The Influence of Organizational Culture on Organizational Performance (The Case of Debre Berhan University)

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Abstract

The objective of this study was to examine the influence of organizational culture on organizational performance in the case of Debre Berhan University. Organizational culture variables namely; Involvement, consistency, Adaptability, and Mission are taken as independent variables and organizational performance served as dependent variable. The study was adopted quantitative research approach and the nature of the study was descriptive and explanatory. The total sample of the study was 338 respondents with a response rate of 311 respondents. In this study both descriptive and inferential statistics were used. The data were collected using questionnaires in which the researcher used primary and secondary data. The data were analyzed through the device of Statistical Package for Social Science version 23. The finding of the study depicted that mission and consistency cultures were strong relationship and influence on organizational performance. Involvement and adaptability culture were moderate relationship with organizational performance. However, adaptability culture was insignificant influence on organizational performance. The finding of the study shows that mission culture was the dominant culture of Debre Berhan University. The level of organizational performance was moderate. The overall findings of the study suggest that organizational culture influence organizational performance.

Keywords: Involvement, Consistency, Adaptability, Mission, Organizational performance

1.1. Background of the Study

The concept of culture has been defined in various ways. (Schein, 2010) define culture as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked taught to new members as the correct way to perceives think, and feel in relation to those problems" (p. 18). Culture presents everywhere, surrounding us all the time. It exists at different levels, from small level as a team or group to the big level as a nation.

The term 'organizational culture' was introduced more systematically in organizational analysis at the end of the 1970s and beginning of the 1980s (Alvesson and Sveningsson, 2008). According to Hofstede, Hofstede and Minkov (2010), in the book "Culture and Organizations: Software of the Mind" they state that: "Culture is a collective phenomenon, because it is at least partly shared with people who live or lived within the same social environment, which is where it was learned. Culture consists of the unwritten rules of the social game. It is the collective programming of the mind that distinguishes the members of one group or category of people from others. Culture is learned, not innate. It derives from one's social environment rather than from one's genes". (p.6)

1.2. Problem Statement

Higher Educational Institutions play a significant role in the society; because they create and exchange knowledge, catalysts of innovation, suppliers of tangible outputs of research result, provides consulting and advisory services. Accordingly, University foster programs, build social capital, prepare students for outside realities, provide access to knowledge, and therefore as a contribution to the creation of a democratic and sustainable society (Dziminska, Fijalkoska, & Sulkowski, 2018).According to Schein (2010, p. 3), "leadership and culture are two sides of the same coin" that culture is dynamic phenomenon, surrounding us at all time, enacted and created through the interaction of member and shaped by leadership behavior, and set of structures, routines, rules and norms that guide behavior; in which these all the essence of leadership.

In this regard, many studies have sought to investigate the relationship between organizational culture and organizational performance. Based on their findings; organizational culture matter for organizational performance. Some of these studies are (Ahmed and Shafiq (2014); Denison and Neale (2008); (Denison et al. (2011); Hofstede et al. (2010); Schein (2010). Limited empirical studies conducted in developing countries (Aluko (2003); Chilla et al. (2012); Ng'ang'a et al. (2015); Senait (2017); and Pangewa (2015). Culture varies from country to country, organization to organization (Ng'ang'a & Nyongesa, 2012). In fact, some researchers (Denison et al., Haaland, Yilmaz, 2008) recommended the investigation of the organizational culture phenomenon in different cultural contexts. Furthermore, the investigation of organizational culture with relation to organizational performance in Ethiopian was not much studied. The researcher belief that the role of organizational culture on organizational performance in Ethiopia, especially in Higher Educational Institution is not much given attention and studies have not been conducted in sufficient depth. In this regard, it would have been worth studying the role of organizational

culture on organizational performance in Higher Educational Institution.

The researcher motivated to conduct the study on the selected topic was, firstly, the investigation of the relationship between organizational culture and organizational performance in which carried out in the Western Countries context, is not similar in developing Countries context and employees' set up. Secondly, even though limited studies conducted in Ethiopia, majorities of these were focused on Business organization especially in banking sector and insurance Companies. Third, like other cultural organizations, Debre Berhan University has its own culture.

Therefore, this study tried to fill the existing limitation of empirical research gap through examining the influence of organizational culture on organizational performance in Debre Berhan University.

1.3. Research Question
Based on the gab identified in the problem statement, the study provides answer for the following research questions.
1. What is the existing dominant culture type in Debre Berhan University?
2. What is the level of institution performance?
3. What is the relationship between organizational culture and organizational performance?
4. Which culture type more influence performance of Debre Berhan University?

1.4. Research Objectives
The general objective of the study was to examine the influence of organizational culture on organizational performance in Debre Berhan University.
1.4.1. Specific objectives
To achieve the overall objective of the study, the following specific objectives are developed:
1. To identify the dominant culture of Debre Berhan University.
2. To examine the level of performance of Debre Beran University.
3. To examine the relationship between organizational culture and organizational performance in Debre Berhan University.
4. To identify the cultural trait which have more influence the organizational performance of the Debre Berhan University?

1.5. Review of Related Literature
1.5.1. The Concept and Definition of Organizational Culture
The concept of organizational culture first emerged in the 1970s and 1980s and later in 1995 it become one of the most influential and controversial concepts in management research practice (Linnenlueck & Griffiths, 2010). Organizational culture can be viewed in different perspectives', and defined by many writers. The Majority of writers agreed on with the concept of culture as it refers to a set of values, assumptions, beliefs, expectation and shared in the organization. Moreover, as Linnenlueck and Griffiths, explanation, the cultural theories suggested different definitions, that notion of accepted behavioral rule or norms of shared values, ideologies, beliefs and shared patterns of meaning.

Schein (2010), define organizational culture as "A pattern of shared basic assumptions learned by a group as it solved its problem of external adaptation and internal integration, which has worked well enough to be considered valid, and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to this problem"(p. 18).

1.5.2. Denison's Organizational Culture Model
Denison's organizational culture model has four cultural traits: involvement, consistency, adaptability, and mission are expressed in terms of a set of managerial practices and measured using twelve indices.

Involvement – trait concerns with personal engagement of individuals within the organization. Under-involvement trait, there are three indices: empowerment, team orientation, and capability development. Empowerment deals with individuals have the authority, initiative, and ability to manage their own work. Team orientation deal with values placed on working cooperatively towards common goals for which all employees feel mutually accountable. Capability Development stress on the organization continually invests in the development of an employee's skill in order to compete and meet on-going business needs (Denison and Neale 2011).

Consistency refers to shared values, and efficient systems and processes. It reflects an internal and stable focus. Consistency is the source of integration, coordination, and control related to organizational effectiveness. The three consistency trait indices are a core values, agreement, coordination, and integration. Core values deal with members of the organization share a set of values which creates a sense of identity and a clear set of expectations. The agreement indices emphases on the member of the organization are able to reach agreement on critical issues. It includes both the underlying level of agreement and the ability to reconcile differences. The other index is coordination and integration, which deal with different functions and units of the organization are able to

work together well to achieve common goals (Denison and Neale 2011).

Adaptability is the third organizational culture trait, an emphasis on the ability of employees to understand what the customer wants, to learn new skills, and to change in response to demand. It focuses on external environment and flexible. Creating change, customer focus, and organizational learning are the three indices of adaptability. Accordingly, creating change reflects that, the Organization is able to create an adaptive way to meet changing needs. Organizations able to read the business environment react quickly to current trends and anticipate future change. Customer focus index deals with the organization to understand and react to their customer and anticipate their future needs (Denison and Neale 2011).

Mission is the last organization culture traits which refer to an organization's purpose and direction towards the achievement of organizational goals and objectives. Mission trait has three indices: strategic Direction and Intent, Goals and Objectives, and Vision. Strategic direction and Intent emphasis that clear strategic intentions covey the organization's purpose and make it clear how everyone can contribute. Goals and Objective induce deal with a clear set of goal and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. The last index, vision reflects that the organization has a shared view of the desired future state.

1.5.3. Concept and Definition of Organizational Performance

In the literature the definition of performance is diverse. However, some literature defined as a result, and others defined as behavior. Beard (2003) defines performance as a result; "performance is a recorded by a particular job function or activities during a particular period, not including the personal nature of the character and behavior of the official who assessed" (p. 143). Performance defined as behavioral, Sudarmanto, (2009), states that "Performance is a set of behaviors that are relevant to the objectives of the organization or organizational unit where people work" (p. 8).

Performance is a result of the quality and quantity of work achieved by the staff member in performing his or her duties in accordance with the responsibilities assigned.

Didier Noye (2002), as cited in Carton and Hofer (2006), "The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical and capital resources, for the purpose of achieving a shared purpose". Kaplan and Norton (2001), define organization performance an organization's capacity to accomplish its goals effectively and efficiently using available human and physical resources.

1.5.4. Balanced Scorecard Model

Balanced scorecard first introduced in the early 1990s by Robert Kaplan and David Norton in Harvard Business School (Kaplan & Norton, 1992; 1996). Balanced Scorecard has four perspectives: Customer perspective, financial perspective, internal business perspectives, and learning and growth perspective. Each perspective discussed in the following paragraph.

Customer perspective: focuses on the relationship of customers and markets with emphasis on the customers' want and needs. It measures the ration of the stock market, customer acquisition, and the continuation of the customer, customer satisfaction, and customer profitability (Wu, Lin et al., 2011; as cited in Ahmad &Soon 2015).

Financial Perspective: According to Kaplan and Norton (1992), Financial performance measure indicates that whether the organization's strategy, implementation and execution are contributing to bottom – line improvement.

Internal Business Perspective: emphasis on what the organization must do internally in order to meet its customers' expectations. To do this, managers need to focus on critical internal operations that enable them to satisfy customer needs Wu, Lin, et al. (2011) as cited in Ahmad & Soon (2015).

Learning and Growth Perspectives: focus on an organizational ability to innovate, improve and learn ties directly to the organization's value. Means that, only through the ability to launch new product and services, create more value for customers, improve operating efficiency continuously. This perspective much more employee centered; that training and education for employees' are needed in order to increase their knowledge and skill.

1.5.5. Empirical Review

A number of researchers examined the link between organizational culture and organizational performance relationship. Schein (2010), stresses in the functional perspective of organizational culture, having a strong culture is necessary for effective organizational performance.

A research conducted by Ng'ang'a and Nyongesa (2012), on the study the impacts of organizational culture on performance of Educational Institutions', point out culture impacts most aspects of organizational life, such as decisions made by management, organizational rewards, the relationship between organizations and way of responding to its environment and so on. In addition, culture is an important ingredient of effective institutional performance.

Similarly, as the study examined by Emmanuel (2017), in order to understand organizational culture and organizational performance, he suggests that one can appropriately define and understand the concept of organizational culture, and then one can easily understand how culture influences organizational performance.

The study examined by Mozaffari, Soltani, and Bozorgzad (2012), based on Denison model tries to study the organizational culture of the Department of Education in Isfahan, the study finding shows that involvement obtained the highest credit and adaptability obtained the lowest credit. Similarly, Olughor (2014), shows that mission is the strongest contribution towards the effectiveness of the organization.

Matko and Takacs (2017) based on the study finding, recommended that the better organizational culture, the highest level of motivation is manifested among employees. If the organization has strong cultural with gratitude and recognition towards employees, it leads to significant performance improvement.

In general, as mentioned above, one can clearly understand that organizational culture types and its strength will determine the organizational performance, and has the potential to enhance organizational performance.

1.5.6. Conceptual Framework

The researcher was conducted the study to identify the influence of organizational culture types based on Denison model (Involvement, Consistency, Adaptability, and Mission) on organizational performance.

Figure: 1.1. Conceptual Framework

Source: adopted from literature (Denison 2011).
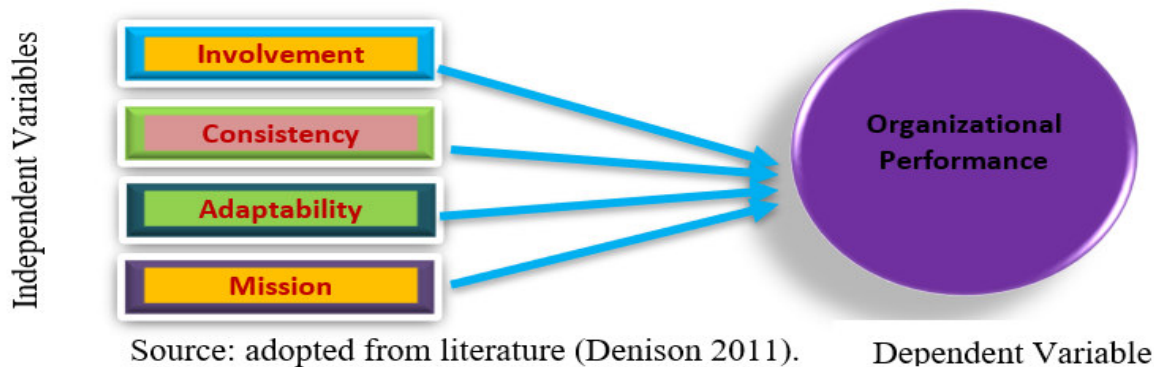
1.6. Research Methodology

The nature of the research used in this study was a descriptive and explanatory research design. Descriptive research attempts to describe the information about the topic and explanatory research design tries to explain the relationship between organizational culture and organizational performance.

In order to achieve the aforementioned research objective, this study was employed quantitative research approach. Quantitative approach is one in which the investigator, primarily uses postpositive claims for developing knowledge, i.e. Case and effect thinking, reduction to specific variables, equations, use of measurement and observation, and the test of theories, employees of inquiry strategically, such as experiment, survey, and collect data on predetermined instruments that yield statistics data (Creswell, 2003).

1.6.1. Population and Sampling Design

According to Human Resource Management January 2019 report, Debre Berhan University had a total of 2,417 permanent employees. Among these 1,233 of the employees were academic, 1,025 employees were administrative, and 159 employees were technical assistant. Of the total population, 257 academic employees were on study leave. Therefore, to determine sample size the researcher used 2,160 employees working at university through Yamane (1973) formula.

$$n = \frac{N}{1+N(e^2)} = 338 \text{ employees'}$$

Where,

n = sample size

N = Population size (2160 employees')

 e = error (0.05)

With a 95% confidence level

Finally, stratified sampling was used to distribute the survey questionnaires to acquire an employee's perception towards DBU organizational culture and organizational performance. The table below shows the proportionate sample used to distribute the representative sample size of (338) respondents to each division.

Table 1: Sample Distribution

Division	Percentage of total employees	Sample size
Academic	45%	152
Administrative	48%	162
Technical assistant	7%	24
Total	100%	338

Source: HR report for the month of January, 2019

1.6.2.   Data Source and Collection Method

The data for this study was obtained from two sources; primary and secondary. The primary data was collected from the research respondents through survey questionnaires adapted from DOCS (Denison Organizational Culture Survey) (2011), which measure the organizational culture of the Debre Berhan University.

The Secondary data have been extracted from Debre Berhan University strategic plan document covered the year (2015/16 – 2019/20), annual reports, journals, and website documents to design the instruments which measure organizational performance of Debre Berhan University.

1.6.3.   Data Analysis Method

The study used both descriptive and inferential statistics. Descriptive statistics, such as frequency count, percentages, the mean and standard deviation was calculated. In addition, tables were used to summaries the output data. With regards to inferential statistics, Pearson correlation coefficient used to explain the relationship between organizational culture and organizational performance. Furthermore, multiple regression analysis was conducted to examine the influence of each independent variable on the dependent variable.

1.6.4. Measurement

The researcher conducted this study to measure the independent variables (organizational culture) and dependent variables (organizational performance). The primary data collection tool for this study was survey questionnaires.

The instrument which measure organizational culture adapted standard questionnaires from DOCS (Denison Organizational Culture Survey, 2011). The standard questionnaire intended to measure four culture traits, namely Involvement, Consistency, Adaptability, and Mission and under each trait, there are three indices. In total twelve indices are incorporated under four traits with 36 items. So, using a 5-point Likert scale, respondents express their level of agreement or disagreement assigned (1) =strongly disagree, (2) = Disagree, (3) = neither agree nor disagree, (4) = Agree, and (5) = strongly agree.

The instrument which measure organizational performance was developed by the researcher based on the BSC approach in four perspectives (Customer, Financial, Internal Business Process, and Learning and Growth). The reason why the researcher chooses the BSC approach is, like other governmental organizations, Debre Berhan University used this approach to measure organizational performance. And 25 items measure performance through 5 – point Likert scale method assigned 1 = very poor to 5 = Excellent. In order to validate the instrument pilot test was conducted.

1.6.5. Research Models

The researcher used descriptive and regression model. Descriptive model used to evaluate the overall performance of Debre Berhan University using the BSC approach. The model adapted from Eyerusalem Kebede (2014), consists of four perspectives i.e. Customer, Financial, Internal Business Process, and Learning and Growth perspective.

$$P = a_1 CP + a_2 FP + a_3 IBP + a_4 LG$$

Where, P is the overall performance, a_1, a_2, a_3, and a_4 are the corresponding weights for Mean value (CP) Customer perspective, (FP) Financial perspective, (IBP) Internal Business perspective and (LG) Learning and growth perspective.

To determine the influence of each predicator on dependent variable; multiple linear regression model is used.

$$Y = B_o + B_1 X_1 + B_2 X_2 + B_3 X_3 + e$$

Where: Y = Organizational Performance (Dependent Variable)

   B_o = Constant

   B_1 = Slop (regression Coefficient) for X_1

   B_2 = Slop (regression Coefficient) for X_2

   B_3 = Slop (regression Coefficient) for X_3

$X_{1, X2, X3}$ = predictors

   = error term.

1.7. Data Analysis and Discussion

The total sample of the study was 338 DBU Employees and the survey questionnaires distributed for all samples. The researcher used 311 valid questionnaires which filled appropriately and the response rate was 92%.

The following discussion presents respectively descriptive analysis of organizational culture and performance, Pearson correlation analysis, test of regression model assumptions, and the result of regression model analysis.

1.7.1.   Descriptive Analysis of Organizational Culture

This section presents the result of descriptive statistics of the overall organizational culture traits. Table 2, below shown the descriptive statistics result of the total Mean and Standard Deviation of each organizational culture trait. The comparison of the four organizational culture traits helps the researcher to determine the existing dominant culture type of the Debre Berhan University. The organizational culture trait Involvement, had a total mean of 3.30 with a standard deviation of 1.049, Consistency culture trait had a total mean of 3.53 with a standard deviation of

1.103, Adaptability culture trait had a total mean of 3.17 with a standard deviation of 1.078, and finally Mission culture trait had a total mean of 3.81 with a standard deviation of 1.027. The greatest Mean value of mission culture trait indicates that majority of respondents' perceived the existing organizational culture and understand the strategic direction and intent, Goals and objectives, and Vision of Debre Berhan University. Therefore, the greatest total Mean score reveals that Mission culture trait is the existing dominant cultural type practiced in Debre Berhan University.

Table 2 descriptive analysis of overall organizational culture

Organization Culture Traits	N	Mean	Standard deviations
Involvement	311	3.30	1.049
Consistency	311	3.53	1.103
Adaptability	311	3.17	1.078
Mission	311	3.81	1.027

Source: Survey questionnaires 2019 SPSS output

1.7.2. Descriptive Analysis Overall Organizational Performance

As stated in the previous section, Debre Berhan University used BSC model to measure its performance. Accordingly, weights are assigned for each Goal under each perspective. So that these weights are help to determine the overall performance of DBU. The weight assigned and the corresponding Mean value of each perspective shown in table 3 below.

Table 3: overall weight and mean of each perspective

Perspectives	Weight	Mean
Customer	15%	3.62
Financial	20%	3.53
Internal Business Process	30%	3.60
Learning and Growth	35%	3.42

Source: DBU Strategic Plan 2015/16 – 2019/2020 and SPSS output

To analyze the performance of Debre Berhan University using the BSC approach, a descriptive model was employed that consists of four perspectives i.e. Customer, Financial, Internal Business Process, and Learning and Growth perspective. The model is as under:

$$P = a_1 CP + a_2 FP + a_3 IBP + a_4 LGP$$

Where, P is the overall performance, a_1, a_2, a_3, and a_4 are the corresponding weights for Mean value (CP) Customer perspective, (FP) Financial perspective, (IBP) Internal Business perspective and (LG) Learning and growth perspective.

Finally, to analyze the overall performance the descriptive model gives us:

$$P = W(CP) + W(FP) + W(IBP) + W(LG)$$
$$= 15\% (3.62) + 20\% (3.53) + 30\% (3.60) + 35\% (3.42)$$
$$= 0.543 + 0.706 + 1.080 + 1.197$$
$$= \mathbf{3.53}$$

The computation result indicate the overall performance score is **3.53**, which means moderate level of performance; as per Zaidaton and Baghari (2009) suggest the determination of mean score value less than 3.39 considered as low, 3.40 to 3.79 considered as moderate, and the mean score value greater than 3.8 considered as high.

1.7.3. Pearson Correlation Analysis

The study used the Pearson Correlation Coefficient to determine the direction and strength of the correlation between independent and dependent variables.

According to Pallent (2003), a correlation coefficient enables one to quantify the strength of the linear relationship between variables. The coefficients represented by 'r' and can be taken only the value range from – 1 to + 1, i.e. if r = +1 indicate a perfect positive correlation, and r = -1 perfect negative correlation, r = 0 no relationship, r = 0.10 to 0.29 week relationship, 0.30 to 0.49 Moderate relationship, and 0.50 to 1 Strong relationship. The sign may negative or positive.

Table 4: Correlation between Organizational Culture Traits and Organizational Performance

Correlations

		Involvement	Adaptability	Consistency	Mission	Organizational_ Performance
Involvement	Pearson Correlation	1				
	Sig. (2-tailed)					
Adaptability	Pearson Correlation	.251**	1			
	Sig. (2-tailed)	.000				
Consistency	Pearson Correlation	.505**	.455**	1		
	Sig. (2-tailed)	.000	.000			
Mission	Pearson Correlation	.371**	.192**	.442**	1	
	Sig. (2-tailed)	.000	.001	.000		
Organizational_ Performance	Pearson Correlation	.539**	.333**	.620**	.747**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

b. Listwise N=311   *Source: Survey questionnaires 2019*

Table 4: indicate the relationship between organizational culture type and organizational performance. The result shows that there is positive and significant relationship between each organizational culture traits and organizational performance (sig. level p≤0.01 two-tailed). Moreover, Mission, consistency, and Involvement culture traits had positive and strong relationship with organizational performance (r = 0.747) and (r = 0.620), and (r = 0.539) respectively. The remaining organizational culture trait Adaptability had a moderate and positive relationship with organizational performance (r = 0.333).

1.7.4.   Regression Model Assumption Test

Multiple linear regressions need several basic assumptions to be tested. The Five basic classical linear regression model assumptions are Linearity, Normality, Multicollinearity, Autocorrelation, and Homoscedasticity. Before the regression analysis is conducted these assumptions are tested.

Linearity Test: Linearity means the relationship between dependent and independent variables is to be linear. This relationship characterized by a straight line. Linearity allows the researcher to predict the dependent variable based on one or more several independent variables. The assumption is checked through a scatter plot by looking at whether the two variables approximately form a straight line.

Fig.2 Linearity Test
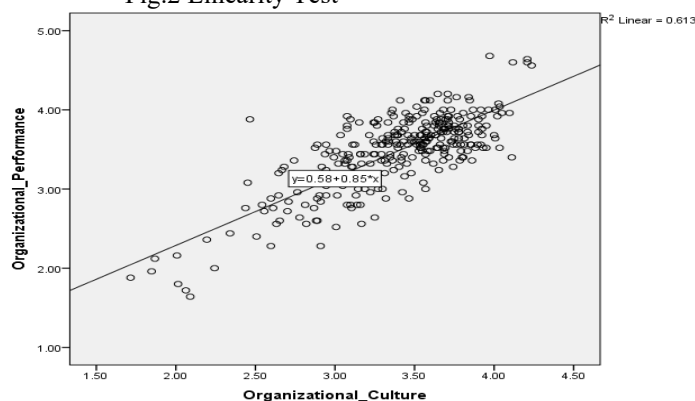
Source: Survey result SPSS output

Normality Test: Normality assume that the data to be normally distributed. The normal distribution of data characterized bell-shaped means that the data has spread evenly so that it can represent the population. The assumption is checked by Histogram the frequency distribution of the standardized residual of organizational performance. The result shows that as it can be seen from the Histogram graph, the distribution of the data is approximately normal distributed and symmetric.

Fig.3 Normality test
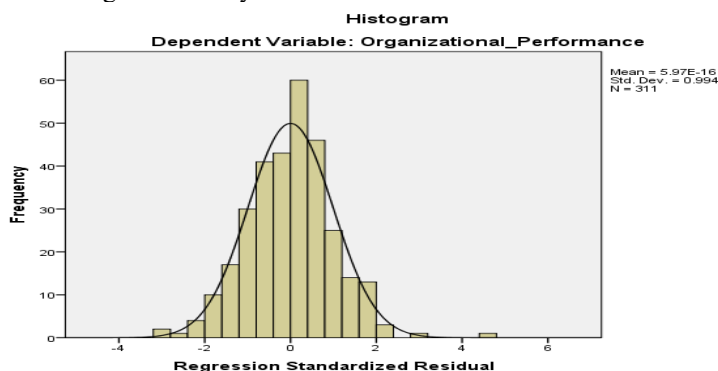
Source: Survey result SPSS output

Autocorrelation Test: in the multiple linear regression, the errors are independent of each other. i.e. The errors are not correlated (Hultema & Laraway, 2006). The assumption is tested by using Durbin – Watson statistic to determine whether the strong correlation exists among the residuals. As a rule of thumb, the DW (Durbin – Watson) statistic should be between the range of 1.5 and 2.5 for the independent observation that is acceptable (Garson, 2012).

As indicated in the autocorrelation test table, the value of Durbin – Watson statistic is 1.778 and between acceptable ranges.

Table 5: Autocorrelation test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.832ᵃ	.693	.689	.27234	1.778

a. Predictors: (Constant), Mission, Adaptability, Consistency, Involvement
b. Dependent Variable: Organizational _Performance

Multicollinearity Test: In multiple regression analysis, multicollinearity refers to the strongest interrelated among explanatory (independent) variables. This assumption assumes that no multicollinearity or little collinearity exist among the independent variables. To check this assumption Variance Inflation Factor (VIF) is used. VIF is a tool to measure and quantify how much the variance is inflated. If the VIF = 1= not correlated, 1<VIF ≤5 = moderately correlated, VIF > 5 = highly correlated (Daoud, 2017).

As indicated in the Collinearity Statistics test obtained the Variance Inflation Factor values of independent variables: Involvement, Consistency, Adaptability, and Mission are (1.395), (1.745), (1.262), and (1.290) respectively. All variables are not highly correlated.

Table 6: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	Involvement	.717	1.395
	Consistency	.573	1.745
	Adaptability	.792	1.262
	Mission	.775	1.290

a. Dependent Variable: Organizational Performance

Homoscedasticity Test: Homoscedasticity refers to equal variance of residuals (errors). This assumption assumes that the variance around the regression line is the same for all values of the predictor variable. Homoscedasticity tested through a scatter plot.

Fig. 4 Homoscedasticity test
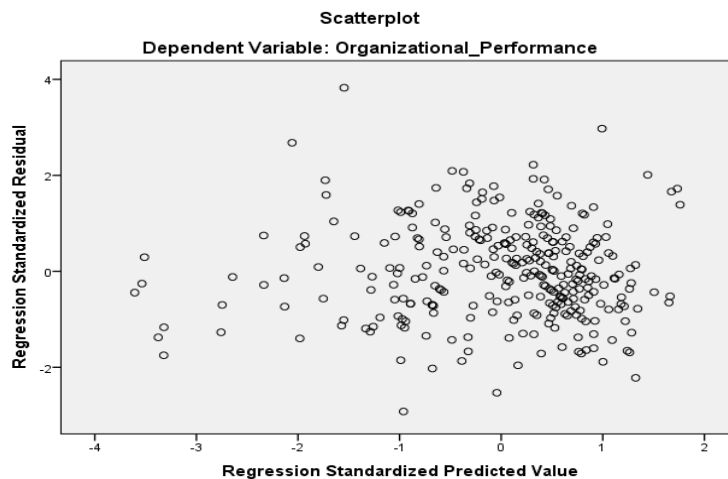
Source: Survey result SPSS output

1.7.5. Regression Result

To further assess the influence of organizational culture on organizational performance multiple linear regression analysis was conducted. The Regression analysis shows how much variation exists among variables.

The regression model summary table 7, the R-value indicates that the correlation strength between dependent and independent variables. The R-value is 0.832 infer the presence of a very high correlation between organizational culture and organizational performance. The adjusted R Square value indicates how much the dependent variable explained by the independent variable. Therefore, as shown adjusted R Square is 0.689. This means organizational culture variables (Involvement, Consistency, Adaptability, and Mission) collectively explained (68.9%) of variation in organizational performance. The remaining 31.1% of chance is explained by other factors which are not included in the model. Thus, independent variables collectively are good an explanatory variable of organizational performance of DBU, as R-square is more than 50%.

Table 7: Regression Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832[a]	.693	.689	.27234

a. Predictors: (Constant), Mission, Adaptability, Involvement, Consistency

The purpose of Analysis of Variance (ANOVA), is it tells whether multiple linear regression model significantly better-predicting power the outcome (dependent) variable. As shown in table 8, the overall regression model, is significant, $F (4, 306) = 172.540$, $p < 0.001$, $R^2 = 0.693$.

Table 8: Regression ANOVA

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51.190	4	12.798	172.540	.000[b]
	Residual	22.697	306	.074		
	Total	73.887	310			

a. Dependent Variable: Organizational_Performance

b. Predictors: (Constant), Mission, Adaptability, Involvement, Consistency

Table 9, below illustrates regression coefficients for organizational performance. Unstandardized regression coefficients indicate how much one-unit change in the independent variable predicts the outcome (dependent) variable. Based on the regression coefficient the constant value indicates, if all independent variables (Involvement, Consistency, Adaptability, and Mission) constant at the value of zero, organizational performance account 0.662. Mission culture ($\beta = 0.399$), which means a unit-positive change or increase mission culture would increase organizational performance by 0.399 unit-level holding the other variable constant. Consistency culture ($\beta = 0.198$) and Involvement culture ($\beta = 0.155$) indicate that for every positive change in the Consistency, and Involvement culture would increase organizational performance by 0.198, and 0.155-unit level respectively.

While considered the degree of influence that each independent variables contribute on organizational performance, the Standardized Coefficient result showed Mission culture traits (Beta = 0.554, $p < 0.01$) make the unique contribution to explain organizational performance followed by Consistency, (Beta = 0.248, $p < 0.01$), Involvement (Beta = 0.192, $p < 0.01$) and Adaptability culture had low (Beta = 0.066, $p > 0.05$) is Not statistically

significant.

In general, Organizational culture (Mission, Consistency, and Involvement) positively and significantly influences organizational performance by 55.4%, 24.8% and 19.2% respectively. While Adaptability Culture as indicate in regression coefficient, insignificantly associated with organizational performance.

Table 9: Regression Coefficients

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.662	.119		5.543	.000
Involvement	.155	.030	.192	5.121	.000
Adaptability	.057	.031	.066	1.862	.064
Consistency	.198	.033	.248	5.926	.000
Mission	.399	.026	.554	15.386	.000

a. Dependent Variable: Organizational _Performance

Source: Survey result SPSS output

Finally, to conclude multiple linear regressions, Involvement (IN), Consistency (CON), Mission (MIS) is described in the form of the multiple regression equation as follows.

Organizational Performance = 0.662 + 0.30 (IN) + 0. 033 (CON) + 0.554 (MIS)

1.8. Discussion

This study examines the influence of organizational culture on organizational performance. Starting with the first research question, which asked the existing dominant culture type of Debre Berhan University, the descriptive statistics result shows that involvement culture Mean score of 3.30, Consistency Culture Mean score value of 3.53, Adaptability culture Mean score of 3.17 and Mission culture Mean score of 3.8. Comparing the Mean score result of each culture type helps to determine the dominant culture of Debre Berhan University. Based on the descriptive result among the four-culture type, Mission culture had a greatest Mean score value. Therefore, it is possible to conclude Mission culture is the dominant culture of Debre Berhan University. Mission culture trait characterized by strategic direction and intent, Goals and Objectives, and Vision. Strategic direction and intent emphasize the understanding of employees and the strategies of the organization. Goals and Objectives are short – term goals that help link what employees do on a day to day activities to the strategy of the organization. Vision also emphasize on whether employees understand and share a common desired future state of the organization.

The second research question also asked about the performance level of Debre Berhan University. To evaluate the performance level of Debre Berhan University the researcher develops the instrument which measure DBU performance depending upon BSC four perspective (Customer, Financial, Internal Business, and Learning and Growth) perspectives. The descriptive result of each perspective shows that Mean score of customer perspective 3.62, Financial Perspective Mean score of 3.53 Internal Business Perspective Mean score of 3.60 and Learning and Growth Perspective Mean Score of 3.42 which means all perspectives are indicate moderate level performance. The overall performance of DBU also, shows Moderate level performance which is the aggregate Mean score value of 3.53.

The third research question also seek to know whether the relationship exist between organizational culture and organizational performance. Hence, Pearson Correlation analysis was conducted and the result also indicate that there is positive and strong relationship between each organizational culture type Mission culture r = 0.747, Consistency r = 0.620, Involvement r = 0.539. And Adaptability culture has positive and moderate association with organizational performance. The correlation between overall organizational culture and organizational performance also positive and strong which is r = 0.832. This finding also consistent with the study finding conducted by Ng'Ong'a, Oloko, Rambo, and Orwa (2018), Aluko (2003), that showed the relationship between organizational culture and organizational performance is positive and significantly.

Lastly, the fourth research question asked which culture type more influence performance of Debre Berhan University. In this regard to further assess the influence of organizational culture on organizational performance multiple linear regression model was conducted. The result of the regression shows the independent variables, organizational culture explains 68.9% of variation of dependent variables. When evaluating each independent variable involvement 19.2%, Consistency 24.8%, and Mission culture 55.4% significance influence organizational performance. In the regression analysis Adaptability culture insignificant association with organizational performance.

Based on the regression result, Mission culture is the most influential culture towards organizational performance and the finding consistent with Olughor (2014), that mission, culture is the strongest contribution towards organizational performance where t = 5.572, p<0.05. Moreover, the study examined by Zakari, Poku, and Ansah (2013), their finding also showed that mission trait is the most strongly associated trait with performance.

The other result showed in the study was Consistency culture, which had positive and the second influential culture of organizational performance in Debre Berhan University. This finding also consistent with the study carried out by Mozaffari, Soltani, and Bozorgzard (2012), on the study of the organizational culture of Departments of Education in Isfahan province in the Academic year 2010 – 11 based on Denison model, the finding revealed Consistency and involvement culture are significant. Moreover, the finding of this study also consistent with the finding of Zakari, Poku, Ansah (2013), that consistency is the second most associated with performance and Involvement trait is the third predicators of organizational performance. The regression analysis of consistency culture trait was the second most associated and prediction of organizational performance. Hence, this finding also consistent with Denison's (1995) that mission and consistency are the strongest predictors of organizational success.

1.9. Conclusion

The first organizational culture type Involvement, characterized by a degree of individual engagement at all levels of the organization. The finding of the study demonstrated that the relationship between Involvement Culture, and organizational performance was positive and significant.

Another type of organizational culture practiced in Debre Berhan University, according to the finding was Consistency culture. As a result, consistency culture trait moderately practiced in Debre Berhan University. Moreover, the regression result of consistency culture shows positive and the second influential organizational culture type in Debre Berhan University.

Multiple regression analysis shows adaptability doesn't have a significant influence on organizational performance.

With respect to Mission culture, the regression analysis results indicated that the first highest predictor of organizational performance and more influential culture. Furthermore, the finding indicated that Mission culture trait is the existing dominant culture of Debre Berhan University.

1.10. Recommendation

The following recommendations are made based on the key summary of the finding and conclusion.

- From the study finding mission culture was one of the highest predicators and the existing dominant culture of Debre Berhan University. Therefore, Debre Berhan University should keep mission culture. The moderate level of the two indices that means, Goal and objective, and vision need improvement. This culture improves through different strategies. Leaders play a greater role in the process of improving mission culture towards the achievement of organizational success. So, this culture should be improved by creating awareness and communicating the organization's strategic direction and intents, goals and objectives, vision, mission to make everyone in the organization familiar.
- The second predictor and influential culture is consistency culture. Debre Berhan University should improve this culture with the help of different strategies. Coordination and integration of among departments improve through the development of effective communication; give clear direction for employees, and optimizing the resources.
- The third predictor, Involvement culture that creates a sense of ownership and responsibility, towards the organization. Debre Berhan University should be given attention for employees and considering them as an important asset, should fill the gap shown on the employees' capability development through training, and development programs, empowering them in participating in various decision processes. Moreover, the socialization of new employees also encouraged as it is a powerful tool.
- In the adaptability trait organizations are expected to have the ability to understand and react to the external environment and customers. In this regard, creating change and organizational learning had a low mean. So, the institution should work on the adoption of improved ways to do work, and promoting organizational learning in the organization.
- From the evaluation of organizational performance, the result obtained from the study, the overall performance of Debre Berhan University indicates at a moderate level. So, the institution should improve its performance, by improving the existing dominant culture.

1.11. Suggestion for Future Studies

- This study focuses on the influence of organizational culture on organizational performance. However, numerous factors affect the topic like leadership, job satisfaction, organizational change, and others. So, for future studies, it is recommended that additional research should be carried out in order to improve the topic.
- This study limited to examining the influence of organizational culture on organizational performance. The culture of an organization may affect other aspects of the organization like job satisfaction, employee performance, job evaluation, and others. So, the researcher recommended future studies focus on these areas.

- The current study used survey questionnaires for data collection method, so the future researcher will better to use additional data collection method.

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