

***THE EFFECTS OF INSTITUTIONAL REFORM ON
ORGANIZATIONAL CULTURE: THE CASE OF JIMMA
ZONE, NONO BENJA WOREDA LEVEL OFFICE.***

A thesis submitted to the Department of Management, College of Business And Economics, and Jimma University in partial fulfillment of the requirements for the Degree of Master of Public Management.

BY

BEKELE OLIKA



**JIMMA UNIVERSITY,
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

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JIMMA, ETHIOPIA

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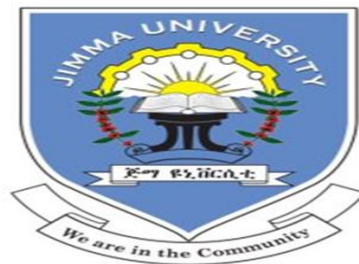
BEKELE OLIKA

MAIN ADVISOR: DANIEL AMENTE (PhD Candidate)

AND

CO-ADVISOR: UMAR HAJI

*A Thesis Submitted to the School of Graduate Studies of Jimma University in
Partial Fulfillment of the Requirements for the Award of the Degree of Master of
Public Management (MPM).*



**JIMMA UNIVERSITY,
COLLEGE OF BUSINESS AND ECONOMICS
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SEPTEMBER 9, 2021
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CERTIFICATE

This is to certify that entitles “Effects of Institutional Reform on Organizational Culture. A study case of Jimma Zone, Nono Benja Woreda Level Office “Submitted to Jimma University for the Award of the Degree of Master of Public Management (MPM) and is a record of bonafide research work carried out Mr. Bekele Oliko, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institution for the award of any degree or diploma.

Approved by:

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Main advisor	Date	Signature
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Co- advisor	Date	Signature

DECLARATION

I hereby declare that this thesis entitled “Effects of Institutional Reform on Organizational Culture. A Study Case of Jimma Zone, Nono Benja Woreda Level Office “has been carried out by me under the guidance and supervision Daniel Amente (PhD Candidate) and Umar Haji.

This thesis is original and has not been submitted for the award of any Degree or Diploma to any University or Institutions.

Researcher’s Name

Date

Signature

Bekele Oliko

Abstract

*The main objective of this study was to investigate the effect of institutional reform on organizational culture in Nono Benja woreda of Jimma Zone. The researcher selected descriptive survey method for the quantitative part which helps the researcher to know what exists at present. Both quantitative and qualitative research methods were used. Data for this study was generated from both primary and secondary sources. Target population and the researcher used simple random and availability sampling techniques in the study and the data analyzed using SPSS version 20 for histogram, bar chart, pie chart, percentage and tables. About 218 employees were selected out of 480 using simple random sampling techniques. Data gathering instruments for this paper was collected using, questionnaire, FGD and interview. The awareness of employees on institutional reform was better regarding their knowledge on clear understanding of the aims of institutional reform and the initiatives taken by top administrative to activate institutional reform and the participants have poor awareness concerning if institutional reform are achieved the intended aims after the implementation. There were strong agreements among participants as factors affecting the implementation of institutional reform and organization culture were related to top management's insufficient understanding about reform on building and developing implementation system procedures and structure many problems. The finding illustrated that the relationship between institutional reform and organizational culture was strong, significant and positive relationship with $r=.937^{**}$, $n=208$, $p=.000$. This showed that efficient implementation of institutional reform enhances organizational culture in Nono Benja Woreda. The institutional reform variables positively affect the organizational culture in providing the needed operations. Institutional reform significantly predicted organizational culture with $R=.94a$, R^2 adjusted= .88 ($p<0.01$) significance level. Institutional reform explaining the organizational culture by 88%; hence the organizational culture in the public sector of Nono Benja Woreda greatly affected institutional reform.*

Key Words: *Factors, Effect, Institutional Reform, Reform Tools, and Organizational Culture*

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Table of Contents

CERTIFICATE	I
DECLARATION	II
<i>Abstract</i>	III
ACKNOWLEDGEMENTS	IV
List of Figures	VIII
List of Tables	IX
List of Acronyms	X
CHAPTER ONE	1
1. INTRODUCTION	1
1.1. Background of the Study	1
1.2. Statement of the Problem	3
1.3 Research Questions	6
1.4 Objectives of the study	6
1.4.1 General objective of the study.....	6
1.4.2 Specific objective of the study	6
1.5 Significance of the study	7
1.6 Scope of the Study	7
1.7 Limitations of the Study	7
1.8 Organization of the Study	8
1.9 Operational Definition for key Terms	8
CHAPTER TWO	9
2. REVIEW OF RELATED LITERATURE	9

2.1 Theoretical Reviews	9
2.1.1 Concepts of Organizational Culture	9
2.1.2 Concepts of institutional reform.....	14
2.1.4 Effect of Institutional Reform on Organizational Culture	14
2.1.5 Factors Affecting Implementation of Institutional Reform	17
2.2 Empirical Review	18
2.4 Research Gap	19
2.3. Conceptual framework	20
CHAPTER THREE	22
RESEARCH METHODOLOGY	22
3.1 Description of study area	22
3.2. Research Design	23
3.3 Research Approach	24
3.4. Sources of Data	24
3.5. Target Population of Study.	24
3.6. Sample and Sampling Techniques	25
3.7. Instruments of Data Collection	26
3.7.1. Questionnaire	26
3.7.2. Interview	27
3.7.3 Documents Analysis	27
3.8. Procedures of Data Collection	27
3.9 Method of data analysis and interpretation.....	28
3.10. Ethical Consideration	29

4.DATA PRESENTATION, ANALYSIS AND INTERPRETATION	30
4.1 Characteristics of Respondents.....	30
4.1.1 Sex of the respondent.....	30
4.1.2 Age of the respondent	31
4.1.4 Educational level of the respondent.....	32
4.1.5 :Job category of respondent.	32
4.2 The awareness of employees on institutional reform	34
4.3 The implementation of institutional reform and organizational culture in public sector.....	39
4.4 The institutional reform implementation for changing the organizational culture	43
4.5 The factors affecting the implementation of institutional reform and organization culture.....	48
4.6 The degrees of institutional reform implementation predict and related to the organizational culture in Nono Benja Woreda.	56
4.6.1 The relationship between institutional reform tools and organizational culture	56
4.6.2 The degrees to which institutional reform predict organizational culture in Nono Benja Woreda	57
CHAPTER FIVE	59
5. SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	59
5.1 Summary	59
5.2 Conclusions	61
5.3 Recommendations	62
APPENDICES	69

List of Figures

Figure 1: The conceptual frame work 21

Figure 2: Map of the study area 22

Figure 3: Sex of respondent 31

Figure 4: Job category respondents..... 33

Figure 5: Working experience of the respondents 33

List of Tables

Table 1: Age of the respondents	30
Table 2 : Educational level of the respondent.....	31
Table 3. The awareness of employees on institutional reform	33
Table 5 :The institutional reform implementation for changing the organizational culture.....	42
Table 6: The factors affecting the implementation of institutional reform in public sector of Nono Benja Woreda.	46
Table 7: Correlations between institutional reform tools and organizational culture.....	54
Table 8: Regression analysis on how institutional reform tools predict organizational culture ...	56

List of Acronyms

ANOVA	Analysis of Variance
BPR	Business Process Reengineering
BSC	Balanced Score Card
CC	Civil charter
CSCA	Civil Service Change army
FDRE	Federal Democratic Republic of Ethiopia
IR	Institutional Reform.
MCB	Ministry of Capacity Building
NBWPSO,	Nono Benja Woreda Public Services Office
OC	Organizational Culture
SPSS	Statistics Package for Social Science
WHO	World Health Organization

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Organizational culture refers to various attributes of organizations. They may include the culture of performance oriented, long-term employment, quality enhancement (Swierczek, 2002). (Bratianu, 2007), noted organizational culture as a powerful adhesive of intellectual capital, and likens the compound to a foundation that prepares two or more elements for mutual dependence and thus to a new identity based on synergy. Organizational culture refers to the shared perceptions of organizational work practices within organizational units that may differ from other organizational units (Wilderom, 2004).

An organization's culture guides and constrains the behavior of members of the group due to the shared norms in the group (Schein, 2010). Organizational culture also plays a part in employee retention, as employee commitment and retention is related to perceived organizational values (Topolnytsky, 2000). Organizations that provide an enjoyable, fun working environment, and high morale, result in low turnover (Lees, 2001).

Organizational culture includes social elements, beliefs, traditions, and the collective assumptions of organizational members (Whalen, 2014). The organizational culture orientation includes a collection of social values from the sense of involvement and collaboration among organizational members (Sharma & Good, 2000). Organizational culture is, most of the time, the element that drives the organization forward. It creates an operational environment in which every employee strives to achieve the goal set by the organization (Tănase, 2015).

Organizational culture is the context that drives an employee's attitudes and subsequent behaviors to adopt the much needed change-oriented perspective. (P'eli, 2000) States if institutional reform not properly planned, assessed and implemented, can result not only reduced business performance but can erode an organizations reliability and accountability, leading to frustration and confusion within the organization. Institutional reform might not be fully

understood or correctly interpreted at all levels of the organization increasing the uncertainty associated with the reform itself. In such situations, the employees might feel unfairly treated, obsolete and replaceable (Griffin, 2006).

Based on (Kandula, 2006) argument, the key element to good employee performance is the existence of a strong culture and due to variations in the practice of organizational cultures; same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve exceptionally whereas a negative and weak culture can be the cause of outstanding employees to be demotivated and to underperform and end up with no achievement.

The reform is to raise the quality of public services delivered to the citizens and enhance the capacity to carry out core government functions, thereby, leading to sustainable development (Bank, 2002). For that reason, institutional reform has to give great attention to improving organizational culture for better performance in the organization. So, any reform without appropriate behavioral and attitudinal change on human elements does not bring change to the organizational culture and does not result in the expected outcome in achieving the goals of the organization (Bubamo, 2017).

Organizations cultural change does not happen by accident. In most cases, culture changes are implemented using a defined strategy for high involvement and by using a measurable action plan. Hence, managers and employees do not work in a value free environment; rather they are governed, directed and tempered by the organization's culture (Ritchie, 2000) A positive culture attracts and retain loyal and committed employees, which, in turn, can strengthen relationships with customers and other partners. Just like any other asset, organizational culture must be monitored and nurtured to ensure that it reflects the organization and its vision (Griffiths, 2010).

In order to fill the need of acquiring well trained and experienced professionals, new employees have grown up with different organizational values, norms, attitudes and assumptions, however; culture branding didn't get adequate attention parallel to the deployment of employees (Nigussie, 2018). Building an organizational culture face challenges related to the lack of

employees' efficiency in productivity, performance, commitment, self-confidence, work habits and profitability (Umemezia, 2017). In a weak organizational culture, employees have a problem to define the organization's values and determining the right process of conducting business in the organization (Childress, 2013).

However, institutional reforms were crucial to achieve organizational goal, sometimes in the Nono Benja woreda an organizational culture face challenges related to lack of to maintain observed organizational values. Appropriate behavioral and attitudinal change on human elements does not bring change to the organizational culture and doesn't result in the expected outcome in achieving the goals of the organization. Hence, identifying the effects of institutional reform on organizational culture in Nono Benja Woreda is the major objective that the current study concerned.

1.2. Statement of the Problem

Change in the organization is not always a smooth process that is accepted by all employees of the organization. Until now, it is unclear how to build stable institutions and which reforms are appropriate for specific contexts (Seidler, 2018). In other words, not everyone resists change, and not everyone accepts change. To what degree change is accepted depends on the specific change and employees conditions and perceptions. Change perception of employees and cost of change has been seen by writers from a different angle at different times in relation to its implementation effect on employees and organization productivity (Joanna, 2015).

In practice, the focus on institutional reform has led to a broad variety of policy actions introducing new rules or changing existing ones. The aim of these policies is to improve existing governmental regulations (Andrews, 2013). The African continent, are still marked by poverty and poor economic performance ((Beegle, 2016); (Dabalén, 2017)). (Pande, 2018), demonstrate that money alone is not enough to improve the situation of people living in poverty. Page and Pande are not the only ones to conclude that poor countries often lack stable institutions.

The sole reform of formal rules that promote prosperity does not lead to the desired effects. Since formal rules unfold their effects while interacting with the respective informal constraints, formal institutions often do not fulfill the anticipated effects in other contexts (North, 1990)). Understanding the influence of this interaction on processes of catch-up development must therefore be the task of economic analysis (Pejovich, 2003).

Institutional reforms are handicapped by countless factors and not all of the methods and tools outlined were applicable uniformly to all ministries, institutions and commissions (Kassa, 2011). The aim of institutional reforms is to implement new formal rules in a specific country environment (Sobel, 2017). For reforms to be effective, merely changing formal rules is not sufficient. Rather new rules have to be internalized by the affected population. Donor organizations often run training programs to familiarize the population with new formal rules and to ensure their implementation translating new formal rules for the affected population (Andrews and Bategeka 2013). A careful and selective adaptation of some elements to selected areas is essential for effective institutional reform (Tesfaye, 2009). Literature acknowledges that institutions matter, the work on institutional reforms is still sparse and unrelated (Sobel, 2017).

Many institutional reforms in development cooperation contain elements that stem from more developed countries (Seidler, 2017). Best practice institutions ignore the relevance of local contexts, which can be ineffective or in some cases even harmful (Rodrik, 2003). The most important guide to successful institutional reforms is the local conditions of a given region. Institutional reforms must fit the local context and build on existing circumstances (Seidler, 2018). From the above authors views the current study seen it is important to conduct a study if or not institutional reforms fit the local context or adopted from more developed countries which can be ineffective or in some cases even harmful in order to identify the factors affecting the implementation of institutional reform in Nono Benja Woreda.

To conduct institutional reforms local knowledge is needed to construct reforms. The anchoring of institutions in the local context has to be based on local knowledge (Rodrik, 2007). When studying other arrangements, as well as when developing institutional reforms within a

specific context, the observation of local conditions is an important task of reformers (Dixit, 2009). Reforms that aim to copy first-best institutions can misfire and might not lead to the desired results (Seidler, 2018). Individuals interpret the same formal rules, informal constraints, and the interplay between them in a different way because of their cultural background. Consequently, an understanding of different cultural backgrounds is necessary to understand how specific institutions, or the change of institutions, are interpreted. Individuals use mental models to make sense of their environment (WorldBank, 2015).

The government of Ethiopia has endorsed on reforming its civil service organizations with the objective of improving the public sector service delivery system and since. As a civil servant organization, Nono Benja woreda also holds in the reformation. Together with the government reformation plan, Nono Benja woreda has many responsibilities. Therefore, it is also important to note that reform is concerned with a continuous improvement in all aspects of organization. .

The Ethiopian government deployed reform tools to ameliorate civil service delivery by government institutions in the country. As has been identified in the preceding paragraphs, the reform tools included BPR, BSC, and the introduction of change army, Citizens Charter and deliver logy. These change tools were implemented across all civil service institutions in the country. However, the introductory studies and observations have shown that the efforts did not meet their targets at the expected level ((Adebabay 2011); (Paulos, 2001); (Solomon, 2013); (2009) (Bubamo, 2017)). On the other hand, no systematic study has been conducted particularly on the effects of institutional reforms at the woreda level.

Several other gaps exist in this area of research, notably considerable variation in how researchers view and study organizational culture, with ambiguity regarding its meaning (Howard-Grenville, 2006). There remains a need for additional research on the relationships among organizational culture and institutional reform changes, as they have not been studied carefully enough ((Harper, 2015); (Schein, 2010)).

Due to cultural impacts on the research, it is not possible just to use some theories based only on the western society. Due to the limited or inconclusive character of research in the area of

organizational culture and institutional reform (Howard-Grenville, 2006) suggested for further investigation in the above mentioned areas. Thus, the current study initiated to investigate how does institutional reform related and predict organizational culture in Nono Benja woreda. Therefore, this study aimed to about effect of institutional reform on organization cultures at woreda level.

1.3 Research Questions

The following research questions were considered while conducting the study.

- 1) What is the level of awareness of institutional reform in the Nono Benja District?
- 2) What are the factors affecting the implementation of institutional reform in the Nono Benja District?
- 3) What is the relationship between institutional reform tools and organizational culture in the study area?
- 4) What is institutional reform implementation given essential attention for changing the organizational culture in the study area?

1.4 Objectives of the study

1.4.1 General objective of the study

The general objective of the study is to investigate the effects of institutional reform on organizational culture reform in Nono Benja Woreda of Jimma Zone.

1.4.2 Specific objective of the study

The specific objectives of this study are:-

- 1) The level of awareness towards institutional reform in the study area.
- 2) To identify the factors affecting the implementation of institutional reform in Nono Benja Woreda.
- 3) To investigate the degree of institutional reform predict and related to the organizational culture in Nono Benja Woreda.
- 4) To study how the institutional reform is implementing in Nono Benja Woreda intending to give focused attention on changing the organizational culture

1.5 Significance of the study

This study, like other studies, may be the great value to those who may read it objectively and put into description. The findings of the study may have an implication to all organizational administrators, government, ministry of capacity building, policy makers, academicians and other researchers in; Ethiopian civil service systems (Ministry of Capacity Building, 2004).

The Federal Democratic Republic of Ethiopia (FDRE):-Giving insight to the ministry of capacity building, institutional reformers on the organizational culture practices used that offer a competitive advantage in Nono Benja Woreda. The study was enriching with adequate and useful literatures for future reference. It was useful resources, tools and equipment's to their staff for Nono Benja Woreda institutional reformers; It was also identify the loopholes and improve on the service delivery and other employees in the institutions and to researchers, it may form a basis for further research on the effects of institutional reform on organizational culture reform.

1.6 Scope of the Study

The study essentially concentrates on investigating the effects of institutional reform on organizational culture reform in Nono Benja Woreda of Jimma Zone. The study was delimited to Nono Benja Woreda of Jimma Zone. The researcher was focus on woreda level offices as it is less costly to conduct at the woreda level and larger population in different geographical locations is vogue and difficult to conclude. Also researcher majorly emphasis on examining the effects of institutional reform and organizational culture; the degree of institutional reform predict and related to the organizational culture and to identify the factors affecting the implementation of institutional reform in Nono Benja Woreda.

1.7 Limitations of the Study

The study was carrying out to evaluate the effects of institutional reform on organizational culture reform in Nono Benja Woreda of Jimma Zone. The major limitations this study describes

as follows: lack of respondent's cooperation and willingness to fill the questionnaires and absence of awareness to return the questionnaires.

1.8 Organization of the Study

This study is organized into five chapters. The first chapter deals with the introduction in which problems and its approaches are presented. The second chapter contains a review of the related literature on the effect of institutional reform on organizational culture, the third chapter covers the methodology of the study and research design; the fourth chapter deals with analysis of the research findings is presented. Finally, the Fifth chapter deals with summary, conclusions and recommendations and the research work at the end contains a list of references, and attachments on the survey questionnaire, and appendixes.

1.9 Operational Definition for key Terms

- 1) Factors are the influences/effects that contribute to a result.
- 2) Institutional Reform is the process of reviewing and reorganization state institutions so that they respect human rights, preserve the rule of law, and are accountable to their constituents.
- 3) Reform Tools is improving public sector achievement is mainly political and formed by the political settlement.
- 4) Organizational Culture is a set of imperative values, norms, beliefs, and understanding that members of a particular organization share.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Theoretical Reviews

2.1.1 Concepts of Organizational Culture

Many authors have attempted to give their own definitions of the term 'culture'. The common foci are the appearance of terms such as assumptions, beliefs, and values in those definitions of culture. For understanding the organizational culture, it is essential to be acquainted with all its components. There is no agreement among authors as to what components should be considered in studying organizational culture (Wambugu, 2014).

Tierney believes that the above-mentioned concepts used to describe culture occur in organizational settings, yet the way they occur, the forms they take, and the importance they have, differ dramatically. However, (Maassen, 1996) criticized that Tierney did not operationalize each concept of culture although he provided diagnostic questions to assess each concept/ dimension of culture. However, by taking the Tierney's diagnostic questions as a hint and associating them with other works, the authors attempted to explain the concepts and their influence on individual's performance in organizations below.

Environment - The World Health Organization (WHO, 2003) classified school environment as physical and psychosocial environment. WHO asserts that among others, warm, friendly, and supportive environment is important for enhancing the psychosocial environment? On the other hand, furniture, ventilation, lighting, protective equipment, and many others, where in (Chandrasekar, 2011) referred to as the physical environment. The psychosocial work environment is the result of an interaction between the work organization and the individual. It is determined by the relationship among employees in a workplace (Eriksson, 1996 as cited in (Karlsson, Karlsson, Björklund, & Jensen, 2012)). The study conducted by Samson and (Waiganjo, 2015) confirmed that psychosocial aspects were an important factor in increasing the performance of employees while compared to physical environment. In turn, the employee's

performance has repercussion on organizational effectiveness. (Tierney, 1998), Suggests diagnostic questions to evaluate environment. Among these questions, one is 'what is the attitude toward the environment? Hostility? Or Friendship? It seems that Tierney's organizational environment refers to the psychosocial environment. Similarly, this article is limited to the psychosocial environment.

Mission - Mission and vision statements have been accepted as an indispensable part of the strategic management and planning for all types of organizations (Darbi, 2012). Similarly, (Dermol, 2012) emphasizes that the mission statement has a potential to direct the behavior in an institution, serving as a managerial tool. He described that mission and vision statements impact on strategy and most other aspects of the organizational performance.

The literature has depicted the impact of these organizational statements on organizational cultures, both positively and negatively (e.g., (Fayad, 2011)). In the positive sense, (Tierney, 1998) recognizes the organizational mission as a dimension to understand the organizational culture. To this end, Tierney suggests certain diagnostic questions to assess organizational mission as one dimension of culture. These are: How is mission defined? How is it articulated? Is it used as a basis for decisions? How much agreement is there between mission and practice? These questions are important for studying mission and vision statements.

Leadership - Based on the university case studied by (Tierney, 1998), the role of the symbolic communication reinforced by tangible, constructive change, provides valuable clues about the effectiveness and the organizational culture. Vickrey (n.d.) states that communication is the process by which leadership is exercised and it is not merely a tool of erstwhile leaders or something leaders do or do not have at their disposal, such as their IQs, heights, personalities, or skills with word-processing equipment. With communication and symbolic interaction, leaders should also work with employees to realize the implementation of what they communicated. It is imperative for employees to witness leadership [which] walking the talk. In doing so, the people process culture will be established which is characterized by formation of a strong, positive belief

in people and sustained a high level of performance and profit over an extended period of time (Kersten & Walter, 2013).

Hence, People Process Culture leaders at all levels create environments that foster communication, build trust, and facilitate teamwork (Schnacky, 2008). What does the organization expect from its leaders? Who are the leaders? Are there formal and informal leaders? These are diagnostic questions proposed by (Tierney, 1998) to assess the leadership dimension of organizational culture. Therefore, in relation to the leadership dimension of culture, this article puts more emphasis on a leader's symbolic interaction with the people around them and the availability of tangible and constructive changes in the organization as perceived by students and faculty members.

Information - (Tierney, 1998) suggests three diagnostic questions to assess information as a dimension of the organizational culture, namely: 'What constitutes information? Who has it? And how is it disseminated?' Some authors explicitly call this dimension as 'Information Culture' (Detlor, & Heaton, 2008). According to (Choo, 2013), the information culture as a dimension of the organizational culture represents the assumptions, values, and norms that people have about creating, sharing, [and] using information (p. 776). He points out that it would have its own effect on the organizational behavior and effectiveness. Although the information culture is a concept that is open to different interpretations, the focus of this article is on students and faculty members' perceptions on the types of information being disseminated, the ways of information dissemination, and the ones who have information at the university sample case.

Strategy - According to (Ulwick, 1999), strategy is ... a plan that describes what an organization proposes to do to achieve a stated mission (p. 4). He emphasizes the importance of an effective strategy formulation process to enable an organization to generate strategies and solutions that would support its strategic position. Further, (Skøien, 2014) argues that the biggest portion of the organization strategy focuses on strategy formulation processes, but not that much on how employees in the organization perceive the strategy and strategy formulation processes. However, people's perceptions of reality have a greater influence on their behavior than the reality

itself (Phasinsaksith, 2014). This implies that employees' perceptions on the strategy and its formulation processes have a strong impact on the actors' behavior. To this end, (Alvesson, 2002) recommends a cultural view of strategy in order to understand the organizational strategy and to consider the strategy as a cultural manifestation. Some organizational culture theorists (e.g. (Tierney, 1998)) include strategy as a dimension of the organizational culture, and recommend researchers to investigate peoples' perceptions on how are decisions arrived at? Which strategy is used? And who makes decisions?

Socialization - Organizations have their own ways of doing things and it is imperative to introduce them for the social group and contribute to the success of the group (Arnett, 2015). The organizational socialization is a course of action to enable new employees to get organizational knowledge and skills and it is a process by which new employees get information of the norms and roles essential to work within a group or organization (Kostic, 2014). Therefore, the organizational socialization helps newcomers to adjust to the new task, the work group, and the organization.

Hofstede's (Hofstede et al., 2010) six dimensions of culture include: Power distance - the amount of influence one individual has over another; Individualism versus collectivism - the level of community found in a group; Masculinity versus femininity - the effect of male and female values; Uncertainty avoidance - the extent to which a group feels threatened by uncertainty or ambiguity and attempts to avoid such situations; Long term versus short term orientation - how the group plans, anticipates and obtains objectives; and Indulgence versus Restraint - the amount of gratification that is allowed.

The organizational socialization is receiving more attention by the organizational researchers. (Saks and Ashforth, 1997), stated that ... resurgence of interest in organizational socialization has resulted in more published studies than in any previous ... period. (Tierney, 1998) Argues that socialization should be studied as one dimension in studying the organizational culture and he proposes the following diagnostic questions: how do new members become socialized? How is [socialization] articulated? And what do we need to know to survive/excel in

this organization? These diagnostic questions are used to investigate socialization as one dimension of the organizational culture in this research.

Several other gaps exist in this area of research, notably ‘considerable variation in how researchers view and study culture’, with ambiguity regarding its meaning (Howard-Grenville, 2006). Several authors have explored culture and identity ((Corley, 2004); (Ravasi, 2006)), others have researched both culture and performance ((Ackerman, E. R., & Bezuidenhout, M. C., 2010): (Das et al., 2008): (Li et al, 2012)), (Yirdaw, 2014) , noted that organizational culture is the glue that combines the hardware (nonhuman resources) to the software (human resources) in the organization to establish teamwork and excellent performance. New comers of the organization. Socialization is referred to as a process of supporting individuals in finding ways to become members of a social group in order to be acquainted with how things work in that (Schein, 2010) , noted that management with weak organizational culture lacks transparent and consistent communication in the organization.

In a weak organizational culture, employees behave in a manner inconsistent with the organization priorities because of insufficient communication and lack of uniform direction from the leadership (Randle, 2011). When the organizational culture is weak, the organization existence is at risk because organization members have different values and beliefs, where they may work against the management’s priority ((Eaton & Kilby, 2015).

Effective organizational culture is a combination of strong and positive culture. In a strong culture, the organization members behave in a way consistent with organizational values (Flamholtz & Randle, 2011). In a positive organizational culture, employees share the goals and values of the organization (Flamholtz & Randle, 2012). In an effective organizational culture, business managers and employees work together to improve performance and productivity in the organization (Childress, 2013). (Eaton and Kilby, 2015), noted that effective organizational culture is important to motivate and retain competent employees in the organization.

2.1.2 Concepts of institutional reform

As inclusive i.e. institutions that promote prosperity they understand institutions that guarantee secured property rights, legal security, and contractual freedom. With these inclusive institutions in place, much of the population has an incentive to participate in the market (Acemoglu, Daron, and James A. Robinson, 2013). Even support for countries with such extractive institutions will not bring about sustainable change unless they are transformed into inclusive ones (ibid).

To understand the bigger picture of institutional change we analyze the role of cultural interpreter (Figart, 2017). A cultural interpreter is an expert in investigating and understanding specific contexts. This characteristic is of crucial importance when implementing second-best institutions. Cultural entrepreneurs do this by linking the reform to the existing cultural heritage so that it appears familiar to their fellow citizens (Zweynert, 2009). The term cultural interpreter is used because the main task of these persons is to translate new formal rules for the domestic population.

The main task of cultural interpreters is to enable institutional reforms by conducting trainings. They communicate the reform to the population by applying familiar patterns. Familiarity with the newly introduced concept is a necessary premise for successful institutional transfers (Seidler, 2016).

2.1.4 Effect of Institutional Reform on Organizational Culture

Understanding culture is important for the employees, the stakeholders, and the organization in general. To improve the organizational effectiveness of his or her organization any manager or leader should be able to identify organizational culture. Accordingly, organization regularly develops and manages repetitive work through accepted systems and rules to maximize their operational efficiency ((Schein, 2010). (Desson and Clouthie, 2010),stated that culture shapes what the organization considers to pass a right decision; what employees consider behaving

appropriately and how they interact with one another; and the attitude of outside stakeholders towards the organization.

According to (Kokilia and Ramalingam, 2015), employees are the basic building blocks of an organization. The success and development of an organization depends on how effectively and efficiently its employee performs and culture is a means through which employees discover and correspond what is suitable or undesirable in an organization in the light of values and norms.

The most determinant factors for achievement of employees' performance are organizational culture and organizations should be aware of their culture in order to survive successfully in unstable business environment (Northouse, 2004). According to (Oyafunke, Paul, and Olumuyiwa, 2014) analyze the concept of organizational culture has become a fundamental aspect in business, management, psychology and sociology.

To improve the organizational effectiveness of his or her organization any manager or leader should be able to identify organizational culture. Accordingly, organization regularly develops and manages repetitive work through accepted systems and rules to maximize their operational efficiency (Schein, 2010). Culture can enhance the consistency of employees' behavior; this clearly benefits an organization and employees, because it spells out how things are done and what is important (Stephen & Timothy, 2012).

The reform is to raise the quality of public services delivered to the citizens and enhance the capacity to carry out core government functions, thereby, leading to sustainable development (World Bank, 2002). Reform raises the quality of services to the citizens and these are essential for the promotion of sustainable economic and social development (Mesfin Taffesse, 2008). Even though change is implemented for positive reasons (e.g., to adapt to changing environmental conditions and remain competitive), employees often respond negatively toward change and resist reform efforts. This negative reaction is largely because change brings with it increased pressure, stress and uncertainty for employees (Griffin, 2006).

According to (Chew et al , 2006)resistance to reform is often understood from the management standpoint as a perceived behavior of organizations members who refuse to accept an organizational reform, (Ansoff, 1998)indicates that behavioral resistance may be both by individuals or groups within an organization and people may resist reform either due to self-interests, misunderstanding and lack of trust, different assessments or low tolerance to reform, (Doppelt, 2003)states that resistance to reform can be expected whenever the possibility of a reform in culture appears and it is a natural reaction or safety response to interruption to the status quo.The Ethiopian government recognized the importance of improving the performance of service delivery and the creation of accountable and responsible civil service institutions that would support the development efforts in the country.

To achieve these objectives, the government framed five pillars of the civil service reform programme: the top management system; civil service ethics; expenditure management; service delivery; and human resource management. The government established the (Ministry of Capacity Building, 2001)in the Office for the Coordination of Capacity Building (Proclamation No. 256/200:1630-1632) to co-ordinate these pillars of reform.

The government of Ethiopia has embarked on reforming its civil service with the objective of improving the public sector service delivery system. Both the government and international non-governmental organizations sponsored various management training and workshop programmes to enhance the capacities of the civil service officials and employees to bring better performance in all of its civil service organizations and public enterprises. Though this brought some improvements in civil service organizations, the effort required was too much as compared to the benefits obtained (Tesfaye, 2009).

Organizations today constantly face new challenges. For example, the global economy has permeated almost every industry, forcing organizations to adopt new strategies that traverse country, cultural, and language barriers (Kinicki & Williams, 2017). (Yirdaw, 2014), noted that organizational culture is the glue that combines the hardware (nonhuman resources) to the software (human resources) in the organization to establish teamwork and excellent performance. (Schein,

2010), noted that management with weak organizational culture lacks transparent and consistent communication in the organization. In a weak organizational culture, employees behave in a manner inconsistent with the organization priorities because of insufficient communication and lack of uniform direction from the leadership (Flamholtz & Randle, 2011). When the organizational culture is weak, the organization existence is at risk because organization members have different values and beliefs, where they may work against the management's priority (Kilby, 2015).

Effective organizational culture is a combination of strong and positive culture. In a strong culture, the organization members behave in a way consistent with organizational values. In a positive organizational culture, employees share the goals and values of the organization (Flamholtz & Randle, 2011). In an effective organizational culture, business managers and employees work together to improve performance and productivity in the organization (Childress, 2013). (Eaton & Kilby, 2015), noted that effective organizational culture is important to motivate and retain competent employees in the organization.

2.1.5 Factors Affecting Implementation of Institutional Reform

For many workers, including lower-level managers, reform is neither sought after nor welcomed. It is disruptive and intrusive (Strebel, 1996). The present study answers (Piderit's, 2000) call and defines resistance as a tridimensional (negative) attitude towards reform, which includes affective, behavioral, and cognitive components. Accordingly, she proposes that resistance be viewed as a multidimensional attitude towards reform, comprising affective, cognitive, and behavioral components.

Experts have further explored ways of reducing resistance to reform. (Judson, 1999) identifies a variety of tactics that managers can employ to minimize resistance to reform, including threats and compulsion, criticism, persuasion, inducements and rewards, compromises and bargaining, guarantees against personal loss, psychological support, employee participation, ceremonies and other efforts to build loyalty, recognition of the appropriateness and legitimacy of

past practices, and gradual and flexible implementation of reform. Meanwhile, resistance to reform seem natural, (Conner, 1998)strengthen and argues that human beings seek control and tend to fear and avoid ambiguity of disruption, whether it is positive or negative and hence what people resist in reality is not the reform but the implications of the reform (Gichobi, 2006).

2.2 Empirical Review

The study of an organization's culture is important for the implementation of an organization's strategies (Bashir, Jianqiao, Abrar, & Ghazanfar, 2012). Organizational culture is, most of the time, the element that drives the organization forward. It creates an operational environment in which every employee strives to achieve the goal set by the organization (Tănase, 2015).

Study conducted on the importance of organizational culture based on culture transfer, paper presented at the 9th International Management Conference: Management & Innovation for Competitive Advantage, Bucharest, Romania by (Tănase, 2015) showed Organizational culture is, most of the time, the element that drives the organization forward. It creates an operational environment in which every employee strives to achieve the goal set by the organization.

Study undertaken Vienna, Austria, by (Desson and Clouthie, 2010) on organizational culture why does it matter? Paper presented at the symposium on International Safeguards International Atomic Energy Agency stated that understanding culture is important for the employees, the stakeholders, and the organization in general. (Desson and Clouthier, 2010) ,stated that culture shapes what the organization considers to pass a right decision; what employees consider behaving appropriately and how they interact with one another; and the attitude of outside stakeholders towards the organization.

Organizational culture as a tool for management to control, motivate and enhance employees' performance (Owoyemi and Ekwoaba, 2014) stated educational system where institutional autonomy is promoted, organizational culture is more valued. For instance, reported

that when an organization is productive and its performance is increasing, organizational culture should be encouraged then.

The other study to understand the bigger picture of institutional change by (Figart, 2017) analyzed the role of cultural interpreter. Cultural interpreter is an expert in investigating and understanding specific contexts. This characteristic is of crucial importance when implementing second-best institutions. Cultural entrepreneurs do this by linking the reform to the existing cultural heritage so that it appears familiar to their fellow citizens. The term cultural interpreter is used because the main task of these persons is to translate new formal rules for the domestic population.

2.4 Research Gap

During the last periods, Ethiopia has gone into a comprehensive institutional reform and received assistance from international donor institutions various management training and workshop program to enhance the capacities of the officials and employees to bring better performance. This brought some improvements in organizations, but the effort required was too much as compared to the benefits obtained (Kassa, 2011). Despite the tremendous efforts and resources that have been allocated to this endeavor, progress remains inadequate (Mehret, 2000).

Institutional reforms are handicapped by countless factors and not all of the methods and tools outlined will be applicable uniformly to all ministries, institutions and commissions (Kassa, 2011). Ethiopian government, therefore, needs to increase efforts to address these challenges through effective institutional reform. Therefore, a careful and selective adaptation of some elements to selected areas is essential for effective institutional reform (Tesfaye, 2009).

In this regard, it is also important to note that reform is concerned with a continuous improvement in all aspects of organization. The study realized that there is a need for conducting a similar research on in Nono Benja Woreda where the issue is more serious since management is the most important in education process in any educational level.

The current study bridges the gap by conducting a study on the effects of institutional reform on organizational culture in Nono Benja Woreda. Thus, this study concerned the importance of the effects of institutional reform on organizational culture in Nono Benja Woreda.

2.3. Conceptual framework

A conceptual framework is described as a set of broad ideas and principles taken from important fields of investigation and used to structure a subsequent presentation; (Cooper & Schindler, 2008). This would be the conceptual model for the relationship among several factors that have been identified as important to the problem. The purpose of this study is therefore to experiment the nature and the strength of these relationships presented in the following below figure institutional reform (the independent variable) like to BPR, BSC, Civil service change army, citizen charter and kaizen and Organizational culture (dependent variable).

As indicated above institutional reform is the independent variable and organizational culture is the dependent variable.

Independent Variable

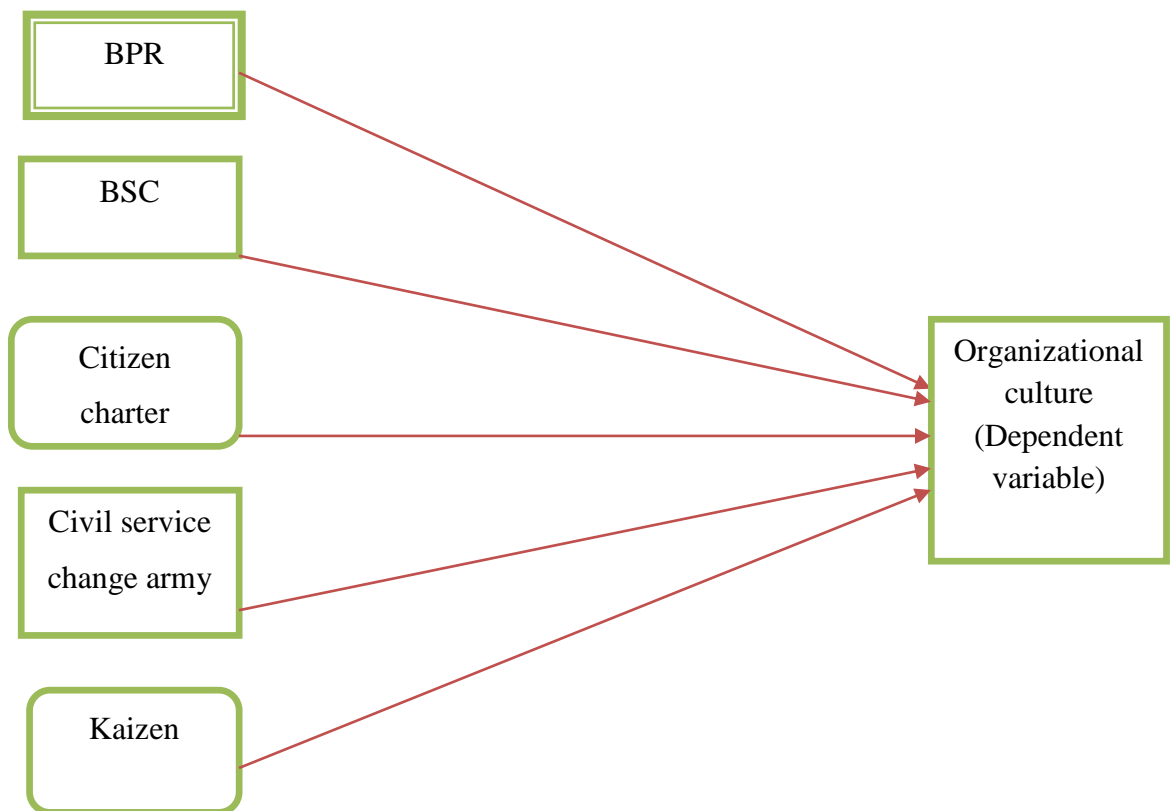


Figure 1: The conceptual frame work.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of study area

The study area was conducted at Nono Benja Woreda which is situated 157 km from Jimma town. It was bounded by limu Seka in the west, East Wollega in the north, Limu Seka and Cora Botor woreda in the south, and West Shewa zone in the east.

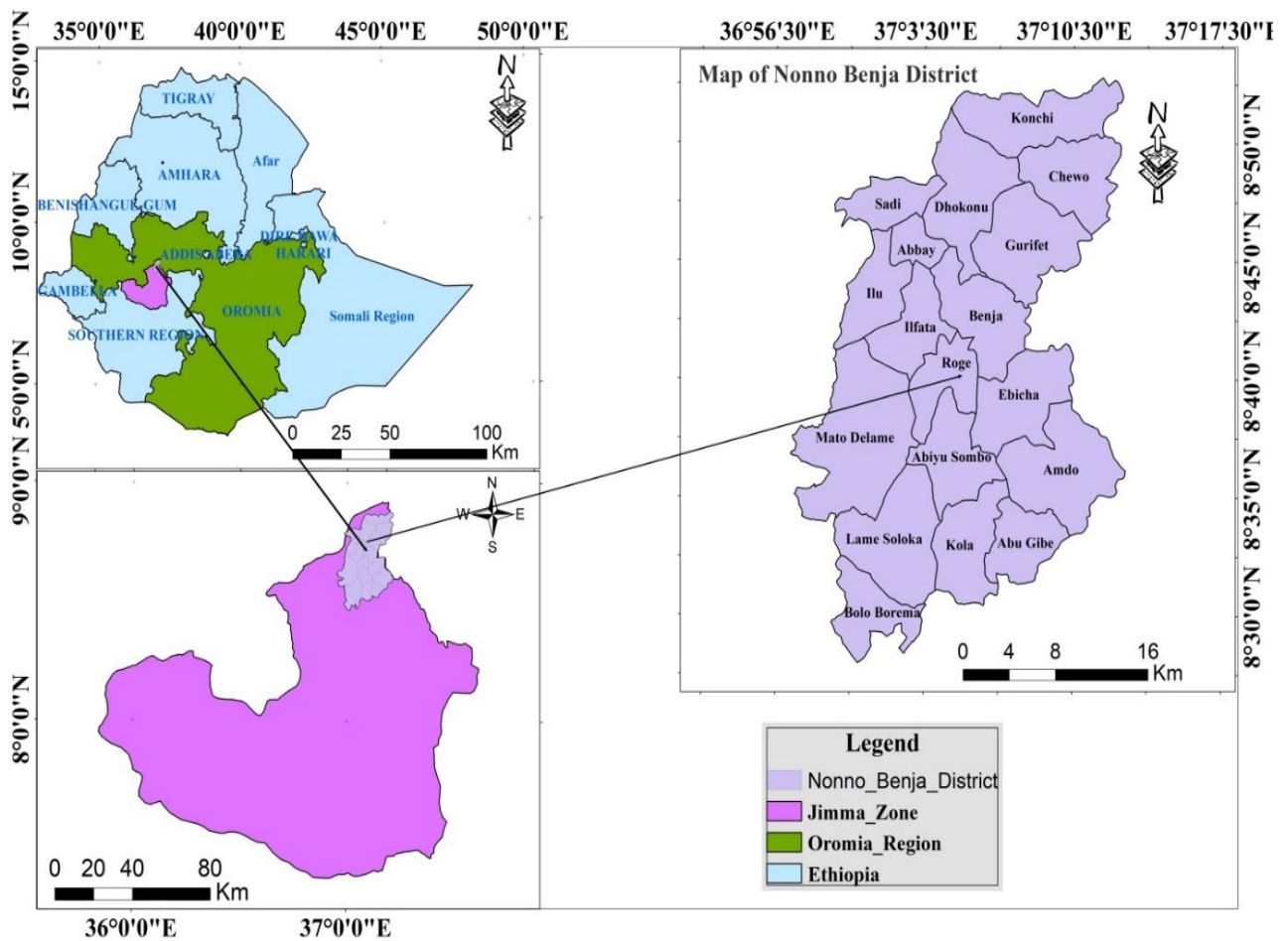


Figure 2: Map of the study area

3.2. Research Design

The study was used many research designs namely descriptive, correlation and exploratory research design. This study was used descriptive research design to describe the demographic data, on examining the effect of institutional reform and organizational culture; and to identify the factors affecting implementation of institutional reform.

The object of descriptive research is to portray an accurate profile of persons, events or situations (Gill and Johnson, 2002). Descriptive survey method helps the researcher to know what exists at present. Moreover, the other advantage of selecting this descriptive method is the researcher use questionnaires, interviews and survey testing method in order to assure the study (Sekaran, & Bougi, 2010).

In descriptive research, design is necessary to have a clear picture of the phenomena on which you wish to collect data prior to the collection of the data. In descriptive research was enabling you to identify and describe the variability in different phenomena, such as attitude and opinion questionnaires and organizational practices (Gill and Johnson, 2002).

The study was adopting explanatory research design. The explanatory research design was employed to examine the degree of institutional reform predict and related to the organizational culture. The purpose of explanatory research describes the cause and effect relationship of dependent and independent variables and was make it appropriate for this study because the researcher was fairly knowledgeable about the aspects of the phenomenon (Sekaran, & Bougi, 2010).

This study was used correlation research design to analyze the relationship between institutional reform and organizational culture. Correlation research design is designed to study the joint relationship of two or more variables for determining the amount of correlation between two or more variables. It is thus, a study of functional relationships existing between two or more variables. Correlation research design is used as a method for testing relationships between or among variables (Fitzgerald, Rumrill & Schenker, 2004).

3.3 Research Approach

For the purpose of this study, both quantitative and qualitative (mixed approaches) approaches were employed. In a mixed methods approach format, the research brings together approaches that the included in both the quantitative and qualitative formats (Creswell, 2002). This was because the objective of understanding a social or human problem from different perspectives. Qualitative research is exploratory and is useful when the researcher does not know the important variable to examine. This type of approach may be needed because the topic is new, the topic has never been addressed with a certain sample or group of people, or existing theories do not apply with the particular sample or group under study (Morse, 1991).

The study employed quantitative as major data collection technique whereas qualitative data as supportive and concurrently throughout the same study. As a result, to collect quantitative data questionnaires' was used, while for the collection of qualitative data interview focus group discussions and document analysis were employed. The qualitative data was used to provide greater clarity and understanding of the data obtained from the quantitative survey response (Creswell, 2002). Therefore, the researcher was applying mixed method so as to triangulate data collected through questionnaire, interview and document analysis.

3.4. Sources of Data

Data were collected by using two sources: primary and secondary. The primary sources of data for the study was employees and those in managerial position from the selected Nono Benja Woreda offices through questionnaires and semi-structured interviews. In addition, information was collected from Secondary sources of the study. As a secondary source of data documented materials that are available in the Nono Benja Woreda record office regarding institutional reforms, and organizational culture was relied to enrich and support the study.

3.5. Target Population of Study.

The target population is the entire group of people the researcher is interested in ((Easton & McColl, 1997). The target population of the study was woreda level employees in Nono Benja woreda. The woreda have the total number of civil servants was exacted to be 480 out of this 334

are males and 146 are females including Authorities according to (NBWPSO, 2021). These employees are hired permanently in 29 offices of woreda by the government to serve the community of the woreda. By taking this into public management, the researcher selects these effects of institutional reform on organizational culture in Nono Benja Woreda level office.

3.6. Sample and Sampling Techniques

Both descriptive and inferential statistics were used to analyze the quantitative data. Data collected from the public servants' survey and different secondary sources were analyzed and presented in tabular or graphic form, while qualitative information was incorporated in the report to support the quantitative data in thematic summaries on the basis of determinant factors. The data analysis technique was supported by the SPSS software program.

Data gathered through the structured questionnaires were processed and analyzed using SPSS version 20. Accordingly, descriptive statistics (frequency, percentage) were used to describe the data. Next, inferential statistics, such as correlation and regression analyses, were employed. Inferential statistics allow the researcher to draw conclusions about a population from the sample of a particular study (Cooper & Schindler, 2006).

The Pearson product-moment correlation coefficient was used to examine the relationship between institutional reforms on organizational culture. Next, regression assumptions tests like the normality test and linear regression test were undertaken. A Finally, a series of linear regression analyses were conducted to determine the mediating effect of public servants attitude in the relationship between institutional reforms, organizational culture and public servants performance.

At the Nono Benja woreda level employees were selected purposively. The stratified sampling technique was employed to classify woreda offices into three (3) based on their services (economic cluster, social service cluster and General administrative cluster). After clustering offices into three groups' stratum the determined proportional sample size participants were selected using simple random sampling techniques.

The formula provided by (Yamane, 1967) has been used to determine the required sample size of employees which specified the degree of precision and the confidence level as presented below; Where N= the number of total civil servants in woreda level, n= sample size, e=level of precision with equal to 0.05, because I have decided to take the true margin of error 5% with confidence level of 95%.

$$n = \frac{N}{(1+N(e)^2)}$$
$$n = \frac{480}{1+480(0.05)^2} = \underline{\underline{218}}$$

Accordingly sample of 218 employees of Nono Benja woreda was selected through stratified sample random sampling techniques. The purpose of the study was explained for the employees of Nono Benja woreda and they were given the freedom to participate in the study. And then employees became free to decide whether they voluntarily want to participate in the study.

3.7. Instruments of Data Collection

In this study, in order to collect data on examining the effect of institutional reform and organizational culture questionnaire, semi-structured interview and document analysis was employed.

3.7.1. Questionnaire

A questionnaire was employed to collect quantitative and qualitative data from selected employees. This is because the questionnaire is convenient to conduct surveys and to acquire the necessary information from a large number of study subjects in a short period of time. Furthermore, it makes possible an economy of time and expense and also provides a high proportion of usable response (Best & Kahn, 2003).

The questionnaire was prepared in English language, because it is assumed that all of the sample civil servants in woreda level could have the necessary skills to read and understand the concepts that are in the questionnaire. The questionnaires have two parts. The first part of the questionnaire is describing the respondents' background information, which would include: Sex,

age, experience, and position. The second part incorporated closed questions are adopted from literature to answer the effect of institutional reform and organizational culture; and to identify the factors affecting the implementation of institutional reform in Nono Benja Woreda.

The closed ended items are five Likert scales type questionnaires and the value of the scale is between one and five. Likert scale was employed to identify to what extent the respondents agree or disagree. The scale consists of five scales: 1= strongly disagree, 2= disagree, 3= undecided, 4= agree and 5= strongly agree.

3.7.2. Interview

Semi-structured interview was used to gather in-depth qualitative data from administrative to identify the factors affecting the implementation of institutional reform in Nono Benja Woreda. Employing semi-structured interview is quite important because interview has great potential to release more in-depth information, provide the opportunity to observe non-verbal behavior of respondents; gives opportunities for clearing up misunderstandings, as well as it can be adjusted to meet many diverse situations (Abiy Zegeye, Alemayehu Worku, Daniel Tefera, Melese Getu and Yilma Silashi, 2009).

3.7.3 Documents Analysis

Document analysis is one of the data collection tools that was used to validate the consistency of questionnaires and interview responses with the respondents included in the study. Also document analysis is an important secondary source of the data collection method. Therefore, the researcher was focus on records and minutes that show the data collection procedures conducted according to the subject matter. Document analysis was used to investigate the document records in the woreda regarding institutional reform and organizational culture practice, to identify the factors affecting the implementation of institutional reform in Nono Benja Woreda.

3.8. Procedures of Data Collection

To answer the research questions to confirm, cross-validate, or corroborate findings within a study student researcher passed through a series of data gathering procedures. The expected relevant data was gathered by using questionnaires, interviews, and document analysis. Having

letters of authorization from Jimma University for ethical clearance, the researcher directly went to Nono Benja Woreda office, and then the researcher directly leads to Woreda office according to the schedule outlined. Then, the student researcher in every step follows all important ethical procedures until all required data is collected and completed from the intended sampled Woreda office.

After making agreement with the concerned participants, the researcher was introducing his objectives and purposes. Then, the final questionnaires were administered to sample employees. The participants were allowed to give their own answers to each item independently and the data collectors were closely assisted and supervise to solve any confusion regarding to the instrument. Finally, the questionnaires were collected and make ready for data analysis.

The interview was conducted after the woreda office head authority's consent is obtained. During the process of the interview the researcher attempted to select free and clean environment to listen communication barriers that disturb the interviewing process.

3.9 Method of data analysis and interpretation

Data received from the questionnaires was first checked for completeness, numbered then coded and input in excels before being exported to Statistical Package for the Social Sciences (SPSS). The study applied descriptive statistical techniques to analyze data. According to Trochim (2006) descriptive statistics are used to describe the basic features of the data in a study or survey. This provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data.

SPSS version 20 program was used to generate the frequencies, tables and percentages of the responses. Such frequencies and percentages were important in drawing graphs and charts. Inferential statistics was used for analysis specifically correlations and regressions. These were carried out to examine the significance of the study variables and indicate the nature of the existing relationships between the study variables.

To test the relationship between institutional reform and organizational culture a correlation analysis was performed by using the Pearson correlation coefficient. Furthermore, a bivariate regression was used to re-examine the effects of institutional reform on organizational culture. To assess whether the regression analysis suffers from bivariate, the analysis of variance (ANOVA) was also calculated.

3.10. Ethical Consideration

The purpose of the study was explained to the participants and the researcher asked their permission to answer questions in the questionnaire or interview guide. He also informed the participants that the information they provided was only for the study purpose. Accordingly, the researcher used the information from his participants only for the study purpose. For that matter, any communication with the concerned bodies was accomplished at their voluntarily consent without harming and threatening the personal and institutional wellbeing. And also the researcher ensured confidentiality by making the participants unnamed. Furthermore, all the materials going to be used for this research were acknowledged.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the presentation and analysis of the data collected through questionnaires, interviews, and focus group discussions. From the 218 respondents, 208 of the respondents fully answered and returned the entire questionnaire.

The analysis and interpretation had two sections. The respondent characteristics are presented in the first section of this chapter. The second section deals with issues related to the level of awareness towards institutional reform; how the institutional reform is implemented in Nono Benja Woreda; the factors affecting the implementation of institutional reform; and the degree of institutional reform predict and related to the organizational culture in Nono Benja Woreda. Moreover, the data analysis and interpretation supported by the literature, helps the researcher to show the weakness or strength of the respondents response in accordance with the leading question.

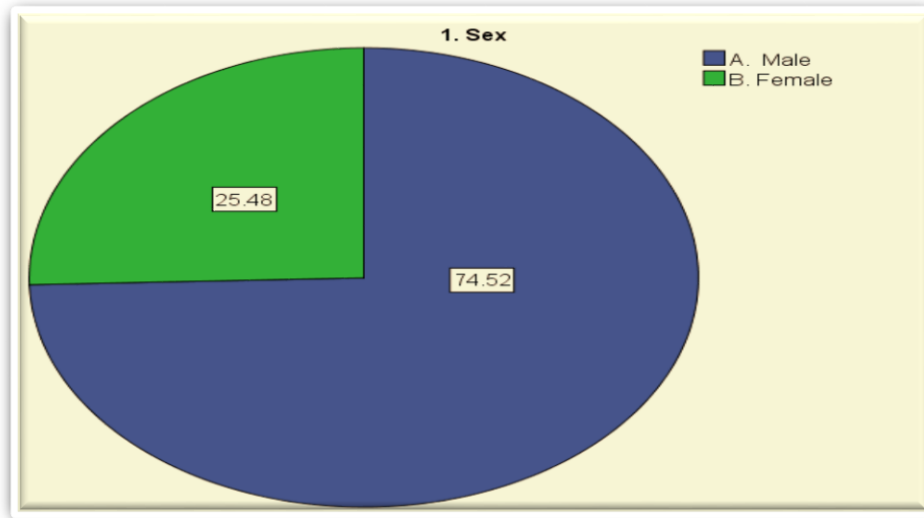
4.1 Characteristics of Respondents

The information on the respondent's sex, age, marital status, work experiences, and educational background, data collected with an aim of providing an overall profile of the research participants. The gathered data is summarized in figure and table below.

4.1.1 Sex of the respondent

The researcher needed to know the gender distribution of those who took part in the study, and the results are displayed in Figure 3 below.

The sex distribution of respondents who participated in the study showed that 155(74.52%) comprised of males and 53(25.48%) were female. This implied that the higher percentage of workers in the organization were male.



Source: Own survey Data (2021)

Figure 3: Sex of respondent

4.1.2 Age of the respondent

The researcher required establishing the age of the respondents who participated in the study and the findings were as shown in table 1 below

Table 1: Age of the respondents

		Frequency	Percent	Cumulative Percent
2. Age	A. 18-24	20.00	9.62	9.62
	B. 25-35	135.00	64.90	74.52
	36 -50	19.00	9.13	83.65
	51 and above	34.00	16.35	100.00
	Total	208.00	100.00	

Source: Own survey Data (2021)

Regarding the respondents age, about 20(9.6%) of employees were between 18-24 years; also about 135(64.9%) of employees were between 25-35 years; about 34(16.3%) of employees age lies between 36 -50 years; and the remaining about 19(9.1%) of employees age lies 51 and

above years old. Thus, it is possible to conclude from the data that most of the employees were matured enough to respond to factors of institutional reform on organization culture in Nono Benja Woreda as expected to be experienced in their life challenges.

4.1.4 Educational level of the respondent

The researcher sought to find out the highest educational level attained by respondents who participated in the study and the findings are shown in table 2 below.

Table 2 : Education Level of the Respondents.

		Frequency	Percent	Cumulative Percent
Level of education	Diploma	20	9.6	9.6
	Degree	182	87.5	97.1
	Masters And Above	6	2.9	100
	Total	208	100	

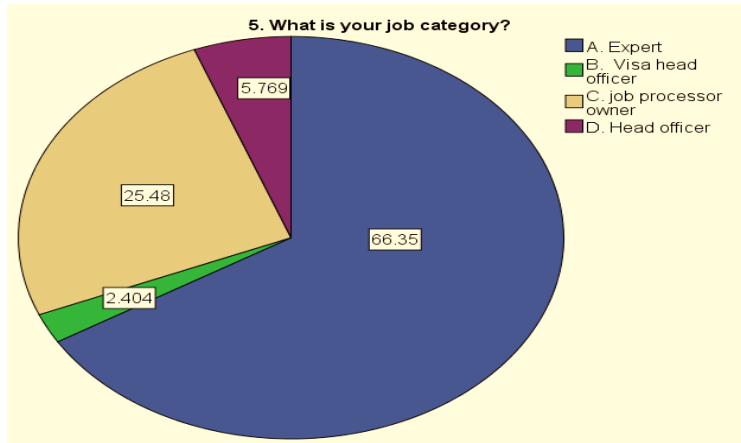
Source: Own survey Data (2021)

When the researcher required to find out from table 2 above the highest education level attained by respondents, it was established that 20(9.6%) were diploma holders, 182(87.5%) were degree holders while the 6(2.9%) holders of masters. This shows that majority of respondents were educated.

4.1.5 :Job category of respondent.

The respondents were also asked to specify the occupation of the respondent's job category in which they had worked in their particular department.

Concerning from figure 4 below the occupation of respondents job category; about 138(66.3%) of the participants job category were expert; also 5(2.4%) of the participants job category were visa head officer; Similarly 53(25.5%) of the participants job category were job processor owner; and the remaining 12(5.8%) of the participants job category were a head officer.

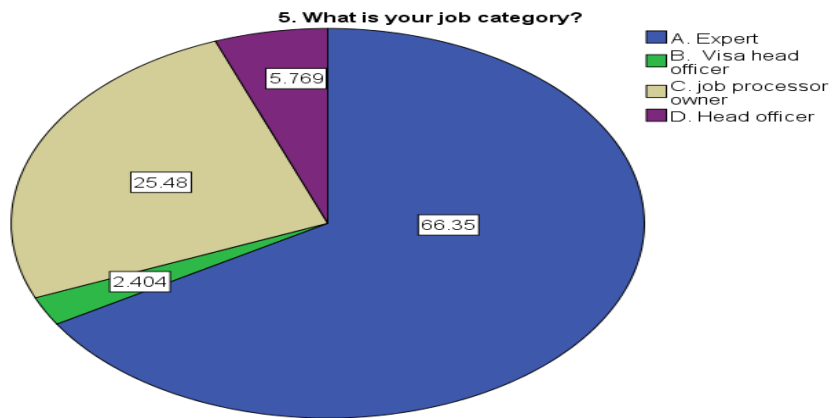


Source: Own survey Data (2021))

Figure 4: Job category respondents

4.1.6 Working experience of the respondent.

The researcher also requested the respondents to indicate the years they have worked in their respective department.



Source: Own survey Data (2021)

Figure 5: Working experience of the respondents

The figure above clearly Service years of the respondents indicate the vast majority about 114(54.8%) employees have an experience of between 4-7years, the other about 55(26.4%) of the participants have between 1-3 years; while some of the respondents service years found less than

one year and above eight years for about 11(5.3%) and 28(13.5%) of participants. The finding depicts, most of the employees are well experienced thus, and it is helpful in effecting their duties and responsibilities and provides support for the implementation of institutional reform in Nono Benja Woreda.

4.2 The awareness of employees on institutional reform

Table 3. The awareness of employees on institutional reform

Items		Frequency	Percent	Cumulative Percent
1. Do you have clear understanding of the aims of institutional reform?	Yes	40	19.2	19.2
	No	90	43.3	62.5
	To some extent	78	37.5	100
	Total	208	100.0	
2. Do you think the intended aims of institutional reform are achieved after the implementation?	Yes	41	19.7	19.7
	No	87	41.8	61.5
	To some extent	80	38.5	100.0
	Total	208	100.0	
3. Do you think the reform in your organization has achieved its objective in altering the culture of the organization?	Yes	16	7.7	7.7
	No	104	50.0	57.7
	To some extent	88	42.3	100.0
	Total	208	100.0	
4. How do you rate the level of understanding of management about the Civil Service Reform?	Very high	2	1.0	1.0
	High	12	5.8	6.7
	Medium	36	17.3	24.0
	Low	51	24.5	48.6
	Very Low	107	51.4	100.0
	Total	208	100.0	
	Yes	2	1.0	1.0

5. Do you think the relationships between work groups or departments are cooperative and competitive?	No	109	52.4	53.4
	To some extent	97	46.6	100.0
	Total	208	100.0	
6. Does institutional reform help Nono Benja Woreda to improve its working environment?	Yes	4	1.9	1.9
	No	94	45.2	47.1
	Do not know	110	52.9	100.0
	Total	208	100.0	
7. Did institutional reform implemented in your organization have given a focused attention on changing the organizational culture?	No	95	45.7	45.7
	Do not know	113	54.3	100.0
	Total	208	100.0	
8. How would you rate the initiatives taken by top administrative to activate institutional reform in Nono Benja Woreda?	. Good	5	2.4	2.4
	Fair	120	57.7	60.1
	Poor	83	39.9	100.0
	Total	208	100.0	

Source: own field survey (2021).

As shown above item 1 of table 3, participants were asked to answer do they have clear understanding of the aims of institutional reform. The results of the study revealed that about 40(19.2%) of the respondents showed their agreement as they have awareness regarding clear understanding of the aims of institutional reform, about 90(43.3%)of the participants expired their views as they have no awareness concerning clear understanding of the aims of institutional reform believed, while the remaining about 78(37.5%) of the respondents valued themselves as they have some extent of awareness relating to clear understanding of the aims of institutional reform. Implementation of the awareness of employees on institutional reform needs not only some extent facilities, remuneration, skills and so on cited by (Taye, 2011). Then the survey data showed that employee have some extent of awareness on clear understanding of the aims of institutional reform.

Concerning item 2 from table 3, the participant requested to give their views to the question ‘do you think the intended aims of institutional reform are achieved after the implementation?’ the finding illustrates 41(19.7%) of the respondents rated yes as institutional reform achieved its intended aims after the implementation; also about 87(41.8%) of the participants ranked no concerning achievements institutional reform to the intended goal after the implementation replied; while the rest vast majority about 80(38.5%) of the participants believed as institutional reform are achieved the intended aims in some extent after the implementation. This result shows that institutional reform has achieved some extent of its aim after the implementation in public sectors of Nono Benja Woreda.

On the other hand, the reform in your organization has achieved its objective in altering the culture of the organization is disagreed as that the majority 104(50.0%) of the respondents. To present all the results of from the above table, the rest answered the reform in your organization has achieved its objective in altering the culture of the organization is 16(7.7%) agreed and 88(42.3%) to some extent the aim of altering the culture of the organization in reform. So, it is half of the employees’ have some extent sufficient awareness providing the reform in the organization has achieved its objective in altering the culture of the organization. The relative result of understand discussion of (Tsagaye, 2014).

As can be seen in item 4 of table 3, asks how you rate the level of understanding of management about the civil service reform. The results obtained show that about 2(1.0%) of the participants rated very high level understanding of regarding the management about the civil service reform; about 12(5.8%) of the respondents indicated a higher level of understanding; about 36(17.3%) of the employees of them identified medium level of understanding; about 51(24.5%) of the respondents of expressed their views low level of understanding; and the remaining about 107(51.4%) of the respondents indicated very low understanding of regarding the management about the civil service reform. Thus, from the data, one can infer that the employee’s awareness was found very low level on understanding of management about the civil service reform.

As disclosed in the item 5 of the same table, respondents were asked whether or not they think the relationships between work groups or departments are cooperative and competitive. The data showed that about 4(1.9%) of the participants expressed their view as they think the relationships between work groups or departments are cooperative and competitive, about 94(45.2%) of the employees said that no regarding the statement raised and the majority outstanding about 110(52.9%) of the participants have expressed themselves as they do not know if the relationships between work groups or departments are cooperative and competitive. Thus, from the data, one can infer that the employees of Nono Benja Woreda do not have awareness of institutional reform implementation if the relationships between work groups or departments are cooperative and competitive.

As can be seen in item 6 of Table 3, which asked whether or not institutional reform helps Nono Benja Woreda to improve its working environment. The findings showed 4(1.9%) of the employees showed their agreement as institutional reform help Nono Benja Woreda to improve its working environment; about 94(45.2%) of the participants were rated no whether institutional reform help Nono Benja Woreda to improve its working environment, and the majority about 110(52.9%) of the respondents indicated as they do not know if institutional reform help Nono Benja Woreda to improve its working environment. Thus, from the data; one can infer that the employees have no sufficient awareness on implementation institutional reform as they do not aware of whether institutional reform helps Nono Benja Woreda to improve its working environment.

As disclosed in the item 7 of the same table, respondents were asked whether or not the institutional reform implemented in the organization has given a focused attention on changing the organizational culture. The finding illustrated that about 95(45.7%) of the participants were indicated their disagreement as institutional reform implemented in the organization have given focused attention on changing the organizational culture and the majority about 113(54.3%) of the participants rated as they do not know whether or not the institutional reform implemented in the organization have given focused attention on changing the organizational culture.

As confirmed by the interview held with the head of civil service administration and focus group discussion with respect to their awareness in implementing institutional reform (specifically on BPR, BSC Citizen Charter, Civil service change army and kaizen) in Nono Benja Woreda; the finding indicates that there is awareness regarding institutional reform for top administrations of Woreda, however implementing of reform with respect to BPR, BSC Citizen Charter, Civil service change army and kaizen found not sufficient.

4.3 The implementation of institutional reform and organizational culture in public sector

Table 4. For the cross tabulation implementations of institutional reforms and organizational culture in public sectors of effects.

Level of institutional reform		N	%	Organizational Culture				Chi-Square	Significant
				very good	Good	medium	Bad		
1.BPR	Good	28	13.5	12	13	3	0	24.852*	.000
	Fair	71	34.1	14	24	20	13		
	Poor	109	52.4	14	31	33	31		
Total		208	100	40	68	56	44		
2.BSC	Good	12	5.8	5	6	0	1	16.106*	.013
	Fair	97	46.6	19	27	23	28		
	Poor	99	47.6	16	35	33	15		
Total		208	100	40	68	56	44		
3.CC	Good	4	1.9	1	3	0	0	13.685*	.033
	Fair	91	43.8	20	22	22	27		
	Poor	113	54.3	19	43	34	17		
Total		208	100	40	68	56	44		
4.CSCA	Good	3	1.4	1	2	0	0	6.076*	.415
	Fair	128	61.5	23	47	32	26		
	Poor	77	37	16	19	24	18		
Total		208	100	40	68	56	44		
5.Kaizen	Good	91	43.8	27	56	2	6	114.746*	.000
	Fair	111	53.4	12	8	53	38		
	Poor	6	2.9	1	4	1	0		
Total		208	100	40	68	56	44		

Source: own field survey (2021).

The implementation of BPR in a public organization plays a vital role through reduce risk, to customer satisfaction, to employee satisfaction, technology integration and satisfy public service activities within standardized time and duties by employees. Regarding above table 4 item 1, this leads to good organizational culture. In this study as shows from the total sample, 28(13.5%) of employees had a good trend to implement BPR in their organization. The rest 71(34.1%) and 109(52.4%) employees were fair and poor trend to implement BPR in their organization. While out of 28 good BPR implementations of employees 12 of them have a very good organization culture, 13 of them are good organizational culture. The rest 3 of them are medium organization culture. This result clearly shows that implementation of BPR in the public sector has a measure role in organizational culture. As indicated in this study the majority of employee those implemented BPR properly in their organization were also, have very good and good organizational culture. In contrast, the majority of employees those not implemented BPR properly in their have bad Organizational culture. This all shows BPR implementation in government Organizations has a positive and negative effect on organizational culture. The differences between good, fair and poor are implementation of BPR on organizational culture effect also statistically significant at 1% significance level. The results were consistent with (Mturi, 2014) .

BSC requires specific measures of what customers get in terms of time, quality, performance and service and cost. BSC is one of the institutional reform tools the effecting organizational culture status of employees in the study area. Balance Score Card's reform tools as it indicated above table 4 item 2 the majority of respondents were found at fair and poor balance score card implementation out of 208 total sample of employee 12(5.8%) had a good status to implement BSC out of these twelve good implementation of BSC five and six them have a very good and good respectively organizational culture. While the rest 97(46.6%) were fair to implement BSC and 99(47.6%) were poor to implement BSC. Out of these 97 fair implementations of BSC, 19 of them have a very good status to organizational culture. The rest 27, 23 and 28 were good, medium and bad organizational cultures respectively. The results show clearly those employees who have a poor implementation of BSC have also lack good organizational culture.

Therefore, the percentage difference between employees those who have good, fair and poor implementation of BSC were statistically significant at 5% level of an effecting on organizational culture. The result is reliable (Mokeira, 2017).

The Citizen Charters are seen as a powerful tool for improving standards of public service, as instruments for achieving greater accountability and transparency of service delivery and as a means of reinforcing democratic principles, an “empowering the citizen (Gavin,Drewry, 2005) . So, in this study as indicated the above table 4 from item 3 the total sample employees 208 majorities of respondents were poor citizen charter implementation status,4(1.9%) were applied good citizen charter implementation from these all of them have a good organizational culture. 91(43.8%) and 113(54.3%) were fair and poor respectively. From these fair implemented of citizen’s charter, 20 of them have very good organizational culture. The rest 22, 22 and 27 were good, medium and bad organizational cultures respectively. Out of 113 employees those have poor implementation of citizen charters were 19, 43, 34 and 17 of them were very good, good, medium and bad organizational culture. Thus, as indicated in this results citizen charter positively effects on the organizational culture. The group difference between good, fair and poor implementation of employee citizen charter was statistically significant at 5% level of effect on organizational culture.

This study civil service change army is a representation public servants behavior daily and weekly peers and evaluates the group’s performance. The process of review is expected to create a mechanism to coach subordinate employees and improve attitudes by putting peer pressure on public servants. Thus, in this study from a total 208 of employees sample respondents 3(1.4%) of them had a good trend of civil service change army implementation, 128(61.5%) of them had a fair trend of civil service change army implementation and 77(37%) of them were have a poor trend of civil service change army implementation. The Majority of respondents were having a trend of fair implementation of a civil service change army. Regarding organizational culture status out of 3 employees those have a good implementation of civil service change army. 1 and 2 were very good and good organization culture status respectively. Out of 128 employees those who have

fair implementation of civil service change army 23, 47, 32 and 26 of them were very good, good, medium and bad organizational culture. The last group poor civil service change army implementation employees (77) were 16, 19, 24 and 18 were very good, good and medium respectively. The result shows that a good civil service change army implementation has a positive effect on organizational culture. But no difference in organizational culture between good, fair and poor was statistical significance.

The implementation of kaizen in public institution acting a vital function through improving employee and customer satisfaction, improving safety, simplify the work process and improving productivity by involving all employees and making the work environment more efficient. In this study from above table 4 item 5 total 208 of employees sample respondent 91(43.8%) of them were have a good trend of kaizen implementation, 111(53.4%) of them had a fair trend of kaizen implementation and 6(2.9%) of them were have a poor trend of kaizen implementation. The majority of respondents were having a trend of fair implementation of kaizen. Regarding organizational culture status out of 91 employees, those who have a good implementation of kaizen 27,56,2 and 6 were very good, good, medium and bad organization culture status respectively. Out of 111 employees, those have fair implementation of kaizen 12, 8, 53 and 38 of them were very good, good, medium and bad organizational culture. The last group poor kaizen implementation employees (6) were 1, 4 and 1 were very good, good and medium respectively. The result shows that a good kaizen implementation has a positive effect on organizational culture. In contrast poor implementation of kaizen has negative on organizational culture. The effect difference on organizational culture between good, fair and poor was statistically significant at 1%. These results believed that similar to (Ngothti, 2015).

The data obtained from the interviewed of civil service head office administrator regarding if the institutional reform in their organization have achieved its aims of changing organizational culture data reveals that even though it's not sufficient there were little improvements in enhance transparency and accountability; stands for gender and ethnic equality and rights to provide efficient and fair services to the public; building the capacity of the civil service; building ethically

sound and free from corruption, nepotism, and favoritism so that it will execute the policies and programs of the government successfully.

4.4 The institutional reform implementation for changing the organizational culture

Table 5: The institutional reform implementation for changing the organizational culture

		Frequency	Percent
Employees feel comfortable with the new working environment	Do not know	46	22.1
	Not improved,	81	38.9
	Fairly improved	81	38.9
	Total	208	100.0
The reform trend is sustainable and continuous phenomena	Do not know	31	14.9
	Not improved,	83	39.9
	Fairly improved	94	45.2
	Total	208	100.0
The reform to become more productive in technology and innovation	Do not know	32	15.4
	not improved,	78	37.5
	fairly improved	98	47.1
	Total	208	100.0
Current reform prompted honesty and integrity of staff	Do not know	27	13.0
	not improved,	78	37.5
	fairly improved	103	49.5
	Total	208	100.0
Delegation of authority to subordinate staff	Do not know	43	20.7
	not improved,	93	44.7
	fairly improved	72	34.6
	Total	208	100.0

Employees willingness to change	Do not know	26	12.5
	not improved,	101	48.6
	fairly improved	81	38.9
	Total	208	100.0
Leaders and employees motivation of in reform realization	Do not know	33	15.9
	not improved,	82	39.4
	fairly improved	93	44.7
	Total	208	100.0
Adequate skilled expertise to implement reform	Do not know	37	17.8
	not improved,	84	40.4
	fairly improved	87	41.8
	Total	208	100.0
Regular training the sustainability of reform	Do not know	28	13.5
	not improved,	92	44.2
	fairly improved	88	42.3
	Total	208	100.0

Table 5 shows that the extent of institutional reform implementation for changing the organizational culture practices in Nono Benja Woreda

The response from item 1 table 5 Employees feel comfortable with the new working environment was rated about 46(22.1%) of the respondents indicated they don't know; about 81(38.9%) of the respondents agreed no improvement; the rest about 81(38.9%) of the participants showed as there is a fair improvement. Thus, from the data; one can infer that the implementation of institutional reform for changing the organizational culture in the public sector was fairly improved through urging employees to feel comfortable with the new working environment.

Regarding item 2 from table 5 the reform trend is sustainable and continuous phenomena was rated as a fair improvement from the respondent's, with about 31(14.9%) of the participants

indication as they don't know; with about 83(39.9%) of the respondents response as there was no improvement, and with the majority about 94(45.2%) of the employees agreement rated as a fair improvement. Thus, statistical data revealed that the implementation of institutional reform for changing the organizational culture in the public sector was fairly improved in making the reform trend is sustainable and continuous phenomena.

With respect to item 3 on the same table, this asks for the reform to become more productive in technology and innovation were rated with about 32(15.4%) of the participants indicated they don't know; about 78(37.5%) of the respondents rated no improvement; and the remaining majority about 98 (47.1%) of the employees rated there was fair improvement. This showed that the implementation of institutional reform for changing the organizational culture in public sector was fairly improved in making the reform to become more productive in technology and innovation.

Concerning item 4 from table 5, the current reform prompted honesty and integrity of staff was rated as a fair improvement as the response given by about 27(13.0%) of the participants indicated they don't know, and the remaining about 78(37.5%) of the respondents rated no improvement, and the remaining majority about 103(49.5%) of the employees rated there was fair improvement. Thus, from the data; one can infer that the implementation of institutional reform for changing the organizational culture in the public sector was fairly improved in making current reform prompted honesty and integrity of the staff.

Relating to item 5 from table 5, the delegation of authority to subordinate staff also rated as moderately practiced. This result shows that about 43(20.7%) of the participants indicated they don't know; the majority about 93(44.7%) of the respondents rated no improvement; and the remaining about 72(34.6%) of the employees rated there was fair improvement. This finding is in line with the following research (Meressa, 2020). So, it is included that the implementation of institutional reform for changing the organizational culture in public sector was not improved in making delegation of authority to subordinate staff.

As it can be seen in item 6, from the same table, asks the extent of the employees' willingness to change. Then, it was found about 26(12.5%) of the participants indicated they don't know; the majority about 101(48.6%) of the respondents rated no improvement, and the remaining about 81(38.9%) of the employees rated there was fair improvement. Thus, from the data; one can infer that the implementation of institutional reform for changing the organizational culture in public sector was not improved in making employees willingness to change.

As it can be seen in item 7 of table 5, describes the leaders and employees motivation in reform realization. The respondents were rated as there was fair improvement; for which about 33(15.9%) of the participants indicated as they don't know; also with about 82(39.4%) of the respondents rating no improvement; and with the remaining majority about 93(44.7%) of the employees agreement rated as there were fair improvement in leaders and employees motivation of in reform realization. This finding is in line with the following researcher (Ayalneh, 2013) the necessary training related to good governance are given for employees. Thus, from the data; one can infer that the implementation of institutional reform for changing the organizational culture in public sector was fairly improved in making leaders and employees' motivation in reform realization.

In the same way in item 8 of table 5, respondents were asked whether or not the adequate skilled expertise to implement reform. Hence, the respondents urging confirmed such practice is fair improved as response obtained from about 37(17.8%) of the participants indicated those who don't know; from about 84(40.4%) of the respondents rated no improvement; and the majority about 87(41.8%) of the employees rated there were fair improvement in adequate skilled expertise to implement reform. Thus, from the data; there is an agreement that the implementation of institutional reform for changing the organizational culture in public sector was fairly improved in making adequate skilled expertise to implement reform.

With the same style in item 9, on the same table respondents were asked whether or not there were regular training for the sustainability of reform is rated no improvement with about 28(13.5%) of the participants indicated they don't know; about 92(44.2%) of the respondents rated

no improvement; and the remaining about 88(42.3%) of the employees rated there was fair improvement. Thus, from the data; it is concluded that the implementation of institutional reform for changing the organizational culture in public sector was not improved in making regular training for the sustainability of reform in public sector in Nono Benja Woreda.

The interviewed head offices of civil service and focus group discussion recognize that the effects of reform have on culture of the organization and how do the workers behave the changes created after reform revealed Government services should be organized and sensitive to their customers. Accountability is largely driven via transparency and choice instead of hierarchy and inspection. It attempts to break down operational procedures in order to better focus on outcomes. Raise the quality of public services delivered to the citizens and enhance the capacity to carry out core government functions, thereby, leading to sustainable development to contribute for improving the management of resources in the public sector the public in an effective, efficient, transparent and impartial manner.

As confirmed by the interview held with official with respect to the changes comes on the human element change after the reform (Please specify on BPR, BSC Citizen Charter, Civil service change army and kaizen) the finding recognizes that better delivery of the basic public services and create a climate conducive to private sector development; the employees of the civil service institutions have the responsibility and obligation to provide quality service to the public fairly, equitably, honestly, efficiently and effectively. Develop a feeling of commitment, among the civil service employees, to an appropriate use of government money and resources; develop necessary arrangements to have ethical practices.

4.5 The factors affecting the implementation of institutional reform and organization culture.

Table 6: The factors affecting implementation of IR in public sector in Nono Benja Woreda.

		Frequency	Percent
1) Lack of transparency and unethical practices	Strongly Disagree	8	3.8
	Disagree	27	13.0
	Uncertain on the statement	3	1.4
	Agree	105	50.5
	Strongly Agree	65	31.3
	Total	208	100.0
2) Lack of motivation of leaders and employees to take new roles and responsibilities in reform realization	Disagree	46	22.1
	Uncertain on the statement	13	6.3
	Agree	59	28.4
	Strongly Agree	90	43.3
	Total	208	100.0
3) Lack of regular training of reform tool has influenced the sustainability of reform improvement outcome in our organization.	Strongly Disagree	16	7.7
	Disagree	49	23.6
	Uncertain on the statement	1	.5
	Agree	88	42.3
	Strongly Agree	54	26.0
	Total	208	100.0
4) Lack of adequate skilled expertise involvement on how to implement reform activities	Strongly Disagree	11	5.3
	Disagree	24	11.5
	Uncertain on the statement	4	1.9
	Agree	105	50.5
	Strongly Agree	64	30.8

	Total	208	100.0
5) Lack of the information and awareness necessary amongst users which can make them actively engage in the services provided	Strongly Disagree	10	4.8
	Disagree	38	18.3
	Uncertain on the statement	6	2.9
	Agree	88	42.3
	Strongly Agree	66	31.7
	Total	208	100.0
6) In ability to get sufficient information on how successful reforms designed & implemented	Strongly Disagree	40	19.2
	Disagree	15	7.2
	Uncertain on the statement	2	1.0
	Agree	75	36.1
	Strongly Agree	76	36.5
	Total	208	100.0
7) Employees commitment and innovativeness is one of the challenges facing sustainability	Strongly Disagree	41	19.7
	Disagree	14	6.7
	Uncertain on the statement	3	1.4
	Agree	73	35.1
	Strongly Agree	77	37.0
	Total	208	100.0
8) Employee resistance to towards continuous improvement practices due to poor reward system, job insecurity and job displacement in the reform area	Strongly Disagree	1	.5
	Disagree	26	12.5
	Uncertain on the statement	7	3.4
	Agree	92	44.2
	Strongly Agree	82	39.4
	Total	208	100.0

9) Lack of overall job satisfaction	Strongly Disagree	2	1.0
	Disagree	36	17.3
	Uncertain on the statement	12	5.8
	Agree	107	51.4
	Strongly Agree	51	24.5
	Total	208	100.0
10) Poor of coordination, communication and integration among employees and top management hinder Implementation	Strongly Disagree	2	1.0
	Disagree	57	27.4
	Uncertain on the statement	3	1.4
	Agree	94	45.2
	Strongly Agree	52	25.0
	Total	208	100.0
11) Develop and communicate clear written mission and vision statements	Strongly Disagree	4	1.9
	Disagree	40	19.2
	Uncertain on the statement	10	4.8
	Agree	100	48.1
	Strongly Agree	54	26.0
	Total	208	100.0
12) Mismatch between work load and benefits are challenges for reform Implementation	Disagree	44	21.2
	Uncertain on the statement	7	3.4
	Agree	106	51.0
	Strongly Agree	51	24.5
	Total	208	100.0
13) Problems related to IT infrastructures investment	Strongly Disagree	13	6.3
	Disagree	44	21.2

and sourcing decision impede reform implementation	Uncertain on the statement	5	2.4
	Agree	76	36.5
	Strongly Agree	70	33.7
	Total	208	100.0

Table 6 illustrated the factors affecting the implementation of institutional reform in public sector of Nono Benja Woreda

Concerning item 1 of table 6, respondents were asked to rate if lack of transparency and unethical practices affecting the implementation of reform. The response about 8(3.8%) of participants were strongly disagreed on the statement; about 27(13.0%) of participants were disagreed; about 3(1.4%) of participants were uncertain on the statement; majority about 105(50.5%) of participants were agreed as lack of transparency and unethical practices affecting the implementation of reform; and about 65(31.3%) of participants were strongly agreed. similarity to (Alemu, 2016), a majority of lack of transparency in employees’ promotion process. So, from the data, it can be inferred that the factors affecting the implementation of institutional reform and organization culture were lack of transparency and unethical practices.

Regarding item 2 of table 6, respondents were asked as the lack of motivation of leaders and employees to take new roles and responsibilities in reform realization. As shown by the data, about 46(22.1%) of participants were disagreed as they lack of motivation of leaders and employees affecting the implementation of reform; about 13(6.3%) of participants were uncertain on the statement; 59(28.4%) of participants were agreed as they lack of motivation of leaders and employees affecting the implementation of reform; and majority about 90(43.3%) of participants were strongly agreed factors affecting the implementation of institutional reform and organization culture lack of motivation of leaders and employees to take new roles and responsibilities in reform realization. Thus, the data revealed that the factors affecting the implementation of institutional reform and organization culture were lack of motivation of leaders and employees to take new roles and responsibilities.

Pertaining to item 3 of table 6, participants were asked to give the level of their agreement if lack of regular training of reform tool has influenced the sustainability of reform improvement outcome in their organization. Accordingly, the result of about 16(7.7%) of participants were strongly disagreed as lack of regular training of reform tools affecting the implementation of reform; about 49(23.6%) of participants were disagreed; 1(.5%) of participants were uncertain on the statement; 54(26.0%) of participants were strongly agreed, and majority; about 88(42.3%) of participants were agreed and where as they were lack of regular training of reform tool affecting the implementation of reform (Merga, 2006). Thus, there is sufficient evidence that the factors affecting the implementation of institutional reform and organization culture were the lack of regular training of reform tools in Nono Benja Woreda.

As in the item 4 of table 6, above, shows that participants responded if there were lacks of adequate skilled expertise involvement on how to implement reform activities. The result found that about 11(5.3%) of participants were strongly disagreed as factors affecting the implementation of reform was lack of adequate skilled expertise; about 24(11.5%) of participants were disagreed; 4(1.9%) of participants were uncertain on the statement; majority about 105(50.5%) of participants were agreed as factors affecting the implementation of reform was lack of adequate skilled expertise; and about 64(30.8%) of participants were strongly agreed as lack of adequate skilled expertise involvement on how to implement reform activities affecting the implementation of institutional reform and organization culture.

As stated in item 5 of table 6, there is a lack of the information and awareness necessary amongst users which can make them actively engage in the services provided. Then, result shown that the factors affecting the implementation of institutional reform and organization culture in Nono Benja Woreda were lack of the information and awareness necessary amongst users which can make them actively engage in the services provided. The result found that about 10(4.8%) of participants were strongly disagreed; about 38(18.3%) of them were disagreed; 6(2.9%) of participants were uncertain on the statement; majority about 88(42.3%) of participants were agreed

as lack of the information and awareness necessary amongst users; and about 66(31.7%) of participants were strongly agreed on the statement.

Response from item 6 of table 6 is the rate if there is inability to get sufficient information on how successful reforms designed & implemented. Consequently, it was found about 40(19.2%) of participants were strongly disagreed; about 15(7.2%) of participants were disagreed; 2(1.0%) of participants were uncertain on the statement; 75(36.1%) of participants were agreed; and majority about 76(36.5%) of participants were strongly agreed as is inability to get sufficient information on how successful reforms designed & implemented and according to quotation by (Kassa, 2011), inability to get sufficient information on how successful .Thus, from the data; it can be inferred that factors affecting the implementation of institutional reform and organization culture in Nono Benja Woreda was inability to get sufficient information on how successful reforms designed & implemented mentioned.

Regarding item 7, of table 6, the participants gave their argument if employee's commitment and innovativeness is one of the challenges facing sustainability. The result indicated that about 41(19.7%) of participants were strongly disagreed; about 14(6.7%) of participants were disagreed; about 3(1.4%) of participants were uncertain on the statement; about 73(35.1%) of participants were agreed, and majority about 77(37.0%) of participants were strongly agreed as employees commitment and innovativeness is one of the challenges facing sustainability. Thus, it can be concluded that the factors affecting the implementation of institutional reform and organization culture were found employees commitment and innovativeness.

Concerning item 8, from the same table respondents were asked if the employee resistance to continuous improvement practices due to poor reward system, job insecurity and job displacement in the reform area. Then the result indicated that 1(.5%) of participants were strongly disagreed; 26(12.5%) of participants were disagreed; 7(3.4%) of participants were uncertain on the statement; majority about 92(44.2%) of participants were agreed as the employee resistance to towards continuous improvement; 82(39.4%) of participants were strongly agreed. Thus, it can be

concluded that the employee resistance towards continuous improvement practices due to poor reward system, job insecurity and job displacement in the reform area could be the factors affecting the implementation of institutional reform and organization culture in Nono Benja Woreda.

Concerning item 9, from the same table respondents were asked if there are lack of overall job satisfaction affecting the implementation of institutional reform and organization culture. Then it was found out that about 2(1.0%) of participants were strongly disagreed; 36(17.3%) of participants were disagreed; 12(5.8%) of participants were uncertain on the statement; majority about 107(51.4%) of participants were agreed as the employee resistance to towards continuous improvement, and about 51(24.5%) of participants were strongly agreed on the statement and This finding is in line with the following researcher (Taye, 2011). Thus, from the data; one can infer that lack of overall job satisfaction was factor affecting the implementation of institutional reform and organization culture.

Response from item 10 of table 6, there is poor coordination; communication and integration among employees and top management hinder implementation. The result found about 2(1.0%) of participants were strongly disagreed; about 57(27.4%) of participants were disagreed; 3(1.4%) of participants were uncertain on the statement; majority about 94(45.2%) of participants were agreed as poor of coordination, communication and integration among employees and top management affecting the implementation of institutional reform and organization culture; and about 52(25.0%) of participants were strongly agreed on the statement. This showed that there was evidence as the major factors affecting the implementation of institutional reform and organization culture in Nono Benja woreda was poor coordination; communication and integration among employees and top management hinder implementation.

The majority of the participants indicated agreed and strongly agreed by 154(74.1%) lack of organizations to develop and communicate clear written mission and vision statements hinder implementation and 44(21.1%) of the disagree and strongly disagreed respondents don't agree that lack of organizations to develop and communicate clear written mission and vision statements

hinder implementation as in item 12 of table 4.5. With regard to mismatch between work load and benefits are challenges for reform implementation, majority of the respondents indicated agreed and strongly agreed by 157(75.5%) while 44(21.2) of respondents were not agreed the remaining 17(8.5%) of respondents were not decided the remaining as indicated in the item 13 of table 4.5. The consistent of (Taye, 2011).

Regarding item 13 from table 4.5, urging problems related to IT infrastructures investment and sourcing decisions impede reform implementation. Thus, statistical data showed that about 57(27.5%) of participants were disagreed and strongly disagreed; 5(2.4%) of participants were uncertain on the statement; majority about 146(70.2%) of participants were agreed and strongly agreed as they problems related to IT infrastructures impede reform implementation. Thus, from the data; one can infer that problems related to IT infrastructures investment and sourcing decision believed that factors affecting the implementation of institutional reform and organization culture in Nono Benja woreda.

The data obtained from the interviewed officials and focus group discussion on the factors affecting the implementation of institutional reform in Nono Benja Woreda revealed that the challenge is whether the government is capable of bringing about the envisaged changes in the system; attitudinal change towards serving the customers still did not develop well, lack of accountability and motivation, skill and knowledge gap, lack of good organizational culture; changing the attitudes of employees and lack of creating shared team work; lack of experience in plan execution; lack of clear defined management systems and procedures in the management of personnel, finance and property; and inadequate managerial know-how, lack of standard job classification, weaknesses in manpower planning and utilization.

The data obtained from the interviewed how could these challenges be overcome to bring the aims of changing the culture of the organization the administration recommends the likely solutions as building relevant skills and competencies, legislative support, supporting appropriate behavior and attitudes.

4.6 The degrees of institutional reform implementation predict and related to the organizational culture in Nono Benja Woreda.

4.6.1 The relationship between institutional reform tools and organizational culture

Table 7: Correlations between institutional reform tools and organizational culture

Correlations				
Spearman's rho	Institutional reform		Institutional reform	Organizational Culture
		Correlation Coefficient	1	.937**
		Sig. (2-tailed)	.	.000
		N	208	208
Spearman's rho	Organizational Culture		.937**	1
		Correlation Coefficient	.937**	1
		Sig. (2-tailed)	.000	.
		N	208	208

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

Source: field survey (2021).

Spearman's rho test was conducted to investigate the relationship between institutional reform tools and organizational culture. Then there was strong significant and positive relationship between the two variables $r=.937^{**}$, $n=208$, $p=.000$ significance level finding showed that there is a strong, significant, and positive correlation relationship between institutional reform tools and organizational culture. This means that changes in one variable are strongly correlated with changes in the organizational culture. Spearman's rho test $r = .937^{**}$. This number is very close to 1. For this reason, there was an agreement as there was strong relationship between institutional reform tools and organizational culture. This showed that efficient implementation of institutional reform enhances organizational culture in Nono Benja Woreda.

4.6.2 The degrees to which institutional reform predict organizational culture in Nono Benja Woreda

A linear regression was utilized to investigate institutional reform as a predictor of organizational culture. The model summary table 8 displays R, R squared, adjusted R squared, and the standard error. R is the correlation between the observed and predicted values of the dependent variable. The values of R range from -1 to 1. The sign of R indicates the direction of the relationship (positive or negative). The absolute value of R indicates the strength, with larger absolute values indicating stronger relationships.

The beta coefficient tells how strongly are the independent variable predicted the dependent variable. It is equal to the correlation coefficient between the two variables. Institutional reform ($\beta = .99$), are statistically significant, p value $< .01$. Hence, these are the variables that positively affect the organizational culture in providing the needed operations. The equation indicates that for every increase in institutional reforms on organizational culture will increase by 99% and the sig value of 0.000 shows that institutional reforms are very significant to organizational culture.

The ANOVA table shows the fitness of the model, the variables are significant in predicting the dependent variable. The $R^2=0.88$ (adjusted $R^2=0.88$). Which shows the correlation coefficient, while $R^2= 0.88$ (adjusted $R^2=0.88$). Adjusted R2 is a modified version of R2 that has been adjusted for the number of predictors in model. Adjusted R² can provide a more precise view of correlation by also taking into account how many independent variables are added to model against which the model index is measured. Therefore in this study adjusted R2 shows that total variation in dependent variable is explained by 88% of the independent variable in the model. The findings revealed that institutional reform significantly predicted organizational culture with (p<0.01) significance level. Hence the organizational culture in public sector of Nono Benja Woreda greatly affected institutional reform.

Table 8: Regression analysis on how institutional reform tools predict organizational culture

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937a	0.88	0.88	0.36
a Predictors: (Constant), Institutional reform				

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	193.05	1.00	193.05	1475.89	.000b
	Residual	26.95	206.00	0.13		
	Total	220.00	207.00			
a Dependent Variable: Organizational Culture						
b Predictors: (Constant), Institutional reform						

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.03	0.07		0.48	0.63
	Institutional reform	0.99	0.03	0.94	38.42	0.00
a Dependent Variable: Organizational Culture						

Source: field survey (2021).

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The objective of the study was to investigate the effect of institutional reform implementation in enhancing organizational culture in Nono Benja woreda of Jimma Zone. The study employed a mixed research design. The researcher selected the descriptive survey method for the quantitative part which helps the researcher to know what exists at present. Also, mixed methods were employed in the study.

The study employed a descriptive survey method. Both quantitative and qualitative research methods were used. Data for this study was generated from both primary and secondary sources. The target population of the study includes public sector employees of Nono Benja Woreda of Jimma zone. The researcher used simple random and availability sampling techniques in the study. About 218 employees were selected out of 480 through simple random sampling techniques. Data gathering instruments for this paper were collected using, questionnaire, and interview. A Close-ended type of questionnaire was used for sampled employees. Additionally, to complement the questionnaire semi structured interview questions were employed to gather important information's from public sectors.

The majority of respondents are male and female participants were less than male employees in the area. Also, the majority of respondents' age category lie age between 25-35 years; In terms of qualification, most of the employees had bachelor degrees which is better educational profile that is useful for the current study. Concerning the occupation of respondents majority of the participants' job category were expertise. The finding depicts, most of the employees are well experienced thus, and it is helpful in executing their duties and responsibilities and provides support for the implementation of institutional reform in Nono Benja Woreda.

The awareness of employees on institutional reform was better regarding their knowledge on clear understanding of the aims of institutional reform and the initiatives taken by top administrative to activate institutional reform in Nono Benja Woreda. the participants have poor awareness concerning if institutional reform is achieved the intended aims after the implementation; the reform in your organization has achieved its objective in altering the culture of the organization; understanding of management about the civil service reform; the relationships between work groups or departments are cooperative and competitive; institutional reform help Nono Benja Woreda to improve its working environment; and institutional reform implemented in your organization have given focused attention on changing the organizational culture.

The implementation of institutional reform and organizational culture in public sectors were BPR, BSC, and Citizen Charter with respect to kaizen significance at 1% and 5% level. On the other hand the implementation of institutional reform and organizational culture in public sectors civil service change army was not significant.

They were agreements as factors affecting the implementation of institutional reform and organization culture were related to lack of transparency and unethical practices; lack of regular training of reform tool has influenced the sustainability of reform improvement outcome in our organization; lack of the information and awareness necessary amongst users which can make them actively engage in the services provided; employee resistance to towards continuous improvement practices due to poor reward system, job insecurity and job displacement in the reform area; lack of overall job satisfaction; poor of coordination, communication and integration among employees and develop and communicate clear written mission and vision statements; mismatch between work load and benefits are challenges for reform implementation; and problems related to IT infrastructures investment and sourcing decision impede reform implementation.

There were strong agreements among participants as factors affecting the implementation of institutional reform and organization culture were related to top management's insufficient understanding about reform on building and developing implementation system procedures and structure; lack of motivation of leaders and employees to take new roles and responsibilities in reform realization; lack of adequate skilled expertise involvement on how to implement reform

activities; the ability to get sufficient information on how successful reforms designed & implemented; employees commitment and innovativeness is one of the challenges facing sustainability; and the reform lacks to become more productive in technology or innovation and automation in Nono Benja District.

The relationship between institutional reform and organizational culture was a strong, significant and positive relationship with $r=.937^{**}$, $n=208$, $p=.000$. This showed that efficient implementation of institutional reform enhances organizational culture in Nono Benja Woreda. In addition, the degrees to which institutional reform predicts organizational culture in Nono Benja Woreda the Institutional reform variables positively affect the organizational culture in providing the needed operations. Institutional reform significantly predicted organizational culture with $R=.94a$, R^2 adjusted = .88 ($p<0.01$) significance level. Institutional reform explaining the organizational culture by 88%; hence the organizational culture in the public sector of Nono Benja Woreda greatly affected institutional reform.

5.2 Conclusions

Based on the above findings of the study, the following conclusions were drawn:

- a) In sum, the public sectors employee have poor awareness concerning the achievement of the intended aims after the implementation; the achievement of its objective in altering the culture of the organization; civil service reform; and the relationships between working group in Nono Benja Woreda.
- b) Similarly, the public sectors employee lack of awareness about the benefits, objectives and ideology of the BPR, BSC, citizen charter, civil service change army and kaizen; They had also negative attitude toward institutional reform implementation as a means of lay-off and, the training given was not sufficient because, it was not supported by briefing manuals and guidelines that contain the goals and principles of reform.
- c) The prospects of institutional reform implementation in changing the organizational culture was not improved in making delegation of authority to subordinate staff and employees to change the implementation of the reform regularly.

- d) Furthermore, lack of transparency and unethical practices; lack of regular training on reform tool, lack of the information and awareness, employee resistance to towards continuous improvement practices; lack of overall job satisfaction; poor of coordination, communication and integration among employees and top management; develop and communicate clear written mission and vision statements; mismatch between work load and benefits; It infrastructures investment and sourcing decision impede reform implementation in Nono Benja Woreda
- e) The top managements were not insufficient in understanding about reform on building and developing procedures and structure; they were also lack of motivation to take new roles and responsibilities in reform realization; inadequate skilled expertise involvement on the implementation of reform activities; inability to get sufficient information on how successful reforms designed & implemented; employees commitment and innovativeness were the major challenges facing in Nono Benja woreda.
- f) The relationship between institutional reform and organizational culture was strong, significant and positive with the efficient implementation of institutional reform enhance organizational culture in Nono Benja Woreda.
- g) Furthermore, the degrees to which institutional reform predict organizational culture and positively affect it in providing the needed operations in public sector of Nono Benja Woreda.

5.3 Recommendations

Based on the conclusions, the following recommendations have been made.

- 1) For the successful practices of institutional reform, the public sectors employees should be awakened concerning the achievement of the intended aims; the achievement of its objective; civil service reform; and the relationships between working group in Nono Benja Woreda. Therefore the researcher recommend that, the top manager should be taken the responsibility

- 2) Similarly, to increase the awareness on the public sectors employee about the benefits, objectives and ideology of the BPR, BSC, citizen charter, civil service change army and kaizen; They should have to increases positive attitude toward institutional reform implementation as a means of lay-off and, the training given should be sufficient which is supported by briefing manuals and guidelines that contain the goals and principles of reform.
- 3) The prospects of institutional reform implementation in changing the organizational culture should improve in making delegation of authority to subordinate staff and employees to change the implementation of the reform regularly. Therefore woreda institutional leaders should give due attention for changing their organizational culture.
- 4) .In the study the number of problems were impede institutional reform implementation were identified:, The researcher recommend that, there is a need for transparency and ethical practices; regular training on reform tool, information and awareness, change of employee resistance to towards continuous improvement practices; overall job satisfaction; coordination, communication and integration among employees and top management; develop and communicate clear written mission and vision statements; match between work load and benefits for effective institutional reform implementation in Nono Benja Woreda.
- 5) The top management's should be sufficient in understanding about reform on building and developing procedures and structure; they were also motivated to take new roles and responsibilities in reform realization; adequate skilled expertise involvement on the implementation of reform activities; ability to get sufficient information on how successful reforms designed & implemented; employees commitment and innovativeness were the major challenges that should be changed in Nono Benja woreda.

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APPENDICES

Appendix I: Introductory Letter

Jimma University

School of Graduate Studies

College of Economics and Business

Department of Management

Informed Consent Letter

P.O BOX _____ JIMMA

Dear participant,

RE: PARTICIPATION IN THIS STUDY:

I am a post graduate student pursuing a Master Degree program in the Public Management, Department of Management, College of Economics and Business, and Jimma University. I am currently conducting research for my title on the effects of institutional reform on organizational culture in Nono Benja Woreda public service. I kindly request you to participate in this study. Your responses to the item in the questionnaire will be treated with utmost confidentiality, and will not be used for any other purposes except this study. You are free to withdraw from this study at any time you deem fit. You may also request the researcher to inform you about the findings of this study.

Thank you very much for accepting to participate in this study. Please sign in the space provided on this letter.

Yours faithfully,

Bekele Oliko

Participant Date

Part 1 Demographic Data

- 1) Sex A. Male B. Female
- 2) Age A. 18-24 B. 25-35 C. 36-50 D. other
- 3) Marital status A. Single B. married C. Divorced D. Widowed
- 4) What is your level of education?
A. Diploma B. Degree C. Masters and above D. Other
- 5) What is your job category?
A. Expert B. Visa head officer C. job processor owner D. Head officer
- 6) The number of service years you have been serving this institution?
A. < 1year B. 1-3years C. 4-7 years D. Above 8years

Part 2. The awareness of employees on institutional reform

1. Do you have clear understanding of the aims of institutional reform?
A. Yes B. No C. To some extent
2. Do you think the intended aims of institutional reform are achieved after the implementation?
A. Yes B. No C. To some extent
- 3) Do you think the intended aims of institutional reform are achieved after the implementation?
A. Yes B. No C. To some extent
- 4) Do you think the reform in your organization has achieved its objective in altering the culture of the organization?
A. Yes B. No C. To the same extent
- 5) How do you rate the level of understanding of management about the Civil Service Reform?
A. Very high B. High C. Medium D. Low E. Very Low
- 6) Do you think the relationships between work groups or departments are cooperative and competitive? A. Yes B. No C. To some extent
- 7) Does institutional reform help Nono Benja Woreda to improve its working environment?
A. Yes B. No C. Do not know
- 8) Did institutional reform implemented in your organization have given a focused attention on changing the organizational culture? A. Yes B. No C. not sure

9) How would you rate the initiatives taken by top administrative to activate institutional reform in Nono Benja Woreda?

A. Excellent B. Very good C. Good D. Fair E. Poor

Part 3. The prospects of institutional reform implementation for changing the organizational culture and “√” as ticking in one of the boxes of the option given.

1. How do you rate institutional reform tools implementation in your work environment?

Institutional reform tools	E. poor	D. Fair	C. Good	B .Very Good	A. Excellent
1. BPR					
2. BSC					
3. Citizen Charter					
4. Civil service change army					
5. Kaizen					

Part 4. The following questions are designed to identify the degree of institutional reform predict and related to the organizational culture in Nono Benja Woreda. Please you are requested to read each statement carefully and indicate your level of agreement or disagreement for each item under the scales that represents your opinion by ticking in one of the boxes of the option given. Key 1=Do not know, 2=not improved, 3=fairly improved, and 4=highly improved,

S/N	After reforms recent reforms in Nono Benja Woreda;	1	2	3	4
1	Employees feel comfortable with the new working environment				
2	The reform trend is sustainable and continuous phenomena				
3	The reform to become more productive in technology and innovation				
4	Current reform prompted honesty and integrity of staff				
5	Delegation of authority to subordinate staff				
6	Employees willingness to change				
7	Leaders and employees motivation of in reform realization				
8	Adequate skilled expertise to implement reform				

9	Regular training the sustainability of reform				
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Part 5. The following questions are to identify the factors affecting the implementation of institutional reform on organization culture in Nono Benja Woreda. Please you are requested to read each statement carefully and indicate your level of agreement or disagreement for each item under the scales that represents your opinion by ticking in one of the boxes of the option given.

Keys: Strongly agree=5 Agree=4, Undecided=3, Disagree=2, strongly Disagree=1

S/N	factors affecting the implementation of institutional reform includes:	1	2	3	4	5
1.	lack of transparency and unethical practices					
2.	Lack of motivation of leaders and employees to take new roles and responsibilities in reform realization					
3.	Lack of regular training of reform tool has influenced the sustainability of reform improvement outcome in our organization.					
4.	lack of adequate skilled expertise involvement on how to implement reform activities					
5.	lack of the information and awareness necessary amongst users which can make them actively engage in the services provided					
6.	In ability to get sufficient information on how successful reforms designed & implemented					
7.	Employees commitment and innovativeness is one of the challenges facing sustainability					
8.	Employee resistance to towards continuous improvement practices due to poor reward system, job insecurity and job displacement in the reform area					
9.	Lack of overall job satisfaction					
	Poor of coordination, communication and integration among employees and top management hinder Implementation					
10.	Develop and communicate clear written mission and vision statements					

11.	Mismatch between work load and benefits are challenges for reform Implementation					
12.	Problems related to IT infrastructures investment and sourcing decision impede reform implementation					
13	The reform lacks to become more productive in technology or innovation and automation					

APPENDIX II: Semi-Structured Interview

1. What is your awareness in implementing institutional reform (Please specify on BPR, BSC Citizen Charter, Civil service change army and kaizen) in Nono Benja Woreda?

2. Does the institutional reform in your organization have achieved its aims of changing organizational culture? Explain.

3. Do you think the institutional reform being effective without altering the organizational culture? Why

4. What effects does reform have on culture of the organization? How do the workers behave the changes created after reform?

5. What changes comes on the human element change after the reform (Please specify on BPR, BSC Citizen Charter, Civil service change army and kaizen)?

6. What are the factors affecting implementation of institutional reform in Nono Benja Woreda?

7. How could these challenges be overcome to bring the aims of changing the culture of the organization? Please recommend the likely solutions.

Focus Group Discussions (FGD)

What is your awareness in implementing institutional reform (Please specify on BPR, BSC Citizen Charter, Civil service change army and kaizen) in Nono Benja Woreda?-----

What effects does reform have on culture of the organization? How do the workers behave the changes created after reform? -----

What changes comes on the human element change after the reform (Please specify on BPR, BSC Citizen Charter, Civil service change army and kaizen)? -----

What are the factors affecting implementation of institutional reform in Nono Benja Woreda?

