is 1.209, indicating low collinearity. Based on these collinearity statistics, there is some degree of collinearity between the independent variables Mission, Adaptability, and Involvement. However, the level of collinearity is not severe enough to cause significant concerns. The variable Consistency shows low collinearity with the other variables.

Table 4. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. Change	F	Durbin-Watson
1	.886 ^a	.941	.884	2.07627	.000		1.981
Predictors: (Constant), mission, adaptability, involvement, consistency							
Dependent Variable: employees performance _b							

Table 4 presents the results of the autocorrelation test for the model. Autocorrelation refers to the correlation between the residuals (or errors) of a regression model at different points in time. The Durbin-Watson statistic is commonly used to test for autocorrelation. The coefficient of multiple determination (R) is 0.886, indicating a strong positive correlation between the predicted values and the observed values of the dependent variable (employees performance). The coefficient of determination (R Square) is 0.941, indicating that approximately 94.1% of the variance in the dependent variable can be explained by the independent variables (mission, adaptability, involvement, and consistency).

The adjusted R Square is 0.884, which takes into account the number of predictors in the model and adjusts the R Square value accordingly. It provides a more conservative estimate of the model's explanatory power. The standard error of the estimate is 2.07627, which represents the average distance between the observed values and the predicted values of the dependent variable. It is a measure of the model's accuracy. The significance value for the F Change test is 0.000, indicating that the overall regression model is statistically significant. Durbin-Watson: The Durbin-Watson statistic is 1.981.

The Durbin-Watson test is used to detect the presence of autocorrelation in the residuals. A value close to 2 suggests no autocorrelation, while values significantly different from 2 indicate the presence of autocorrelation. In this case, the value of 1.981 suggests that there is no significant autocorrelation present. Based on these results, the regression model shows a strong relationship between the independent variables (mission, adaptability, involvement, and consistency) and the dependent variable (employees' performance). The model has a high explanatory power, as indicated by the high R Square value. Additionally, there is no significant autocorrelation detected in the residuals, as indicated by the Durbin-Watson statistic.

Table 5. ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10451.363	6	1741.894	404.067	.000 ^b
	Residual	1340.690	311	4.311		
	Total	11792.053	317			
a. Dependent Variable: employees performance						
b. Predictors: (Constant), mission, adaptability, involvement, consistency						

Source: Own Survey Data of 2024

Table 5 presents the results of the analysis of variance (ANOVA) for the regression model. ANOVA assesses the overall significance of the regression model by comparing the variability explained by the model (regression sum of squares) to the unexplained variability (residual sum of squares). The regression sum of squares is 10451.363. This represents the variability in the dependent variable (employees performance) explained by the independent variables (mission, adaptability, involvement, consistency). The degrees of freedom (df) for the regression model is 6. The residual

sum of squares is 1340.690, which represents the unexplained variability in the dependent variable after accounting for the regression model.

The degrees of freedom for the residual are 311. The total sum of squares is 11792.053, which represents the overall variability in the dependent variable. The degrees of freedom for the total are 317. The mean square is calculated by dividing the sum of squares by its corresponding degrees of freedom. For the regression, the mean square is 1741.894, and for the residual, it is 4.311. The F-statistic is calculated by dividing the mean square of the regression by the mean square of the residual. In this case, the F-statistic is 404.067. The significance value (p-value) associated with the F-statistic is 0.000. This indicates that the overall regression model is statistically significant.

Table 6. Regression Coefficient Analysis for employees Performance

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-7.808	1.084		.000
	Mission	.529	.054	.294	.000
	Adaptability	.702	.061	.285	.000
	Involvements	.208	.038	.157	.027
	Consistency	.256	.053	.203	.000

Table 6 presents the results of the regression coefficient analysis for the dependent variable (employee's performance) and the independent variables (Mission, Adaptability, Involvement, and Consistency). The constant term is -7.808. This represents the estimated average value of the dependent variable (employees performance) when all independent variables are zero or not applicable. In this case, it indicates the baseline performance level of employees. The coefficient for Mission is 0.529. This indicates that, on average, a one-unit increase in Mission is associated with a 0.529 increase in the dependent variable (employee's performance). The standardized coefficient (Beta) is 0.294, which represents the standardized effect size of Mission on the dependent variable.

The coefficient for Adaptability is 0.702. This suggests that, on average, a one-unit increase in Adaptability is associated with a 0.702 increase in the dependent variable (employee's performance). The standardized coefficient (Beta) is 0.285, indicating the standardized effect size of Adaptability on the dependent variable. The coefficient for Involvement is 0.208. This implies that, on average, a one-unit increase in Involvement is associated with a 0.208 increase in the dependent variable (employee's performance). The standardized coefficient (Beta) is 0.157, representing the standardized effect size of Involvement on the dependent variable. The coefficient for Consistency is 0.256.

This suggests that, on average, a one-unit increase in Consistency is associated with a 0.256 increase in the dependent variable (employee's performance). The standardized coefficient (Beta) is 0.203, indicating the standardized effect size of Consistency on the dependent variable. The standard errors of the coefficients measure the precision of the estimated coefficients, and the significance values (Sig.) determine whether the coefficients are statistically different from zero. In this case, all coefficients have a significance value of 0.000, indicating that they are statistically significant. These results suggest that Mission, Adaptability, Involvement, and Consistency are all positively associated with employees' performance. Additionally, the standardized coefficients (Beta) provide a measure of the relative importance of each independent variable in contributing to the dependent variable.

5. CONCLUSION

In conclusion, this study examined the effect of Organization culture on employee performance within the administration department of Bule Hora University in Ethiopia. The findings highlight the significant influence of Organization culture on employee performance outcomes. The results of the regression analysis indicated a positive and significant relationship between Organization culture and employee performance. This suggests that a positive and supportive culture within the university's administration department contributes to improved employee performance. Employees who perceive a culture that aligns with their values, embraces effective communication, fosters teamwork, and provides opportunities for growth and development are more likely to exhibit higher levels of performance.

These findings have important implications for the university's administration department and other organizations in similar contexts. Creating and nurturing a positive Organization culture can enhance employee motivation, job satisfaction, and commitment, leading to improved performance outcomes. It is crucial for leaders and managers to recognize the role of culture in shaping employee behavior and actively cultivate a culture that aligns with Organization values and supports employee well-being.

However, it is important to acknowledge that this study focused solely on the administration department of Bule Hora University. Therefore, caution should be exercised when generalizing the findings to other departments or institutions. Future research should consider expanding the scope to include a broader range of universities and organizations to validate and strengthen the findings. Additionally, incorporating qualitative methods such as interviews or focus groups could provide deeper insights into employees' experiences and perceptions of Organization culture and its impact on performance.

In summary, this study contributes to the growing body of knowledge on the relationship between Organization culture and employee performance. The findings underscore the importance of cultivating a positive culture within organizations and provide a foundation for developing strategies to enhance employee performance. By prioritizing and investing in a supportive Organization culture, organizations can create an environment that fosters employee engagement, satisfaction, and productivity, ultimately leading to improved overall Organization performance.

Theoretical Implications: This study contributes to the existing theoretical literature on the relationship between Organization culture and employee performance. By examining the specific context of the administration department at Bule Hora University in Ethiopia, it adds empirical evidence to support the theoretical understanding that Organization culture significantly influences employee performance outcomes. The findings validate and extend previous research that has demonstrated the importance of a positive and supportive culture in fostering employee motivation, job satisfaction, and commitment. Additionally, the study highlights the specific dimensions of Organization culture that have a significant impact on employee performance, such as values alignment, effective communication, teamwork, and opportunities for growth and development.

Practical Implications: The findings of this study have practical implications for organizations, particularly in the higher education sector. By recognizing the influence of Organization culture on employee performance, administrators and leaders at Bule Hora University can take proactive steps to create and maintain a positive culture within the administration department. This may involve aligning Organization values with employee values, improving communication channels, fostering teamwork and collaboration, and providing opportunities for employee growth and development. Implementing these practices can enhance employee motivation, job satisfaction, and commitment,

leading to improved performance outcomes. Furthermore, the study provides a framework for other organizations in similar contexts to assess and enhance their own Organization culture to optimize employee performance.

Managerial Implications: For managers and leaders within the administration department of Bule Hora University and other organizations, understanding the impact of Organization culture on employee performance is crucial. By recognizing the role of culture in shaping employee behavior and performance, managers can proactively shape and manage the culture within their department or organization. This may involve fostering a positive work environment, promoting open and effective communication, facilitating teamwork and collaboration, and providing opportunities for employee growth and development. Investing in creating a supportive and positive culture can lead to higher employee engagement, increased job satisfaction, and improved overall departmental or Organization performance. Managers can also use the findings of this study to assess their own department's culture and identify areas for improvement to enhance employee performance.

In summary, the theoretical implications of this study contribute to the existing literature by validating and extending the understanding of the relationship between Organization culture and employee performance. The practical implications provide guidance for organizations, specifically in the higher education sector, to create and maintain a positive culture that enhances employee performance. The managerial implications emphasize the role of managers and leaders in shaping and managing the Organization culture to optimize employee performance.

LIMITATION AND FUTURE DIRECTION

Limitations:

This study focused on the administration department of Bule Hora University and utilized a sample size of 361 participants. While efforts were made to ensure the sample's representativeness through random sampling, the findings may not be fully generalizable to other departments or organizations. Future research should aim to include larger and more diverse samples to enhance the generalizability of the findings. This study employed a quantitative research approach using structured surveys to collect data. While this approach provides valuable insights into the relationship between Organization culture and employee performance, it may not capture the full complexity and richness of employees' experiences and perceptions. Future research should consider incorporating qualitative methods, such as interviews or focus groups, to gain deeper insights and a more comprehensive understanding of the mechanisms through which Organization culture influences employee performance.

The study utilized a cross-sectional design, which captures data at a specific point in time. This limits the ability to establish causal relationships between Organization culture and employee performance. Future research could employ longitudinal designs to assess the changes in both Organization culture and employee performance over time, providing a more robust understanding of the relationship.

Future Directions:

To enhance the generalizability of the findings, future research could conduct comparative studies across different universities or organizations within the same sector. Comparing the impact of Organization culture on employee performance across diverse contexts can provide valuable insights into the universality or context-specific nature of the relationship. While this study examined the direct relationship between Organization culture and employee performance, future research could delve deeper into the mediating and moderating factors that influence this

relationship. For example, factors such as leadership styles, Organization structure, or individual characteristics may moderate or mediate the impact of Organization culture on employee performance.

Incorporating qualitative research methods, such as interviews or focus groups, can provide a more in-depth understanding of employees' experiences and perceptions of Organization culture. This can shed light on the underlying mechanisms through which culture influences employee performance and provide rich insights for Organization leaders and managers. Conducting longitudinal studies that observe changes in both Organization culture and employee performance over time can provide a more comprehensive understanding of the relationship. This can help identify the long-term effects of Organization culture on employee performance and inform strategies for sustaining a positive culture.

Organizations are comprised of various levels, such as departments, teams, and individuals. Future research could adopt a multi-level analysis to examine how Organization culture influences employee performance at different levels within the organization. This can provide insights into the contextual factors that shape the relationship and inform targeted interventions for performance improvement.

By addressing these limitations and exploring these future directions, research on the effect of Organization culture on employee performance can continue to evolve, providing valuable insights for organizations to create positive work environments that enhance employee performance and overall Organization success.

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