



JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

**EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL
PERFORMANCE: INCASE OF SUNSHINE CONSTRUCTION PLC**

BY
KALEAB MESFIN

January, 2021
ADDIS ABABA, ETHIOPIA

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PERFORMANCE: IN CASE OF SUNSHINE CONSTRUCTION PLC**

*A Thesis Submitted to the School of Graduate Studies of Jimma University in
Partial Fulfillment of the Requirement for the Award of the Degree of Master of
Business Administration (MBA)*

BY

KALEAB MESFIN ENGIDA



**JIMMA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF
GRADUATE STUDIESB MBA PROGRAM**

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CASE OF SUNSHINE CONSTRUCTION PLC**

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JIMMA UNIVERSITY
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DECLARATION

I declare that the Research Report entitled "**Effect of Organizational Culture on Organizational Performance Case of Sunshine Construction plc.**" submitted to Research and Postgraduate Studies' Office of Business and Economics College is original and it has not been submitted previously in part or full to any University.

27 November 2020

CERTIFICATE

We certify that the Research Report entitled "**Effect of Organizational Culture on Performance in Case of Sunshine Construction Plc.**" was done by Mr. **Kaleab Mesfin** for the partial fulfillment of Masters Degree under our Supervision.

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Acronyms

ANOVA:	Analysis of Variance
OC:	Organizational Consistency
DOCS:	Denison Organization Culture Survey
HRM:	Human Resource Management
SPSS:	Statistical Package for Social Science
OM:	Organizational Mission
INV:	Involvement Cultural Trait
IBP:	Internal Business Process
FIN:	Financial Performance Indicator
CUS:	Customer Service/Satisfaction
AI:	Adaptability and Innovativeness Cultural Trait
OP:	Organizational Performance
PLC:	Private Limited Company
TQM:	Total Quality Management
BPR:	Business Process Reengineering
RIO:	Return on Investment
BSC:	Balanced Score Card
INL:	Innovation and Learning
KPI:	Key Performance Indicator
EFQM:	European Foundation for quality Measurement

Abstract

The relationship between organizational culture and performance has engaged the attention of researchers for many years. However, majority of the studies on organizational culture and performance have concentrated on developed countries. The main purpose of this study is to examine the Effect of organizational culture on the performance at Sunshine construction PLC. The study used adopted Mugure and Doris Model, due to its integrative nature as well as its emphasis on both internal and external factors. The study used explanatory research design. All the variable items for organizational culture and performance were measured using five-point Likert scale. The data had been gathered using through structured questionnaire from 122 permanent employees of Sunshine Construction PLC. The collected data were analyzed using statistical package for social Science (SPSS) version 20. Descriptive statistics/frequency distribution and tables were used. The study concludes that there is strong positive correlation between culture and organizational performance at Sunshine construction PLC. The study also concludes that there is a positive relationship between Organizational Consistency, Organizational Mission, Involvement and Adaptability culture trait and organizational performance. The study recommends that Sunshine construction PLC should create a dialogue throughout the organization that will identify what their core value is and how it is linked to creating value for their customers. Include values, ideology and culture as a regular part of training. Finally, expanding the study to include other culture traits would give more direction to the company and the sector. Further, the study was a case study of only Sunshine construction PLC, including other construction firms would be welcome. Moreover, organizational culture is highly dynamic, studies in other time zones and sectors would provide empirical evidence to further ground the theory.

Key words: Organizational culture, Organizational Performance, Sunshine Construction PLC.

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CHAPTER ONE

1. INTRODUCTION

In this chapter gives a brief description of background of the study and organization. And the chapter also includes statement of the problem general and specific objectives the research questions and limitation and scope of the study.

1.1. Background of the study

As far back as a century ago, consultants and scholars were giving increased attention to the systematic study of management. Although most attention was initially on physical working conditions, principles of administration, and industrial engineering principles, by the 1940's the focus had broadened to include the essential human factors. This gave stimulus to research dealing with individual attitudes, groups dynamics, and the relationships between managers and workers, which we can refer as organizational culture.

The field of organization behavior focuses on applications that can make real difference in how organizations and people in them perform. Outcome variables studied by researchers, for example include task performance, job satisfaction, job involvement, and turnover. It is in this sense that organization behavior is an applied social science that can ultimately help to improve the performance of organizations and the effectiveness of their workers.

The importance of organizational culture in establishing competitive advantage for business firms and its influence on organizational performance has been documented in literature (Yesil & Ayab, 2013). Most organizational scholars and observers now recognize that Organizational Culture has a powerful effect on the performance and long-term effectiveness of organizations. They state that it is highly difficult to find a single highly successful company, one that is recognized leader in its industry, that doesn't have a distinctive, readily identifiable, organizational culture (Cameron & Quinn, 2016).

More specifically, Organizational Culture represents a perception the organization's member hold in common (Person, 2015) and it also leads an organization and its activities, shaping the

way employees think, work and how they feel. However, Organizational Culture is dynamic and complex. Due to this dynamic nature and inconclusive results found in different studies about impact of Organizational Culture on performance of business firms, the importance of its study increased (Garvic, et. al. 2016).

The concept of organizational culture and its influence on performance has gained a lot of tractions since the 1980s when Japanese companies known for their strong and cohesive culture, made a boom with their productivity and began to suppress Western companies (Gavric, et al. 2016). Where Western companies then focused on functional effects of individuals, Japanese companies incorporated elements of flexibility, adaptability, and teamwork to achieve huge successes. Since then, several models for exploring the link between organizational culture and firm performance have been proposed.

Researchers developed and used different model in order to understand the influence Organizational Culture has on the performance of business organizations. Since Mugure and Doris model provides organizations with an easy-to-interpret, business-friendly approach to performance improvement based on sound research principles and have been deployed successfully in thousands of organizations around the world in a wide variety of situations, from Strategic Alignment to Mergers & Acquisitions to Transformation & Turnaround to New Leader Transitions this study used Mugure and Doris model which asserts four general dimensions namely Consistency, Mission, Adaptability and Involvement.

Moreover, the model is behaviorally based, designed and created within the business environment and it uses business language to explore business-level issues. It is also linked to bottom-line business results is fast and easy to implement this makes the model applicable to all levels of the organization.

Several empirical studies have been conducted to understand the influence of Organizational Culture on performance of business organizations. Cheng, Wong and Lam (2012) while studying the relationship between Organizational Culture and performance of construction organization in Hong Kong, showed that innovation was found to be the most pivotal cultural factor, apparently for its decisive role in supporting creativity. Thus, proper recognition should be an integral part of performance evaluation. Another study made in China by Zhao, Teng and Wu (2018),

suggests that corporate culture promotion is negatively related to firm market value, positively related to innovation output and not significantly related to firm financial performance.

In Nigeria a study conducted by Olanipekun, Aje and Abiola-Falemu (2013), on the effect of Organizational Culture on the performance of quantity surveying firms reveals that Organizational Culture exerts influence on the performance of the firms in the area of reward, stability, and competitiveness and performance orientation. And the researchers conclude that the quantity surveying firms can be more efficient and achieve sustainable performance.

In Kenya, a study by Wangui and Mbugua (2017), on relationship between Organizational Culture and performance of real estate companies in Kenya, reveals that adaptability, employee involvement, organization consistency and organizational mission all influenced performance of real estate companies.

In Ethiopia, a study by Rahma (2016), on the effect of Organizational Culture on organizational effectiveness with special reference to ERCA, shows that the predictive value of the four traits on the four indicators of organizational effectiveness of ERCA on employee satisfaction and organizational commitment. These studies have made significant contributions to their lines of research and shaped research agenda. However, there lacks research made on effect of Organizational Culture on performance of construction firms in Ethiopia. Moreover, the studies suggest inconclusive result on the effect of Organizational Culture on performance. Ahmet & Salih affirms this they said that although numerous studies have been conducted to explore the relationship between organizational culture and performance, empirical findings seem to be mixed and inconclusive (2013). Thus, in this research an attempt is made to further investigate the impact of organizational culture on the Organizational performance of Sunshine construction plc.

1.2. Background of the Organization

Construction industry makes significant contributions to the socio-economic development process of a country. Its importance originates largely from the direct and indirect impact it has on all economic activities. It is noted that about one-tenth of the global economy is dedicated to constructing and operating homes and offices (UNEP, 1996). The construction industry employs large unskilled labor. Throughout the developing world, the majority of employees in the

industry are unskilled. The construction industry contributes to economic activity through generation of revenue for government from corporate income taxes of companies, the rental income, sales tax, capital gain tax and employee's income tax from those employed in the construction industry.

However, the construction industry faces challenges with regards to cost, time and quality. With all these and many other challenges the industry is going forward and contributing for the GDP of the country. The employment opportunity it provides is another contribution it is giving. Subsequently, the failure of such an industry significantly affects the country's economy. Due to the above facts studies made on the performance of such an industry has a lot to contribute.

Sunshine Construction Company is one of the leading construction companies which are involved in road and building construction in Ethiopia. According to the company's web site Sunshine Construction Plc. was founded in 1984, as a sole proprietorship and later in 1993 transformed into a private limited company. In the early years of its establishment, the company had started to engage itself in minor construction and water proofing works with less than ten employees. Currently the company has over 6000 employees and the 34 years milestone career of the company enabled it to build a reliable capacity and exhibit practical excellence in the construction sector with a project delivery track record of 984 kilometers of road projects, 427 residential houses and 3254 apartments (Sunshine Investment Group, 2018).

Bole Beshale Real Estate Project is a major real estate development project that plans to construct 1785 house and 308 apartment buildings in 10 years with planned budget of 515,089,544 55 birr. The project commenced in October 2011 and plans to be completed by March 2020 where April progress report indicates that 95.3 % of the work is going according to project plan (Bole Beshale Report, 2019)

Sunshine construction has attained a prestigious role position at the helm of the sector and become a bloodline to the establishment of other businesses and philanthropic entities under Sunshine Investment Group. As well seen in the above the company is growing since its establishment and contributing to the country's economy in many ways.

1.3. Statement of the problem

Globally, over the past 20 years, business organizations have been faced with increased level of turbulence and unpredictability both within and without the organizations (Ngara, 2018). Business environment has been characterized by entry of new aggressive competitors in the marketplace alongside the growing sophistication of customers and the greater and more efficient use of information technology (Zakari, Poku, & Owusu-Ansah, 2013). Due to this fact companies are exposed to highly competitive pressures. Construction companies in Ethiopia will not be out of the hook.

In order to have competitive advantage and better performance organizations tried different means both globally and locally. Among the methods restructuring, merger, re-engineering and implementing total quality management are found. However, companies still need to improve their performance level. To improve their performance and gain competitive edge organizations should give due emphasis for organizational culture. For culture is central to all aspects of organizational life as organizational culture forms the integrative means of regulating the behavior of organization's members and permeates all its activities, as a specific catalyst for growth and development of the organization (Gavric, Sormaz, & Ilic, 2016). Culture is often conceived as intangible, difficult to understand and worthy of focus only if there is time. However, the ability to identify the culture traits of an organization provides a platform for better understanding of the operations of the organization for a better performance. (Zakari, Poku, & Owusu-Ansah, 2013).

Most of the times organizational culture issues considered non-essential and attention are given for tangible resources in business organizations. Moreover, the quantitative studies that have been conducted on organizational culture have generally been performed in the developed countries and very little has been done in developing countries such as Ethiopia, especially in the construction industry. Moreover, the studies conducted in this area show inconclusive results. The above three points were among the reasons to initiate this study. Thus, this research tries to fill both the study area gap and conceptual gap.

Other reason which initiate to make the study on sunshine construction was the growth sunshine shows in the last twenty-five years. As we have discussed earlier the company significantly changed from a small proprietorship to a big business groups which have different business

sectors. But nothing was said about the Performance-Culture relationship which contributes for such growth and change.

This study adopted the Mugure and Doris model which was based on Denison model to broaden the evaluation of the effect of organizational culture on performance at Sunshine construction plc. by measuring organizational culture from both the internal perspective and external perspective. This would give a more complete view of the effect of organizational culture on performance. Further, cultural traits in themselves are highly dynamic and are shaped by a series of continuously changing interactions between complex factors within and without the organization. The study sought to investigate the effect of organizational culture (involvement, consistency, adaptability and mission) on performance of (measured by financial, customer satisfaction, internal business process and learning) at Sunshine construction plc.

1.4. Objective of the study

1.4.1. General objective

The purpose of the study was to examine the Effect of organizational culture on the performance at Sunshine construction plc.

1.4.2. Specific objectives of the study

The study specifically attempts to:

- To examine the Effect of Organizational Consistency on performance of Sunshine construction PLC.
- To evaluate the Effect of Involvement culture trait on performance of the firm.
- To examine the Effect of Organizational Mission on performance of Sunshine construction PLC.
- To analyze the Effect of Adaptability culture trait on the performance of the firm.

1.5. Research Questions

The study was guided by the following research questions;

- What is the influence of Organizational Consistency culture trait on organizational performance at Sunshine construction PLC?

- What is the effect of Organizational Mission culture trait on organizational performance at Sunshine construction PLC?
- What is the influence of Involvement culture trait on organizational performance at Sunshine construction PLC?
- What is the effect of Adaptability culture trait on organizational performance at Sunshine construction PLC?

1.6. Significance of the Study

The study would be of important to managers and decision makers of the company in particular and the industry in general, by revealing the major Organizational Cultural traits which significantly influence organizational performance. This would be important in providing strategies for enhancing those traits with positive effects while eliminating the effects of those traits with negative impacts. It also would be useful for those companies involved in similar industry. Moreover, the findings of the study go a long way in providing the much-needed empirical evidences in the field of organizational culture.

Data collected and obtained during the study would be beneficial to various learning institutions especially Human Resources Managers and Public Administration Officers acting as a center of acquiring knowledge on organizational cultural and its impacts on organizational performance. Finally, this research also serves as a reference for researchers who are interested to conduct a research on the topic and is helpful for others to conduct such practical researches.

1.7. Limitation of the study

This study has a number of limitations. One, most of the information were questionnaire-based; so, questions that required a good memory are vulnerable to recall bias. Moreover, the study findings cannot be generalized about the entire construction companies in Ethiopia; because, the study was only emphasized in the employees working in Sunshine Construction PLC head office. Further, some respondents to fill and return the questionnaires on time was one limitation in this study.

Administrating similar studies in other companies and extending them to other stakeholders within the construction supply chain are therefore suggested. Finally, the reported study deals with a construction specific situation with construction organizations as subjects, and may not be generalizable.

1.8. Scope of the Study

Like any other research work the study had its own limitation interns of scope, geography and data. The conceptual scope was limited to the independent and dependent variables and methodologically the research used explanatory research method. The study was limited to investigating the effect of Organizational Culture with respect to Consistency, Mission, Involvement and Adaptability. Organizational performance was investigated with respect to financial performance, customer satisfaction, internal business process and learning. Geographically, the study dealt with Sunshine construction PLC head office in Addis Ababa. Data collection was conducted between March20, 2020 and April 20, 2020. The study methodology was also confined to descriptive.

1.9. Organization of the Paper

This work was divided into five chapters. The first chapter was an introduction of the study. It presented the background, purpose, research questions, and limitation in this study. Chapter two discussed about the organizational culture theories and empirical studies which contain organizational culture and its effect on performance of the firms' reflections. The third one was about the research methodology. In chapter four, critical discussion according the collected data and the presentation of all data collected were made. Finally, a conclusion and recommendation of the study were made including for further study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Theoretical Literature

2.1.1 What is Culture?

According to John R. Schermerhorn and James Hunt (2000), organization Culture is the system of shared actions, values, and beliefs that develops within an organization and guides the behavior of its members. They also state that as no two individual personalities are the same, no two organizational cultures are identical.

Organizational Culture is also defined as shared philosophies, ideologies, values, beliefs, expectations, attitudes and norms (John. Schermerhorn, 2000). It also includes observed behavioral regularities, norms that are shared by working groups throughout the organization, dominant values held by an organization, the philosophy that guides an organization's policy toward employee and customers, the rule of the game for getting along in the organization, the feeling or climate that is conveyed in an organization (Hellriegel Don, Slocum, & Woodman, 1989).

Therefore, from the above statements we consider two things, one Organizational Culture is not only about intangible things but it is also tangible actionable things. It is concerned with actions, since action is a result of how we think and give value. The next thing is about the difference between Organizational Culture among organizations. Organization within the same industry may behave differently. No two organizations will have identical culture.

According to Robbins Organizational Culture is a system of shared meanings held by members that distinguishes the organization from other organizations (2015). And he also describes the seven primary characteristics seems to capture the essence of an organization's culture, these are innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability (Robbins, 2015). These seven characteristics help to appraise the organization to get a composite picture of its culture and a basis for the shared understanding members have about the organization (Robbins, 2015).

As we have seen from the above discussion Organizational Culture has been variously defined. This may be because of the ambiguous nature of the concept of the organization (Schein, 1990) and the different understandings of what culture is (Brown, 1995). Even if it is impossible to reach consensus concerning the components of Organizational Culture, most scholars agree that it is holistic inter subjective and emotional, rather than strictly rational (Christensen, and Gordon 1999); historically determined and needs to be taught to new members as ‘the correct way’ to perceive things (McGregor, 1960; Schein, 1990). And it is difficult to change culture since it forms the foundation for the organization’s management system (Ouchi, 1990, Denison 1990) provides meaning to the members of the organization (Denison, 1990; Hofstede et al, 1990; Trice and Beyer, 1993) and outlasts organizational products, services, founders and leadership and all other physical attributes of the organization (Schein, 1992).

2.1.2 How Organization Culture Develops?

Edgar Schein suggests that Organizational Culture forms in response to two major sets of problems that confront every organization namely, problems of external adaptation and survival and problems of internal integration (Schein, 1992). We should remember that problems of external adaptation and survival have to do with how the organization will find a niche in and cope with its constantly changing external environment. Problems of external adaptation and survival includes: mission and strategy, goals, means, measurements and conclusions.

The organization’s primary mission and main tasks and the strategy the organization devices to pursuing this mission, the specific goals, and the means the methods it uses in achieving the goals, the established criterion to measure the performance of the employees and the firm as a whole plus the correlation method it uses to correct individuals mismatch with the organization goals all contribute for the development of culture of an organization.

Another two additional influences on the origin of Organizational Culture are the firm’s founder and the national culture. In the early development of company, the firm’s founder may largely determine the Organizational Culture. And the national culture, customs and societal norms of the country within which the firm operates also shape Organizational Culture (Don Hellrregel, 1987).

Concerning how culture begins Robbins claims that an organization's current customs, traditions and general way of doing things are largely due to what it has done before and how successful it was in doing it (2015, p505) and he strongly insists that the founders are the ultimate source of organization's culture.

From the definition of organization, we have the understanding that the reason members of an organization come together to solve two extremely important survival issues, namely the question of external adaptation (what precisely needs to be accomplished, and how can it be done?), the second is the question of internal integration: (How do members resolve the daily problems associated with living and working together.)

2.1.3 Function of Culture

Boundary defining role (creating distinction between one organization and the other), giving sense of identity for organization members, facilitating commitment to something larger than individual self-interest are some of the main functions of Organizational Culture. Culture also enhances the stability of the social system and defines the role of the game (Robbins, p500).

2.1.4 Strong vs. weak culture

We can differentiate between strong and weak culture. We say the culture is strong if "the core values are intensely held and widely shared" (Robbins, p499). Robbins also elaborates that "the more members who accept the core values and the greater their commitment, the stronger the culture and greater its influence on members behavior (p499). Even if strong cultures contribute for the effectiveness they may be also a barrier for change (change resistance).

2.1.5 Culture and Performance

Don Hellriegel states that the underlying assumption of an emphasis on cultural change is that there is some relationship between the type of culture possessed by an organization and its performance or effectiveness" (2000, p515). Cameron claimed that highly successful firms have capitalized on the power that resides in developing and managing a unique corporate culture (2006, p5). And he states this power abides in the ability of a strong unique culture to reduce

collective uncertainties create social order, create continuity, create a collective identity and commitment and elucidate a vision of the future (2006, P5).

From the above statements we can see clearly what scholars think about the relationship between Organizational Culture and performance. Most scholars now recognize that Organizational Culture has powerful (effect) on the performance and long-term effectiveness of organization (Cameron, 2006, p5).

Organizations used different methods and tactics to improve their effectiveness (performance). In the past as history shows they use TQM, BPRE, and Downsizing as a means to improve their effectiveness. But these methods alone couldn't create the aimed purpose. Cameron claimed that "without another kind of change, namely, a change in Organizational Culture, there is little hope of enduring improvement in organizational performance. He indicates that many efforts to improve organization performance failed due to the fundamental culture of the organization remain the same /unchanged (2006).

So here we can conclude that culture change is the key for improvement of firm's performance and we can see clearly the relationship between Organizational Culture and performance. Don Hellriegel also agrees with this view. He states well-developed cultures are important characteristics of organization with a record of high performance (1987, p15).

2.2 Models of organization culture

There are different models of organization culture in literature. Different studies on Organizational Culture-performance use different models based upon the study approach and objectives. Among the models the most famous ones will be discussed below.

2.2.1 Schein's Theory of organizational culture

According to Schein's (1992), organizational culture is defined as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as a correct way to perceive, think and feel in relation to those problems (Schein, 1992). Schein (1992) argued that culture exists at three successive levels.

The first level of culture consists of visible organizational processes and various artifacts. For example, dress codes and the general tidiness of the workplace are artifacts' that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture. For example, behavior which is a cultural artifact is also influenced by countless factors other than a company's culture (Schein 1992).

The second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's official objectives, declared norms and operating philosophies. Espoused values, however, do not always reflect a company's everyday operations. Most important in terms of operations is the culture's deepest level, namely its underlying assumptions (Schein 1992).

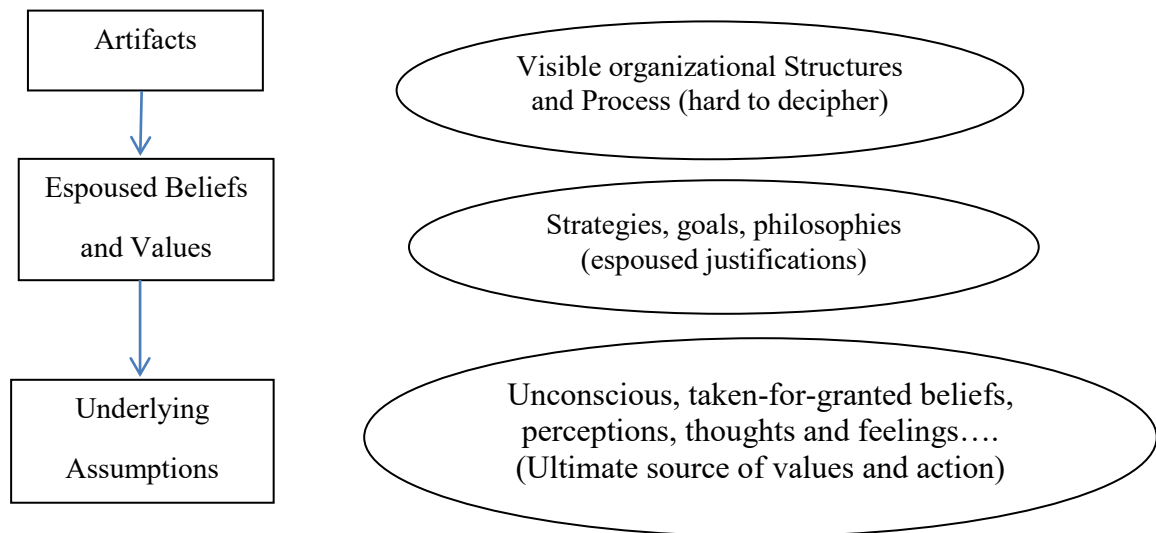


Figure 2-1 Levels of Culture (E.H. Schein, 1992)

2.2.2 Tharp's theory of Organizational culture

Tharp (2009) has noted some common features among the definitions that have been given to organizational culture through the years. First of all, they all include the concept of sharing; indicating that organizational culture is only developed within groups (even small ones). Secondly, organizational culture is considered to be a social construction, related to each organizations and employees 'location, history, working environment and specific events. Finally, many definitions imply that organizational culture is multidimensional and multileveled

and includes many cognitive and symbolic strata. What is more, Schein (1984) has distinguished three locations where an organizational culture is likely to be found:

- 1) **Observable artifacts:** They refer to an organization's specific attitudes, beliefs and behaviors and may include its location and architecture, technologies and products, mission statement and values, individual style (e.g. dress code of employees), language and jargon, practices and stories, and even the employees' sense of humor, taboos, or special rituals and ceremonies.
- 2) **Espoused values:** They are vindicated by the organization's superiors and may or may not be reflected in the employee's actual behavior. An organization's leadership should have significant influential skills, in order to make such values acceptable by employees. These values allow organizational members to interpret signals, events and issues that guide behavior.
- 3) **Basic underlying assumptions:** they refer to interpretative personal schemes used for perceiving situations, creating the basis for collective action. They develop over time, while members of a group create strategies to face problems and pass them along incoming members. Should superiors of an organization succeed in passing their schemes and values to the employees, those values may become so ingrained and taken-for-granted that employees act in certain ways unconsciously, while they experience the feeling of security and the sense of belonging.

2.3 Competing value framework

Cameron and Quinn (1999) have developed an organizational culture framework built upon a theoretical model called the "Competing Values Framework." This framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is also based on six organizational culture dimensions and four dominant culture types (i.e., clan, adhocracy, market, and hierarchy) (Mariama Zakari, Kofi Poku & Wilberforce Owusu-Ansah, 2013). The competitive value framework receives some support even though it can't escape some critics. One of the critics is that it needs to ensure it is consistent with actual cultural values found in organizations.



Figure 2-2the competing values frame work (Cameron and Quinn, 2006, p 35).

2.3.1 Denison’s Model Organizational Culture

Following Schien (1984) at the core of Denison’s model are the underlying beliefs and assumptions that represent the deepest levels of organizational culture. These fundamental assumptions provide the foundation from which (1) More surface-level cultural components such as values and observable artifacts – symbols, heroes, rituals, etc. – are derived, and (2) behavior and action spring (Denison, 2000).

In Denison’s model comparisons of organizations based on relatively more surface-level ‘values’ and their manifest practices are made. Such values are deemed both more accessible than the assumptions and more reliable than the artifacts (Denison, 2000). Denison’s organizational culture model is based on four cultural traits namely Involvement, Consistency, Adaptability, and Mission that have been shown in the literature to have an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995).

One of the strengths of the Denison model is its integrative nature and its emphasis on both internal and external factors. Due to this fact the study used Denison cultural model to examine the effect of Organizational Culture on performance of Sunshine construction PLC.

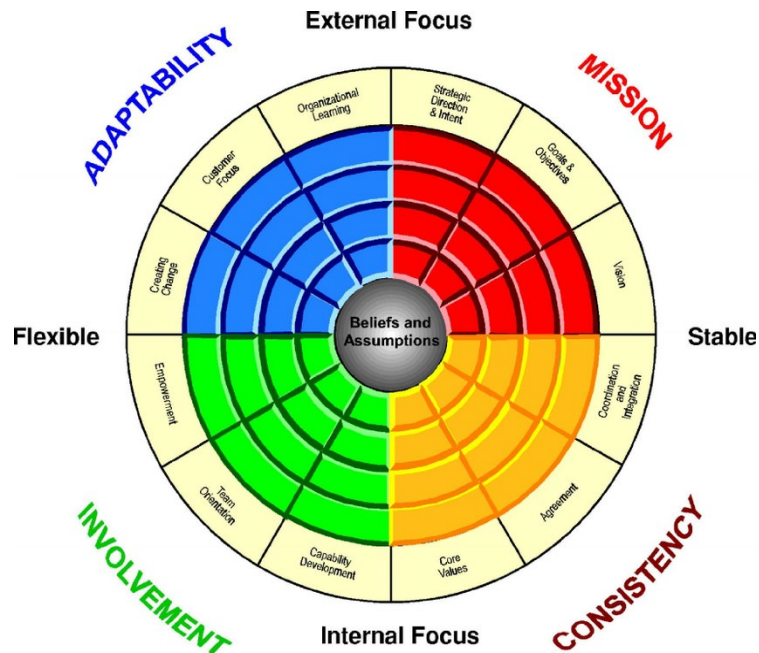


Figure 2-3 Denison's model of organizational culture

2.4 Consistency Trait

Consistency is the organization's core values and the internal system that support problem solving, efficiency, and effectiveness at every level and across organizational boundaries. Organizations also tend to be effective because they have strong cultures that are highly consistent, well-coordinated, and well-integrated (Scaffold, 1998). Consistency provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support (Denison, 1990).

The power of this method of operation is particularly apparent when organizational members encounter unfamiliar situations. It enables individuals to better react in a predictable way to an unpredictable environment by emphasizing a few general, value-based principles on which actions can be grounded. The indices/ key of the Consistency Trait is: Coordination and Integration, Agreement and Core Values (Denison, 1990).

2.5 Mission Trait

A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state (Denison, 1990). Mission is the degree to which the organization and its members know where they are going, how they intend to get there, and how each individual can contribute to the organization's success (Mariam Zakari, 2013). The indices of the Mission Trait are: Strategic Direction and Intent, Goals and Objectives, Vision (Denison, 1990).

2.6 Involvement Trait

Organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. Out of this sense of ownership grows a greater commitment to the organization and an increasing capacity for autonomy (Denison, 1990). Involvement is the degree to which individuals at all levels of the organization are engaged in pursuit of the mission and work in a collaborative manner to fulfill organizational objectives (Mariam Zakari, 2013). The indices of the Involvement Trait are: Empowerment, Team Orientation, Capability Development (Denison, 1990).

2.7 Adaptability Trait

Adaptability is the ability of the company to scan the external environment and respond to the ever-changing needs of its customers and other stakeholders. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret and translate signals from its environments into internal behavior changes that increase its chances for survival and growth. The indices of the Adaptability trait are: Creating Change, Customer Focus and Organizational Learning (Denison, 1983).

2.8 Culture and Performance

Don Hellriegel states that the underlying assumption of an emphasis on cultural change is that there is some relationship between the type of culture possessed by an organization and its performance or effectiveness” (2000, p515). Cameron claimed that highly successful firms have capitalized on the power that resides in developing and managing a unique corporate culture (2006, p5). And he states this power abides in the ability of a strong unique culture to reduce collective uncertainties create social order, create continuity, create a collective identity and commitment and elucidate a vision of the future (2006, P5).

From the above statements we can see clearly what scholars think about the relationship between Organizational Culture and performance. Most scholars now recognize that Organizational Culture has powerful (effect) on the performance and long-term effectiveness of organization (Cameron, 2006, p5).

Organizations used different methods and tactics to improve their effectiveness (performance). In the past as history shows they use TQM, BPRE, and Downsizing as a means to improve their effectiveness. But these methods alone couldn't create the aimed purpose. Cameron claimed that “without another kind of change, namely, a change in Organizational Culture, there is little hope of enduring improvement in organizational performance. He indicates that many efforts to improve organization performance failed due to the fundamental culture of the organization remain the same /unchanged (2006).

So here we can conclude that culture change is the key for improvement of firm's performance and we can see clearly the relationship between Organizational Culture and performance. Don Hellriegel also agrees with this view. He states well-developed cultures are important characteristics of organization with a record of high performance (1987, p15).

2.8.1 Performance Indicators of Organizations

Firm performance reflects the extent of goal achievement in the organization's workforce, capital, marketing, and fiscal matters (Marcoulides & ect, 1993). Various performance measures are used by researchers to assess different types of organization. Ambastha and Momaya (2004) consider profitability/financial measures, value creation, customer satisfaction and

competitiveness as measures of performance of organizations. Studies investigating the relationship between culture and performance tend to use several performance measures (Abu-Jarad, 2010; Lim, 1995). Reviewing the culture-performance relationship, Abu-Jarad (2010) noted that the most common measures of organizational performance are financial profitability and growth.

In construction, compliance with predetermined criteria regarding time, cost and quality are the key indicators typically used (Xiao, Proverbs 2003). In 2000, the KPI Working Group in the United Kingdom developed Key Performance Indicators (KPI) and these have then become one of the most popular performance evaluation frameworks in use. Under KPI, construction organizations' performance is evaluated along a number of dimensions, including: (1) Profitability, (2) Productivity, (3) Return on capital employed, (4) Return on value added, (5) Interest cover, (6) Return on investment, (7) Ratio of value added, (8) Repeat business, (9) Outstanding money and (10) (Sai On Cheung, Peter S.P Wong, & Anna L. Lam, 2012).

But performance should not only be singularly assessed by the achievement of measurable benefits, but also by the effectiveness of contractors in sustaining performance improvements, such as their competence in addressing risk and its consequences (Law, Chuah 2004), learning from experience (Wong, 2008) and generating innovative ideas (Kagioglou, 2001). To this end, Bayliss (2004) critically compared the strengths and weaknesses of a number of performance measurement systems in construction, including the KPI, the European Foundation for Quality Management Excellence Model (EFQM) and the Balanced Scorecard (BSC). They suggested that the BSC framework developed by Kaplan and Norton (1992) provides a more holistic assessment of performance that goes beyond the project level.

'Balanced' in BSC represents equal emphasis on both tangible and intangible elements representing the core values of the company. The 'Scorecard' records result systematically and indicates the successfulness in adopting appropriate strategies to address short-term and long-term goals (Amaratunga, 2001). The BSC framework also enables the company's core values and strategies to be articulated and linked (Mohamed 2003). With reference to the work of Kaplan and Norton (1992), four strategic dimensions can be used to measure organizational performance: Financial, Customer, Internal Business Process, and Learning and Growth. In construction, a number of studies have used the Balanced Scorecard (BSC) framework to

evaluate construction organizations' performance. Fekete and Bocskei (2011) used Balanced Score Card (BSC) of Kaplan & Norton (2004) with various dimensions of performance.

As a result, for this study, the four key performance indicators of construction organizations used are: Financial (FIN), Internal Business Processes (IBP), Customer (CUS) and Innovation and Learning (INL).

Since BSC is one of the tools used and become familiar in using to measure companies' performance both in public and private companies in Ethiopia, it is selected to measure the performance of the company under this study.

2.9 Empirical Literature Review.

Empirical studies made previously by different researchers and their findings will be presented in this section.

The relationship between Organizational Culture and performance of business organizations are well documented in literature. As Denison and Fey state, the central issue associated with organizational culture is its linkage with organizational performance (Denison and Fey, 2003).

Most of the studies disclose a strong/ significant effect Organizational Culture had on performance. Kotter and Heskett (1992) found that corporate culture has a significant positive impact on a firm's long-term economic performance. Mangui and Mbugua in their study entitled organization culture and performance of real estate firms in Kenya concludes that Adaptability, Consistency, Mission and Involvement all influenced performance (2017). The result found by ZakariPoku and Owusu-Ansah revealed that there was a positive relationship between Organizational Culture and Performance in the Banking Industry in Ghana. In all cases, Mission was the Culture Trait with the strongest potential of impacting positively on Performance (Mariam Zakari, 2013).

Denison's research of 34 large American firms found that companies with a participative culture reap a Return on Investment (ROI) that averages nearly twice as high as those in firms with less efficient cultures (Denison, 1990). Denison's study provides empirical evidence that the cultural and behavioral aspects of organizations are intimately linked to both short-term and long-term survival. Again Denison (1990) examined the relationship between corporate culture and

performance. In that study, corporate culture was based on the perceptions of organizational practices and conditions, to characterize the organizational culture. He found that the organization with participative culture performed better than other cultural types.

In another research Cheng, Wong and Lam (2012) while studying the relationship between Organizational Culture and performance of construction organization in Hong Kong, showed that innovation was found to be the most pivotal cultural factor, apparently for its decisive role in supporting creativity. Thus, proper recognition should be an integral part of performance evaluation. Another study made in China by Zhao, Teng and Wu (2018), suggests that corporate culture promotion is negatively related to firm market value, positively related to innovation output and not significantly related to firm financial performance.

In Nigeria a study conducted by Olanipekun, Aje and Abiola-Falemu (2013), on the effect of Organizational Culture on the performance of quantity surveying firms reveals that Organizational Culture exerts influence on the performance of the firms in the area of reward, stability, and competitiveness and performance orientation. And the researchers conclude that the quantity surveying firms can be more efficient and achieve sustainable performance.

In Kenya, a study by Wangui and Mbugua (2017), on relationship between Organizational Culture and performance of real estate companies in Kenya, reveals that adaptability, employee involvement, organization consistency and organizational mission all influenced performance of real estate companies.

In Ethiopia, a study by Rahma (2016), on the effect of Organizational Culture on organizational effectiveness with special reference to ERCA, shows that the predictive value of the four traits on the four indicators of organizational effectiveness of ERCA on employee satisfaction and organizational commitment. These studies have made significant contributions to their lines of research and shaped research agenda. However, there lacks research made on effect of Organizational Culture on performance of construction firms in Ethiopia. Moreover, the studies suggest inconclusive result on the effect of Organizational Culture on performance. Ahmet&Salih affirms this they said that although numerous studies have been conducted to explore the relationship between organizational culture and performance, empirical findings seem to be mixed and inconclusive (2013).

2.10 Conceptual Framework

Conceptual frameworks of the study have independent variables which are organizational culture and dependent variable organizational performance.

Organization Culture

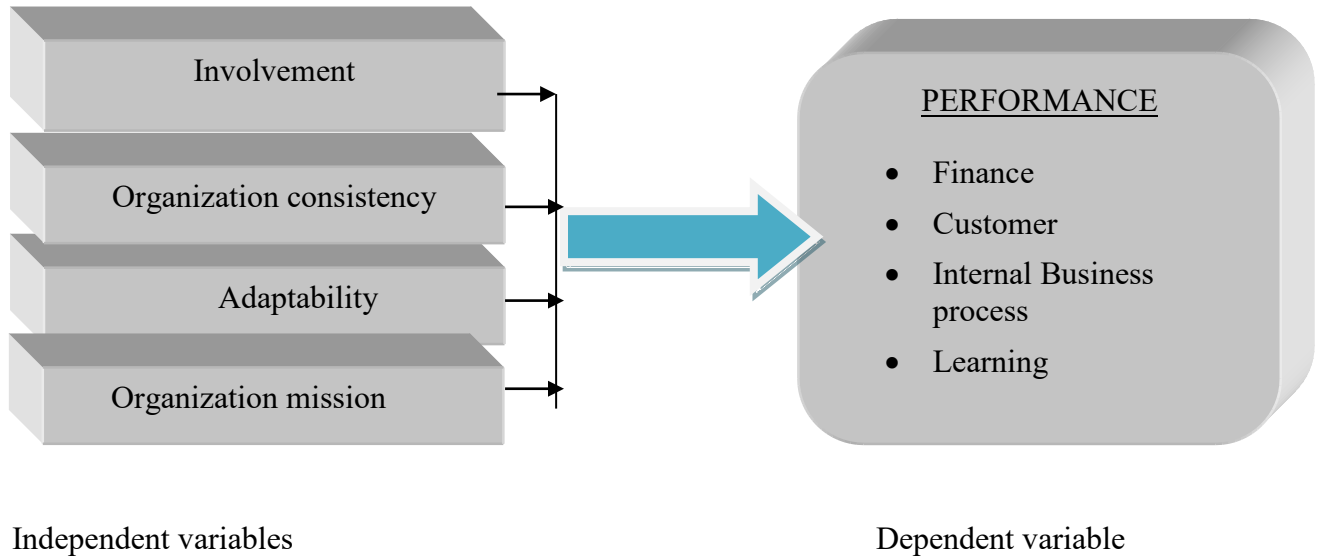


Figure 2-4 Conceptual framework of the study adopted from Mugure and Doris model, (2017).

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter discussed the methods, procedures and techniques used for sampling, data collection, manage and analysis so as to answer the study questions. The chapter also identifies the appropriate research design, study population and sampling technique.

3.1. Research Design

Research design is a comprehensive plan for data collection in an empirical research project. It is a “blueprint” for empirical research aimed at answering specific research questions or testing specific hypotheses, and must specify at least three processes: (1) the data collection process, (2) the instrument development process, and (3) the sampling process (Bhattacharjee, 2012).

In order to examine the effect of organizational culture on Organizational performance, explanatory research design was applied; for the purpose of data collection the researcher was used a structured questionnaire. And, before the data analyzed, appropriate data editing activities were carried out. Such kind of research design was used because the researcher has no control over the variables, only a report of what has happened in the area where the research is conducted is taken.

Thus, this study was focused on assessing the effect of organizational culture on performance of Sunshine construction plc. Therefore, this study used explanatory research design aiming at the relationship between organization culture and performance of Sunshine construction plc.

3.2. Research Approach

Depending on the method of establishing relationship between theory and empirical evidence there are two widely used research approaches which are considered scientific in attempt to explain empirical findings, namely Induction and Deduction (Capaldi& Proctor, 2008). Inductive approach is applied when researchers execute a specific observation of reality adduce patterns and set up tentative hypothesis which is followed by broad generalization and

creating a theory (Bryman& Bell, 2007). On the other hand, deductive approach is an opposite method to inductive and applied approach, whereas, when a researcher bases his study on existing theories establishes a logical relationship between concepts by developing hypothesis and then to concrete empirical evidence (Neuman, 1997); afterwards the assumed hypothesis is tested enabling scientists to verify whether the theory is in consistent with the reality. Having said that, this study used a deductive approach, whereas, the research findings will be compared to the existing literature to draw conclusions and suggestions for further research.

Whereas, another approach to this topic can be an expansion to use quantitative research approach. Quantitative research approach aims towards the exploration of social relations, and describes reality as experienced by the participants (Johnnet al, 2007). Creswell (2005) asserted that quantitative research is a type of educational research in which the researcher decides what to study, asks specific, narrow questions, collects numeric (numbered) data from participants, analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner.

Thus, this study used both explanatory research design and quantitative research approach to address the stated objectives and research questions.

3.3. Source of data

The necessary data for this study collected mainly from primary data sources. According to Kothari (2004), primary data are fresh data that are gathered for the first time and thus happened to be original in character.

The primary data was collected from employees from Sunshine construction plc through standardized questionnaire.

Moreover, secondary data was collected using available sources of information such as published and unpublished documents. This includes information from past research works and annual reports of organizational performance.

Thus, this study by using standardized questionnaires the primary data collected from Sunshine construction plc. In addition to primary data to improve the quality of the study the researcher reviewed both theoretical and empirical literatures such as different published books, internet websites, and journals, previous research papers regarding the study area.

3.4. Target population, Sampling size and sampling techniques

3.4.1. Population of the study

In statistics, the target population is the specific population about which information is desired (Ngechu, 2004). Mugenda (2007) explain that the target population should have some observable characteristics, from which the researcher intends to generalize findings of the study. Population and Sample as defined by Diamantopoulos & Schlegelmilch (2000), “population is the totality of entities in which we have an interest, i.e. the collection of individuals, objects or events about which we want to make inferences”; “sample is part of the population.” Hair *et al.* (2010) stated that target population is said to be a specified group of people or object for which questions can be asked or observation made to develop required data structures and information.

Thus, the target populations for this study were permanent employees of Sunshine Construction plc. According to the data obtained from the company's Manpower development department there are 145 permanent employees. Thus, to address the research objectives and research questions, this study targeted all permanent employees who stayed in the organization for more than a year. According to the manpower development department number of permanent employees worked more than a year are 134.

3.4.2. Target Population

The target population of the study was all permanent employees of the company who worked more than a year in the company. Since employees can understand and explain the culture of the organization better as they stay longer in the organization the researcher used this exclusion criteria. As per the manpower development department the number of permanent employees worked more than a year are 134.

3.4.3. Sampling Technique

Since the study population is manageable a census sampling technique was used.

3.5. Data Collection Tools/Instruments

To collect relevant data from the primary source this study used mainly standardized and closed ended questionnaires as a data collection tool or instrument. The standardized questioner used in this study was adopted from Mugure and Doris (2017). Basically, the questions were used to

examine the effect of Organizational Culture on Organizational performance of sunshine Construction PLC. The data that was collected through questionnaire are measured using 5-point likert-scale ranging from 1=strongly disagree to 5=strongly agree with reference to the forwarded questions. It is also included demographic questions which used for descriptive analysis.

Moreover, the questionnaires were designed and formulated to answer the objectives of the research and questions. The questionnaire had been designed to be easy to fill and understand it. Therefore, a total number of 134 copies of the questionnaires were distributed to collect relevant information regarding the study area.

3.6. Data Measurement and Analysis

3.6.1. Data Measurements

The data obtained from Five-point Likert scale being one of the most reliable measurement scales and very popular in most of current studies, this scale will be applied to present in this study. Interval with five-point scale is calculated and interspersed using Best (1977) rating scale formula: $(5-1)/5=0.80$. To calculate the mean value of the respondent's opinion, the study used itemized rating scale to construct a range. This range will be used to measure the perception level of the respondents towards each variable.

The mean score from 1-1.80 is considered as lowest, from 1.81-2.61 is considered as lower, from 2.62-3.41 is considered as average/moderate, from 3.42-4.21 is considered as good/high, and from 4.22-5 is considered as very good Best, (1977). The data analyses presented in table format and figures.

Descriptive statistic indexes like frequency distribution, percentage, mean and standard deviation were calculated. After information was collected from different sources, mainly the information obtained through questionnaire were scaled, once the information was scaled then the researcher organized in appropriate categories related to respondents view in general and in terms of the research variables in particular.

3.6.2. Data Analysis

The data collected through standardized questionnaires were coded and analyzed using Statistical Package for Social Sciences (SPSS) version 20 software. Both descriptive and inferential statistics were applied in order to come up with a better result. Descriptive statistics were used to describe a set of data in terms of its frequency of occurrence, percent, central tendency (mean), and its dispersion (standard deviation). Inferential statistics like multiple linear regression analysis and correlation analysis and reliability tests were examined. The results were presented in the form of tables and figures.

3.7. Reliability and Validity of the study

3.7.1. Validity

The quality of the research tools will inevitably determine the quality of information collected. In cases where the research instrument or the data collection tool is a questionnaire, its quality could be measured in terms of validity and reliability of the questions. Furthermore, the quality measurement could be seen from two faces: the quality of the questions and the quality of the data collected. Validity is basically about the soundness of the data collected in terms of making sure the data collected is really what will be intended to be gathered (Kline, 2005; Punch, 1998). Moreover, analyzing each question in terms of its content in the questionnaire designing time could provide a better ground to get valid information. Measures have been taken to insure the validity of the questions for this research. To ascertain the validity, each question was carefully designed from research questions that have already been answered. Accordingly, this study used content validity to check the validity of the questionnaires. In order to ensure the quality of this research, content validity of the instruments of the research will be checked. The content validity was verified by the advisor, who looked into the appropriateness of the questions and the scales of measurement. Peer discussion with other researchers was conducted since it is another way of checking the appropriateness of the questions. Moreover, copies of the questionnaire were distributed to twenty respondents as a pilot test.

This is done to decide whether the developed instruments measure what it meant to measure and also to check the clarity, length, structure and wording of the questions. This test helps the researcher to get valuable feedbacks to modify some questions.

3.7.2. Reliability Test

Reliability is defined as be fundamentally concerned with issue of consistency of measures. (Bryman and Bell, 2003). The reliability analysis measures the degree to which the data collection methods or scales used will yield consistent findings. This study used Cronbach's coefficient alpha in order to measure the reliability of the scales used by using SPSS (Statistical Package for the Social Sciences) version 20.0. Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of internal consistency or reliability of a psychometric test score for sample of examinees. Cronbach's alpha is a coefficient of reliability normally ranges between 0 and 1 (Julie, 2005).

According to Hair, et al. (2006), if Cronbach's coefficient alpha is greater than 0.7, it means that it has high reliability and if alpha less than 0.3, then it implies that there is low reliability. Different authors accept different value of this test in order to achieve internal reliability, but the most Accepted value is 0.7 as it should be equal or higher than to reach internal reliability (Hair et al., 2006).

Table 3:1 below indicate that the Cronbach's Alpha values are greater than 0.7, this implies that the gathered data had relatively high internal consistency and could be generalized to reflect opinions of all respondents' in the target population.

Table 3:1: Reliability Statistics

Cronbach's Alpha		
Constructs	No. of Items	Cronbach's Alpha Values
Organizational Consistency	7	.886
Organizational Mission	9	.911
Involvement	9	.802
Adaptability	4	.814

Source: *Survey result 2020*

3.8. Model Specification

The following model was formulated for this research in order to give right answer for the issued objectives. The independent variables included in the model are Organizational consistency

(x_{1i}), Organizational mission/ goal (x_{2i}), Involvement (x_{3i}), and Adaptability/ Innovativeness (x_{4i}). However, the dependent variable is Organizational performance (Y_i).

The following regression model was used to indicate how the dependent variable predicted by the independent variables.

$$Y_i = \alpha + \beta_1 x_{1i} + \beta_2 x_{2i} + \beta_3 x_{3i} + \beta_4 x_{4i} + \varepsilon_i$$

Where the variables are defined as:

Y_i = Organizational performance

α = Constant term

β_i = Coefficients

x_{1i} = Organizational consistency

x_{2i} = Organizational mission/ goal

x_{3i} = Involvement

x_{4i} = Adaptability/ Innovativeness

ε_i = Error term

Under the assumptions of:

- $\varepsilon_i \sim N(0, 1)$ mean zero and variance 1
- Linear relationship between outcomes (y) and explanatory variable x
- Outcome variable (y) should be normally distributed for each value of explanatory variable (x)
- Standard deviation of y should be approximately the same for each value of x
- Fixed independent observations
- The observations (explanatory variables) should be independent

3.9. Ethical consideration

Informed consent: Participants will be given the choice up on their willingness to participate or not to participate, and furthermore the researcher will inform in advance about the nature of the study. Right to privacy: Participants will inform about confidentiality of their responses and this was stated clearly in the questionnaire, that it's only for academy purpose. Honesty

with professional colleagues: These findings will be reported in proper manner and honest way, without misrepresenting.

3.10. Data Coding

Data coding was done as per the predetermined scale and entry was done on excel making convenient for SPSS.

CHAPTER FOUR

4. DATA ANALYSIS, RESULTS, AND DISCUSSION

4.1. Introduction

This chapter presents the results of the findings and provides the analysis and discussion of findings in order to satisfy the objective of the study. Thus, analysis and interpretation of data collected from the respondents as set out in research methodology are presented. The variables under investigation are offered as sub-sections.

4.2. Descriptive analysis

The response rate was 91.04%. Out of 134 distributed questionnaires (122) were properly filled by respondents and collected following administration of the questionnaires with cautious assistance of data gatherers. According to Dempsey (2003) a response rate above 50 percent of the total sample size contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents in the target population on the study problem. The remaining questionnaires (12) couldn't use in the analysis because they were incomplete. The data collected was analyzed using SPSS V20.

4.2.1. Demographic analysis

In this section of the chapter, the demographic backgrounds of the respondents are embodied. Gender, age of the respondents, work experience, and educational status are presented below.

Table 4:1: Demography of respondents

SR.	Variable	Category	Frequency	%	Remark
1	Gender	Female	39	32	
		Male	83	68	
		Total	122	100	
2	Age	20-24	-	-	
		26-30	44	36	
		31-40	23	19	
		Above 40	55	45	
		Total	122	100	

3	Work Experience	Less than 2Yrs.	-	-
		2-4	-	-
		5-7	55	45
		Above 7	67	55
		Total	122	100
4	Educational Level	Diploma	5	4
		First Degree	115	94
		Second degree and Above	2	2
		Total	122	100

Source: Survey Result 2020

The table above depicts that the majority of the respondents (68%) are males as far as gender is concerned. This is attributable to the outweighing number of males than female employees in the population under study.

In the age of the respondents, 35% (44) of the respondents are from 26 to 30 years of age. Nearly half, i.e. 45% (55) are from ages above 40 years; and the relatively small age range in number is from 31 to 40 years old i.e. 19% (23).

As far as work experience is concerned, more than half of the respondents i.e. 55% (67) have above seven years of experience. On the other hand, 45% (55) of the sample members are with experience of five to seven years. There were no respondents with experiences less than four years due to exclusion reason that the more the experience and seniority, the better awareness on organizational performance. The other reason is based on the dominance of experienced workers in the organization.

In looking at the educational level, 4% (5) are Diploma holders, vast majority i.e. 94% (115) are Bachelor Degree holders, and 2% (2) have Second Degree. The background of participants indicates that various types of groups of employees were involved in the study.

4.2.2. Descriptive analysis of organizational performance

This part of the paper contains sub-categories such as financial, internal business processes, customer related indicators, and learning as performance indicators. As an outcome variable, the analysis and interpretation of data in each sub-category are presented hereunder.

4.4.1. Financial Indicator

This part of the analysis comprises financial indicators of organizational performance.

Table 4:2: Frequency distribution and descriptive statistics on Financial Indicator

SR	Item		Option/Scale					Total	Mean	SD
			SD	DA	N	A	SA			
1	FIN	F	8	17	15	63	19	122	3.56	1.11
		%	6.6	13.9	12.3	51.6	15.6			

*SD= strongly disagree; D=Disagree; N=Neutral; A=Agree; SA= Strongly Agree

The table above shows the respondents' feedback. One of the indicators used to measure performance of the company under investigation is financial. To assess the financial performance of Sunshine construction PLC four indices are used namely meeting predetermined goals on Profitability, on revenue growth, increasing shareholders return and maintaining competitiveness in the market.

As shown in the table above 6.6 percent (8) of the respondents strongly disagree and 13.9percent (17) disagree that their organization did not meet predetermined goals on organization revenue growth, increasing shareholders return and maintaining competitiveness in the market, but the majority (M= 3.56, SD = 1.11) indicated agreement that the organization culture affects financial performance of the company and the company meets predetermined goals on revenue growth, increasing shareholders return and maintaining competitiveness in the market.

4.4.2. Internal Business Processes

Hereunder, the responses on internal business processes are analyzed and presented with interpretation.

Table 4:3: Frequency distribution and descriptive statistics on internal business process

SR.	Item		Option/Scale					Total	Mean	SD
			SD	DA	N	A	SA			
1	IBP	F	-	3	11	80	28	122	4.09	.642
		%	-	2.5	9	65.6	23			

*SD= strongly disagree; D=Disagree; N=Neutral; A=Agree; SA= Strongly Agree

To understand internal business process four guides are used. These are meeting predetermined goals on quality level, meeting predetermined goals on cost control, enhancing competence in identifying company's goals, and enhancing competence in maintaining the process of achieving the predetermined goals. Different researchers used these indices to measure the internal business process dimension (Kaplan and Norton 1992; Kagioglou et al. 2001; Kululanga et al. 2001).

As shown in the above table 2.3 percent (3) disagree that Sunshine construction PLC didn't meet predetermined goals on quality level, cost control, enhancing competence in identifying company's goals, and enhancing competence in maintaining the process of achieving the predetermined goals. 9 percent (11) were neutral about these four indices and 88.6 percent (108) agreed that their organization give due emphasis for the above items and the organization meets predetermined goals on quality level, meeting predetermined goals on cost control, enhancing competence in identifying company's goals, and enhancing competence in maintaining the process of achieving the predetermined goals.

4.4.3. Customer as performance indicator

In this part, respondents' feedback on customer as performance indicator is analyzed below.

Table 4:4: Frequency distribution and descriptive statistics on Customer

SR.	Item	Option/Scale						Total	Mean	SD
		F	SD	DA	N	A	SA			
1	CS	F	-	8	16	64	34	122	4.01	.823
		%	-	6.6	13.1	52.5	27.9	100		

*SD= strongly disagree; D=Disagree; N=Neutral; A=Agree; SA= Strongly Agree

The indices of customer are obtaining feedback from customers, enhancing competence in satisfying customers' needs, enhancing competence in keeping existing customers and meeting predetermined goals on company vision about customer service.

As shown in the table above 6.6 percent (8) disagree and 13.1 percent become neutral but the majority of the respondent's 80.4 percent (98), agree and strongly agree that their organization give due emphasis for customer. That means the organization gets feedback from customers and used these feedbacks to enhance competence in satisfying customers' needs and in keeping

existing customers, more over the company works hard, to meet predetermined goals on company vision about customer service.

4.4.4. Learning as performance indicator

This sub-category is about organizational learning as an organizational indicator. The responses of respondents are analyzed and presented below

Table 4:5: Frequency distribution and descriptive statistics on Organizational Learning

SR.	Item	Option/Scale					Total	Mean	SD	
		SD	DA	N	A	SA				
1	LR	F	-	25	25	53	19	122	3.54	.989
		%	-	20.5	20.5	43.4	15.6			

*SD= strongly disagree; D=Disagree; N=Neutral; A=Agree; SA= Strongly Agree

The four indicators of innovation and learning are providing adequate training to employees, providing adequate review of practice to adapt to market change, enhancing competence in driving innovative ideas from employees and enhancing competence in transforming employees' innovative ideas to decisions.

In response of the items about organizational learning, most of the respondents have shown their agreement. As indicated in the table above 20.5 percent (25) disagree and become neutral, 59 percent (72) agree and strongly agree that their organization strives on this item. This indicates that there are exertions for improvement through taking lesson from failures and mistakes through review of practices as well as exercise of innovative ideas in decision making.

4.2.3. Descriptive analysis of Organizational culture

4.2.3.1 Organizational Consistency

This part of the analysis is about organizational consistency. The table below is descriptive portrayal and it is followed by interpretation on theme.

Table 4:6: Frequency distribution and descriptive statistics on Organizational consistency

SR.	Item	Option/Scale					Mean	SD	
		SD	D	N	A	SA			
1	OC	F	-	13	15	76	18	3.81	.816
		%	-	10.7	12.3	62.3	14.6		

*SD= strongly disagree; D=Disagree; N=Neutral; A=Agree; SA= Strongly Agree

The indices of the Consistency Trait are: coordination and integration, agreement and members of the organization share a set of core values. The questions under this cultural trait are carefully designed by Doris to reflect the above indices (Doris, 1995).

In view of the organizational consistency, whether there is coordination and integration, core values and agreement in the organization; 10.7 percent (13) disagree, 12.3 percent (15) were neutral, 62.3 percent (76) agree, and 18 percent (24) of the respondents strongly agree. Most of the respondents have favorable response to organizational consistency in contributing for organizational performance and agreed the existence of Consistency cultural trait in the organization.

4.2.3.2. Organization Mission/goals

This sub-section of the chapter is about organizational mission/goals.

Table 4:7: Frequency distribution and descriptive statistics on Organizational mission

SR	Item	Option/Scale					Mean	SD
		SD	DA	N	A	SA		
1	OM	F	12	14	84	12	3.79	.752
		%	9.8	11.5	68.9	9.8		

*SD= strongly disagree; D=Disagree; N=Neutral; A=Agree; SA= Strongly Agree

The data gathered from the respondents are analyzed and presented above with interpretation. As indicated in the second chapter of this study, the present study adopted Doris model to investigate the culture of Sunshine construction PLC. According to Doris (1995) the indices of Organizational culture trait are strategic direction and intent, goals and objective and vision.

With regard to organizational mission/goals as variables, the vast majority of the elements of the sample have shown agreement as contributing to organizational performance as part and parcel of the organizational culture. Most of the respondents have agreed ($M= 3.79$; $SD=.752$) that there is strategic direction and intent, goals and objective and vision in their company. As far as the presence organizational mission 9.8 percent (12) disagree, 11.5 percent (14) were neutral, 68.9 percent (84) agreed and 9.8 percent (12) strongly agreed.

With regard to organizational mission/goals as variables, the vast majority of the elements of the sample have shown agreement as contributing to organizational performance as part and parcel of the organizational culture.

4.2.3.3 Involvement

The responses are here analyzed and presented on involvement.

Table 4:8: Frequency distribution and descriptive statistics on Involvement

SR	Item	Option/Scale					Total	Mean	SD	
		SD	DA	N	A	SA				
1	INV	F	-	5	29	83	5	122	3.72	.607
		%	-	4.1	23.8	68	4.1	100		

*SD= strongly disagree; D=Disagree; N=Neutral; A=Agree; SA= Strongly Agree

Empowerment, team Orientation and capability development are the indices of this cultural trait. The questioner well indicates these indices.

For this trait whether they believe that there is empowerment, team orientation and capability development in the organization; 4.1 percent (5) disagree, 23.8 percent (29) were neutral, 68 percent (83) of the respondents agreed, and 4.1 percent (5) strongly agree.

Involvement is another predictor of organizational performance. It has been found that there are employee involvement and empowerment practices that help organizational performance in general in sunshine construction PLC.

4.2.3.4 Adaptability/Innovativeness

This part of the chapter is about the adaptability and innovativeness.

Table 4:9: Frequency distribution and descriptive statistics on Adaptability

SR.	Item	Option/Scale					Total	Mean	SD	
		SD	DA	N	A	SA				
1	F	F	-	14	29	73	6	122	3.58	.759
		%	-	11.5	23.8	59.8	4.9	100		

*SD= strongly disagree; D=Disagree; N=Neutral; A=Agree; SA= Strongly Agree

The indices for this cultural trait are creating change, customer focus, organizational learning. The responses of the data gathering are analyzed and presented below.

As per the above table 11.5 percent (14) of the respondents have shown their disagreement, 23.8 percent (29) were neutral, 59.8 percent (73) agree and 4.9 percent (6) strongly agree that the organization is adaptable and changes easily. The result of the analysis has shown that most respondents agreed that the organization responds well and adopts changes, new and improved working systems that emerge from the internal and external environment of the organization.

Table 4:10: The Mean Score Distribution of the Four Cultural Traits

Cultural Trait	Mean Score
Consistency	3.81
Involvement	3.79
Mission	3.79
Adaptability	3.58

Sours: Field Study, 2020

The mean score distribution of the four cultural traits are presented in Table4.10.

4.3. Inferential analysis

4.3.1 Correlation Analysis

Correlation is a bivariate analysis that measures the strength of association between two variables and the direction of the relationship. In terms of the strength of relationship, the value of the correlation coefficient varies between +1 and -1. A value of ± 1 indicates a perfect degree of association between the two variables. As the correlation coefficient goes towards Zero, the relationship between the two variables will be weaker. The direction of the relationship is indicated by the sign of the coefficient; a + sign indicates positive relationship and a – sign indicates a negative relationship. (Noe, Hollenbeck, Gerhart and Wright, 2011).

Basically, the test helps to identify important factors which capable to affect the dependent variable, organizational performance. Therefore, the results of correlation analysis show that the entire explanatory variables are linearly associated with organizational performance with a 0.05 level of significance. Moreover, those variables develop a positive association with the

dependent variable, because the correlation coefficients of the selected explanatory variables are positives.

Table 4:11: Correlation matrix

		OC	OM	INV	AI	OP
	Pearson Correlation	1				
OC	Sig. (2-tailed)					
	N	122				
	Pearson Correlation	.526**	1			
OM	Sig. (2-tailed)	.000				
	N	122	122			
	Pearson Correlation	.360**	.430**	1		
INV.	Sig. (2-tailed)	.000	.000			
	N	122	122	122		
	Pearson Correlation	.405**	.494**	.571**	1	
AI	Sig. (2-tailed)	.000	.000	.000		
	N	122	122	122	122	
	Pearson Correlation	.537**	.690**	.764**	.787**	1
OP	Sig. (2-tailed)	.000	.000	.000	.000	
	N	122	122	122	122	122

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

4.3.1.1 Organizational culture and Organizational Performance

The table of Correlation result above shows a Pearson's coefficient of correlation matrix for Organizational culture trait. In order to examine strength and the direction of the association between variables in Organizational culture traits and the dependent variable Organizational performance Pearson correlation test was made in SPSS.

The result indicated that the Organizational culture traits and Organizational performance as shown by p values for all variables that are all p=.000. All variables are statically significant.

And also, the direction between the independent and dependent variables is positive. Moreover, the value of r falls between .537 and .787 which shows the magnitude of association is strong.

4.3.2. Diagnostic tests

Before running the regression models, the data sets were tested for the classical linear regression model assumptions. In this study various diagnostic tests were carried out to ensure that the data fits the basic assumptions of classical linear regression model. The test results for each assumption regarding the data are presented as follows:

4.3.2.1 Normality

Normality is defined as the “shape of the data distribution or an individual metric variable and its correspondence to the normal distribution, which is the benchmark for statistical methods” (Hair et al., 2006). Normality can be diagnosed through visual check or by graphical analysis such as histogram and normal probability plot that compare the observed data values with a distribution approximating the normal distribution. If the observed data distribution largely follows the diagonal line then the distribution is considered normal (Hair et al., 2006).

However, in this study Shapiro-Wilks test was used to check for normality of the data. According to Shapiro-Wilks test, if the p -value is greater than 0.05 significance, it indicates that the residuals are normally distributed. The table below indicates that the p -value is 0.053 which is greater than 0.05 significance. Thus, this shows that the error terms of the model are normally distributed.

Table 4:12: Test of Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Unstandardized Residual	.895	122	.053
Standardized Residual	.895	122	.053

Source: Survey result, 2020

4.3.2.2 Linearity

Linearity test aims to determine that whether the relationship between independent variables and dependent variables is linear or not. The linearity test is a requirement in the correlation and linear regression analysis. The model is good if there is a linear relationship between the

independent and dependent variables. Linearity were examined through the analysis of residuals, and partial regression scatter plot, the scatter plot does not exhibit any nonlinear pattern and shows that the points are randomly distributed through the scatter plot. This is an indication that the assumption of linearity for all variables has been met (Hair et al., 2010). Figure below shows the relationship between independent and dependent variable. (Appendix 1A)

4.3.2.4 Multicollinearity test

Multicollinearity exists when there are strong correlations among the predictors. If the tolerance value below 0.10 or the variance inflation factor (VIF) greater than 10, Multicollinearity problem would be a serious problem for the distribution (Field, 2009). Tolerance is a test statistic used to indicate the variability of the specified independent variable whether explained by other independent variables in the model or not.

As the study result illustrated in the table below, the entire variables tolerance is greater than 0.10 and their VIF values also lower than 10. So, there is no Multicollinearity problem that alters the analysis of the regression model (Table 4.12).

Table 4:13: Collinarity statistics

Model	Coefficients					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
	(Constant)	-.119	.160		-.743	.459		
1	OC	.070	.034	.091	2.076	.040	.689	1.452
	OM	.238	.039	.283	6.122	.000	.614	1.628
	INV	.405	.047	.388	8.561	.000	.639	1.565
	AI	.325	.039	.390	8.259	.000	.588	1.701

a. Dependent Variable: OP

Source: Survey data 2020

4.3.2 Multiple Linear regression analysis

In this study multiple regression analysis was run to get the predictive value of the constructs considered. The table below summarizes the results from the multiple regressions carried out

using the four constructs namely organization consistency, organizational mission, Involvement and Adaptability.

The result from the table below indicated that $R = 0.920$, $R^2 = 0.847$, Adjusted $R^2 = 0.842$, $F(5,117) = 161.637$, $p < .05$. The R value explains how well the model describes the data. In this case, the model describes 92.0 percent of the data. R^2 explains the extent to which the variability of the dependent variable, Organizational performance is explained by the independent variable Organizational culture. In this case, 84.7 percent of the variability in organizational performance was explained by the independent variables. Sometimes R^2 may be overestimated so SPSS gives us the adjusted R^2 which in this case gave us 84.2 percent of Organizational performance was explained by the independent variables.

The Analysis of variance (ANOVA) from table 4.... Below provides statistics about the general significance of the model being fit. As p is less than 0.05, the model is significant. Thus, the combination of the variables significantly predicts the dependent variable ($F = 161.637$; $p, .05$).

The beta (B) value as coefficients to complete the previously formulated regression model $Y_i = \alpha + \beta_1 x_{1i} + \beta_2 x_{2i} + \beta_3 x_{3i} + \beta_4 x_{4i} + \varepsilon_i$. Where α = Constant term, β_i = Coefficients, x_{1i} = OC, x_{2i} = OM, x_{3i} = INV, x_{4i} = AI, ε_i = Error term

Thus, the regression model becomes as follows:

$$Y = -0.19 + 0.091OC + 0.283OM + 0.388INV + 0.39AI + \varepsilon_i$$

Where:

-0.19 = constant value of Organizational culture when the value of OC, OM, EE, AI is zero.

0.091 = coefficient of Organizational consistency. For every unit increase in Organizational consistency trait, we expect 9.1 percent increase in Organizational performance.

0.283 = coefficient of Organizational mission. For every unit increase in Organizational mission trait, we expect 28.3 percent increase in Organizational performance.

0.388 = coefficient of Organizational involvement. For every unit increase in Organizational involvement trait, we expect 38.8 percent increase in Organizational performance.

0.39 = coefficient of Adaptability trait. For every unit increase in Adaptability trait, we expect 39 percent increase in Organizational performance.

From the multiple regressions table (Table 4.14) it can be inferred that all Organizational cultural traits are significant and positively related since the B value is less than .05. Generally, the relation that organizational performance has with the factors is shown in the regression equation below. The equation indicates that adaptability/innovativeness and employee empowerment/involvement have more influence of performance. Hence the organization shall give due attention in boosting these aspects.

In summary, the study sought to identify the influence of organizational culture on performance of Sunshine construction PLC. The study explored four dimensions of organizational culture. That is, organizational consistency, organizational mission, employee empowerment and adaptability. The findings indicate that while majority agreed all dimensions of organizational culture contribute to the performance of the company.

The regression analysis showed strong positive relationship between organizational culture and performance. The study showed that while keeping all other factors constant, 62% variance in organizational performance at Sunshine construction PLC can be attributed to Adaptability/Innovativeness, 58.4% to employee empowerment, 47.6% to organizational mission and 28.2% to organizational consistency.

Table 4:14 Model Summary

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920 ^a	.847	.842	.252

a. Predictors: (Constant), AI, OC, INV, OM

b. Dependent Variable: OP

Table 4:15: ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.089	4	10.272	161.637	.000 ^b
	Residual	7.436	117	.064		
	Total	48.525	121			

a. Dependent Variable: OP

b. Predictors: (Constant), AI, OC, INV, OM

Result of regression analysis presented in table below also provides more comprehensive and accurate examination of the research questions. Therefore, the regression analysis is used to test the developed questions based on the specific objectives and investigate the contributions of the independent variables over the dependent once. The following table shows the regression analysis results.

Table 4:16: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics	
	B	Std. Error	Beta			Toleranc e	VIF
	(Constant)	-.119	.160				-.743
OC	.070	.034	.091	2.076	.040	.689	1.452
OM	.238	.039	.283	6.122	.000	.614	1.628
INV	.405	.047	.388	8.561	.000	.639	1.565
AI	.325	.039	.390	8.259	.000	.588	1.701

a. Dependent Variable: OP

4.5. Discussion

The results of the analysis in this research are presenting in comparative view with empirical studies which were done by previous researchers.

In general, the results of the study provide empirical support to the hypothesis that the performance of construction organizations is positively affected by their organizational culture. SaiOn Cheung, Peter S.P. Wong, Anna L. Lam (2012) concluded in their study that there is a positive relationship between organizational culture and performance of construction organizations. They also identified among other identifiers of Organizational Culture innovation orientation is the highest (2012). This finding is supported by the study under consideration. In this study the adaptability and innovative dimension scores the highest which is 62%.

The second most significant as per this study is employee empowerment/involvement which scores 58.4%. As Denison states empowerment means individuals have the authority, initiative,

and ability to manage their own work (1990). This creates a sense of ownership and responsibility toward the organization. In a study made in Ghana on the banking industry by Mariam Zakari, Kofi Poku and Wiberforce Owusu-Ansah (2013) they found that involvement is the least significant cultural trait in the banking industry in Ghana. However, the study by Denison and Fey (2003) in Russia indicates that involvement and Adaptability were the most associated traits to performance. This study also goes with this conclusion. This inconclusive result made in different localities by different researchers make the study on Organizational Culture performance relationship more interesting and important.

The first study objective sought to establish the influence of Organizational Consistency culture trait on organizational performance at Sunshine construction PLC. The presence of Organizational Consistency was measured by seven indicators. The indices of the Consistency trait were coordination and integration, agreement and core values. These indices were well represented in the questioner (adopted from DOSC). The study concludes that there is a positive significant influence on performance at Sunshine construction PLC. However, compared to the other three culture traits (OM, INV and AI), Consistency culture trait was the least influential culture trait on performance at Sunshine construction PLC.

The second study objective sought to determine the effect of Organizational Mission culture trait on organizational performance at Sunshine construction PLC. Presence of Organizational Mission culture was measured by the strategic direction and intent, goal and objectives and vision. These indices were adopted from Denison organization culture survey (DOCS). The study concludes that Organizational Mission culture trait has a positive significant influence on performance at Involvement PLC. This culture trait was identified to have moderate influence on performance at Sunshine construction PLC.

The third study objective sought to explore the impact of Involvement culture on organizational performance at Sunshine construction PLC. Involvement culture trait was measured by the three indices which are empowerment, team orientation and capability development. The study concludes that Involvement culture has a positive significant influence on performance at Involvement PLC. However, compared to Organizational Consistency and Organizational Mission culture traits, Involvement culture had the highest influence on performance at Sunshine construction PLC.

The fourth study objective sought to determine the effect of Adaptability culture trait on organizational performance at Sunshine construction PLC. Presence of Adaptability culture was measured by creating change, customer focus and organizational learning. These indices were adopted from Denison organization culture survey (DOCS). The study concludes that Adaptability culture trait has a positive significant influence on performance at Involvement PLC. This culture trait was identified to have the highest influence on performance at Sunshine construction PLC.

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a summary of conclusions and recommendations of research findings. This is followed by recommendations and suggestions for future research.

5.2. Summary of Major Findings

The main objective of the study was to examine the effect of organizational culture on Organizational performance at Sunshine Construction PLC. The study had four research questions. What is the influence of organizational consistency culture trait on organizational performance at Sunshine construction PLC? What is the effect of organizational mission culture trait on organizational performance at Sunshine construction PLC? What is the impact of Involvement on organizational performance at Sunshine construction PLC? What is the effect of Adaptability/Innovativeness culture trait on organizational performance at Sunshine construction PLC?

The first study objective sought to establish the Effect of organizational consistency trait on organizational performance at Sunshine construction PLC. The study established a positive significant influence of organizational consistency on performance at Sunshine construction PLC.

Results obtained from correlation model revealed a strong positive correlation between performance of Sunshine construction PLC and Organizational consistency (correlation coefficient = .537, p value = .000). Test regression results also show that a unit increase in Consistency would enhance the performance of the firm by a factor of 0.091. This finding shows that the Consistency trait's effect on performance is the least when compared to the remaining cultural traits. The finding of this study goes in line with Denison, (1998) assertion which states that Consistency is the trait with the narrowest scope of short-term effect. Its main impact is on quality and employee satisfaction. In other hand Mariama Zakari& Kofi Poku (2013) found that consistency trait is the second most associated with performance in their study. This

inconsistency in empirical findings is the reason which makes the study on Culture-performance relationship more important.

The second study objective sought to determine the effect of Organizational mission trait on Organizational performance at Sunshine construction PLC. The study finds a positive significant influence of organizational mission on performance at Sunshine Construction PLC. Compared to organizational consistency culture trait, organizational mission was identified to have moderate influence on performance at Sunshine Construction PLC.

Results obtained from correlation model revealed a strong positive correlation between performance of Sunshine construction PLC and Organizational mission (correlation coefficient = .690, p value = .000). Test regression results also show that a unit increase in Mission would enhance the performance of the firm by a factor of 0.283. The finding is consistent with Denison's (1998) conclusion. He states that a strong, clear organizational sense of mission affects all areas of performance with the exception of innovation in product development. Mariama Zakari & Kofi Poku (2013) also found mission is a culture trait that has exhibited a very strong tenacity in its ability to impact on performance. Similarly, the findings in the United States by Denison indicated Mission as being the strongest predictor of performance.

The third study objective sought to explore the impact of Involvement culture trait on organizational performance at Sunshine construction PLC. The study showed a positive significant influence of Employee empowerment culture trait on performance at Sunshine construction PLC. Compared to Adaptability/ innovating culture traits, Involvement had almost equal influence on performance at Sunshine construction PLC.

Results obtained from correlation model revealed a strong positive correlation between performance of Sunshine construction PLC and Employee Empowerment/Involvement cultural trait (correlation coefficient = .764, p value = .000). Test regression results also show that a unit increase in Consistency would enhance the performance of the firm by a factor of 0.388. As the result indicates Involvement is the second most significant variable in this study. This is consistent with what Denison and Fey (2003) found in the US. They found that Involvement was second followed by Adaptability which is exactly the same finding with the current study.

The fourth study objective sought to explore the impact of Adaptability/Innovativeness culture trait on organizational performance at Sunshine Construction PLC. The study showed a positive significant influence of Adaptability/Innovativeness culture trait on performance at Sunshine Construction PLC. Compared to the previous three culture traits, Adaptability/Innovativeness had the highest influence on performance at Sunshine Construction PLC. Results obtained from correlation model revealed a strong positive correlation between performance of Sunshine construction PLC and Organizational consistency (correlation coefficient = .787, p value = .000). Test regression results also show that a unit increase in Consistency would enhance the performance of the firm by a factor of 0.390.

5.3. Conclusions of the findings

The study concludes that there exists a positive and strong relationship between Organizational culture and Organizational performance at Sun Shine construction plc. The study also concludes that employee empowerment/involvement was a key factor that promoted positive performance in Sunshine construction plc. This shows that the company had established work cultures, systems and processes that encouraged and made use of employee input and feedback. Which can increase the quality of decisions and improves their implementations.

The study also concludes that Organizational Consistency has been identified as the weakest link in promoting organizational performance at Sunshine construction PLC. This shows that the company lacks a mindset and a set of organizational systems that create an internal system of governance based on consensual support. The company should device a distinct method of doing business, and should promote a clear set of do's and don'ts. This will create a highly committed employee.

5.4. Recommendation

Since companies should reflect the four dimensions of cultural traits Sunshine construction PLC should strive to increase the level of its Flexibility and External focus. To do this the company should focus on Organizational Consistency and Mission cultural traits. This can be achieved by taking actions on the following issues.

Organizational Consistency has been identified as the weakest link in promoting organizational performance at Sunshine construction PLC. The role of Organization Consistency cultural trait has been well documented in literature. Denison states that Consistency trait provides a central source of integration, coordination and control. More over consistency trait creates strong culture and it foster implicit control systems based on internalized values and it enables individuals to better react in a predictable way to an unpredictable environment. Therefore, the study recommends that Sunshine Construction PLC should:

- Create a dialogue throughout the organization that will identify what they stand for and how it is linked to creating value for its customers.
- Put the spotlight on activities that exemplify the core values.
- Include values, ideology and culture as a regular part of training.

The second cultural trait that Sunshine Construction PLC should consider to evaluate is its Mission. As per the study Mission has the second smallest amount effect on performance of the company. This indicate that Mission is not very meaningful to many employees and the long-term purpose of the organization is not very inspiring. Here are several suggestions about how the sense of mission can be improved in the organization. Therefore, the top executives of the company should:

- Give the future the attention it deserves. Top executives need to adopt long-term strategy and direction as their highest priority. It is clear that the company will succeed when the top executives are spending most of their time on issues that have a time horizon of five years or longer.
- Develop a philosophy that long and short-term interests can be reconciled. Concentrating on the long term does not mean neglecting short term. Finding ways to serve both at the same time needs to become second nature.
- Concentrate on changing the rules of the game in the industry. The most successful organizations are always those that change the rules of competition in their industries. Then everyone else is forced to follow their lead and react to their moves. This requires an almost obsessive focus on competitors outside the organization and continuous rethinking about how the organization creates value.

- Make everyone in the organization familiar with the strategy and vision. When everyone shares a mental model of a desired future state, the effects are very powerful. It establishes a standard of excellence that redefines ambition.
- Involve others in defining and redefining your mission. Good ideas can come from anywhere, inside or outside of your organization. Involve managers, executives, and employees, as well as stakeholders and customers, in your discussion. Engage them in a discussion of how the organization creates value for society. You will know that you have succeeded when everyone is pleased with the mission, but no one is exactly sure where it came from.
- Everyone must connect their own goals to the mission, vision and strategy. Global strategy and vision are not enough. Everyone in the organization, from the boardroom to the mailroom, must be able to define individual goals in terms of the overall mission, vision and strategy of the organization. Strategic direction must be supported at all levels. You will know that you have succeeded when the top executives and shop floor workers can talk about their joint progress toward the same goals.

5.4.1. Recommendations for Further Studies

The study only explored the effect of four cultural traits based on Denison model. Expanding the study to include other traits would give more direction to the company and the sector. Further, the study was a case study of only Sunshine Construction PLC, including other construction companies would be welcome. Organizational culture is highly dynamic, studies in other time zones and sectors would provide empirical evidence to further ground the theory.

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Appendix
JIMMA UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT
MBA PROGRAM

Dear Respondents!

I am currently conducting a Masters of Business Administration (MBA) thesis at Jimma University with the collaboration ABH Institute. The aim of this questionnaire is to study the “Effect of Organizational Culture on Performance of Sunshine Construction PLC. However, for such a research program to be successful, I need your support. This questionnaire is required to be filled with exact relevant facts as much as possible. The questionnaire has two parts. Part I deals about demographic characteristics, whereas part II deals with effects of organizational culture on real estate performance.

All data included in this questionnaire will be used only for academic research and will be strictly confidential. After all questionnaires are collected and analyzed, interested participants of this study will be given feedback on the overall research results.

Also, you are kindly request to respond to each item as frankly as you can.

Thank you for your cooperation!

Sincerely,

Part I- General questions about the customer

1-Your gender

A. Male

B. Female

2-Your age

A. between 20- 25 years

B. between 26 - 30 years

C between 31- 36 years

D. above 40 years

3-Your work experience in construction sectors

- A. less than a year B. 2- 4 years C. 5- 7 years D. above 7 years

4-Educational back ground

- A. Diploma B. Bachelor degree C. Masters and above

Part two: The five-point scale ranging from strongly disagrees to strongly agree. The objective is to assess key dimensions of the culture at your organization. So, you are requested to indicate your perception using the following rating scale. SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4) and SA = Strongly Agree (5),

Table 4:17: Standardized Questionnaire Adopted from Mugure and Doris

1	organizational consistency	SD (1)	D (2)	Av (3)	A(4)	SA (5)
1.1	The leaders and managers follow the guidelines that they set for the rest of the organization					
1.2	There is a clear and consistent set of values in this organization that governs the way we do business					
1.3	This organization has an ethical code that guides our behavior and tells us right from wrong					
1.4	When disagreements occur, we work hard to achieve solutions that benefit both parties in the disagreement					
1.5	It is easy to reach consensus even on difficult issues.					
1.6	We often have trouble reaching agreements on key issues					
1.7	There is good alignment of goals across levels of this organization					
2	Organization mission/goals	SD (1)	D (2)	Av (3)	A (4)	SA (5)
2.1	The mission of our organization is aligned to the					

	expectations of our targeted customers					
2.2	The mission of our organization reflects the values and beliefs of top managers in our organization					
2.3	This organization has a clear long-term purpose and direction					
2.4	This organization has a clear mission that gives meaning and direction to our work					
2.5	This organization has a clear strategy for the future					
2.6	There is widespread agreement about goals of this organization					
2.7	Leaders of this organization set goals that are ambitious, but realistic					
2.8	We have a shared vision of what this organization will be like in the future					
2.9	The leadership has clearly stated the objectives we are trying to meet					
C	Employee /empowerment Involvement	SD (1)	D (2)	Av (3)	A (4)	SA (5)
3.1	Employees are involved in deciding how their work is done in your organization					
3.2	Decisions are usually made at the level where best information is available					
3.3	Information is widely shared and accessible by all					
3.4	Everyone believes that they add value to the organization					
3.5	Working in this organization is like being part of a team					
3.6	Teams are the primary building blocks of this organization					

3.7	The organization is constantly improving compared with its competitors in many dimensions.					
3.8	This organization continuously invests in the skill of employees.					
3.9	The capability of people in this organization is viewed as an important source of competitive advantage					
4	Adaptability/Innovativeness	SD (1)	D (2)	Av (3)	A (4)	SA (5)
4.1	This organization is very responsive and changes easily					
4.2	This organization responds well to competitors and other changes in the business environment					
4.3	This organization continually adopts new and improved ways to do work.					
4.4	Customer comments and recommendations often lead to changes in this organization					
5	Performance indicators	SD (1)	D (2)	Av (3)	A (4)	SA (5)
A.	Financial					
5.1	Meeting predetermined goals on profitability					
5.2	Meeting predetermined goals on revenue growth					
5.3	Maintaining competitiveness in the market					
5.4	Meeting predetermined goals on increasing shareholders returns					

B	Internal Business Processes	SD (1)	D (2)	Av (3)	A (4)	SA (5)
	Meeting predetermined goals on quality level					
	Meeting predetermined goals on cost control					
	Enhancing competence in identifying company's goals					
	Enhancing competence in maintaining the process of achieving the predetermined goals					
C	Customer	SD (1)	D (2)	Av (3)	A (4)	SA (5)
	Obtaining feedback from customers					
	Enhancing competence in satisfying customers' needs					
	Enhancing competence in keeping existing customers					
	Meeting predetermined goals on company vision about customer service					
D	Learning	SD (1)	D (2)	Av (3)	A (4)	SA (5)
	Providing adequate review of practice to adapt to market change					
	Enhancing competence in transforming employees' innovative ideas to decisions					
	The organization learns from its failures and mistakes to improve its innovation capability.					

Thank You