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## **IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL PERFORMANCE IN HIGHER EDUCATION OF ETHIOPIA: THE CASE OF DEBARK UNIVERSITY**

The main objective of the study is to examine the impact of organizational culture on organizational performance of Debarik University in Ethiopia. The study was conducted on the basis of a systematic sample of 139 employees of the University of Debarik, including 90 academic and 49 administrative employees. To gather relevant data, a survey questionnaire with a five-point Likert scale was used. The study used descriptive statistics and explanatory design to analyze the collected data. The primary data collection has been performed using the quantitative approach, with the help of a survey questionnaire. The secondary result interpretation has been done in line with a review of the previously published literature for achieving the research objectives. The results of the study portrayed that Debarik University employees perceive that the shared values, beliefs, attitudes and behavior typical of the university were low. From the findings, it is possible to conclude that the organization culture and organizational performance of Debarik University were rated as poor by the respondents. The ultimate conclusion is this: if the university wants to boost its performance, it is essential to promote organizational culture.

*Keywords: organizational culture, employees' involvement, consistency, adaptability, organizational performance.*

### ***1. Introduction***

The ability of any organization to maintain and develop a competitive organizational culture helps them survive in today's globalized world. The reason behind that delineate high performer organizations from the lower is due to implementation of culture within the organization [1]. Currently, researchers are studying the influence of organizational culture in different organizations and their basic elements of the socio-economic development of countries and regions in the context of creating an economy of innovation and knowledge, digitalization of the economy [2–3]. This is reflected in a change in approaches to managing organizational culture, as well as in a new awareness of the need to use it as a tool for organizational change so as to enhance the overall activities as well as make sure the effectiveness of any organization.

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In the contemporary world organizations are under pressure of extensive competition in the business world. One of the factor that trends in maintaining overall competitiveness is the participation of organizations in various network interactions, in national and regional innovation development [4–5]. Global challenges must create an organizational culture that supports innovation in the organization. The work culture of an organization should also use as a contributing advantage for firms through economies of scale and innovation [6–8]. Organizational culture is a significant issue that enhances organizational performance through cohesion of employees, development of trust, and aligning strategies of organization with objectives [1].

Debark University was established in 2009 to enhance the capabilities of civil service employees through teaching, research, training, and consultancy. Now a day the university provides such services for both governmental and private organizations. However, the university has confronted problems in executing the mentioned services. In this regard, D. Asrat (2017) that conducted on Assessment of the implementation of performance appraisal system in Debark University [9]. As the researcher's investigation indicated that, performance appraisal results were used to provide information about administrative decisions.

The mentioned study portrayed that there are various problems such as subjectivity of the performance evaluation criteria, biasedness of the appraisers, and limited commitment to provide feedback in the university [9]. We can understand from such an explanation is that the level of employee participation in assessing the performance of the workers is minimal. The issue has a direct implication and manifestation of organizational culture and leadership problems in the university.

Furthermore, research conducted by Tesfaye (2018) [10] on Practices and Prospects of Knowledge Management in a knowledge-intensive organization the case of Debark University. As the study depicted that Debark University had problems related to culture, leadership, and capacity development, absence of motivational tools, employee attitudinal problems, and inconsistency of knowledge management activities.

There is limited research conducted on organizational culture in Ethiopia. Furthermore, there is some research conducted the impact of organizational culture on the effectiveness of the institutions in Ethiopia in general and no research in Debark University in particular. Specifically, the impact organizational culture in the institution like mission and strategies, adaptation to change, and consistency of purposes and employee involvement towards the University organizational performance have not been explored. This gap will be examined to fetch organizational learning and for consistent innovation to serve a customer at the required and expected level.

The study will serve the target organization to assess the existing capacity gaps concerning impact of organizational culture on organizational effectiveness practices. The findings will also be used as an input to advance similar plans and strategies in improving university performance. The study can be expected to provide an

insight to decision-makers and stakeholders in identifying the major weakness that affects organizational performance and suggest some solutions to tackle the aforementioned difficulties.

## **2. Literature review**

Culture can be defined as a shared set of beliefs, values, customs, behaviors, and artifacts that characterize a group or society [4]. The basic idea of culture arrives through sharing of learning processes which is based on the proper allocation of resources [11]. Organizational culture is important because it shapes employee attitudes and behaviors, influences organizational performance, and impacts the organization's ability to adapt to changing circumstances. These values people hold in the organization have a strong impact on their behavior and performance [12]. There is no single organizational culture. Culture differs from organization to organization and from country to country. There might be similarities and differences but it is difficult to get perfect similarities and differences [13].

Organization's culture can impact its effectiveness and that leaders must work to understand and shape the culture of their organization [14]. Organization's culture can impact its effectiveness and that organizations with strong, positive cultures are more likely to be successful [11]. He also provides a framework for measuring organizational culture and effectiveness. Developing organizational culture may be one of the strongest assets for any organization [8].

Organizational culture consists of both visible and invisible aspects. Generally organizational culture can be demonstrated into three interrelated levels [14]. At the deepest level, there are basic assumptions. It is a belief about human nature and reality. In the second level, we can get values [9]. It is visible and tangible aspects of cultures in organizations like dressing style, physical environment, employees' interaction, and organizational policies in the organization. Symbols (such as logos, buildings, or uniforms) can communicate powerful messages about an organization's values and identity, while stories (such as myths, legends, or anecdotes) can convey important lessons about how things are done in the organization [13].

Deal and Kennedy (1982), argue that each type of culture is expressed through different behaviors and practices, and that understanding the organization's culture can help managers make better decisions [15]. The organizational researcher stat that "organizational values" refer to beliefs about socially or personally desirable end states or actions that are explicitly or implicitly shared with different organizations [16]. These conclusions are confirmed by large comparative studies in different countries [17].

## **3. Organizational Culture Models**

There are several authors who have developed organizational culture models to help explain how culture influences organizational behavior and performance. Artifacts and behaviors, espoused values, and underlying assumptions; clan, adhocracy, market, and hierarchy; tough-guy/macho, work-hard/play-hard, process, and bet-

your-company; and power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, long-term vs. short-term orientation, and indulgence vs. restraint [13, 15, 18–19].

In our previous work, we used the Barrett model to study the features of building value-oriented organizations [20]. In this study, we use the Denison's model [11].

#### *Denison's Model*

The Denison Organizational Culture Model was developed by Daniel R. Denison in the 1980s and has been refined and updated over time with contributions from his colleagues. The model identifies four key cultural traits or dimensions that are essential for understanding an organization's culture.

#### *Organization Mission*

According to Denison (1990), to develop a strong mission, organizations need to articulate a clear and compelling vision that aligns with their values and goals. A well-defined mission can serve as a unifying force that inspires and motivates employees to work towards a common goal [11].

Other authors have also emphasized the importance of mission in organizational success. For example, Peter Drucker stated that "the purpose of a business is to create and keep a customer" [21]. This emphasizes the importance of having a customer-focused mission that guides all aspects of the organization's strategy and operations. J. Stoffers, P. Neessen and P.V. Dorp (2015) argued that an organization's mission should be grounded in its core values and beliefs [22]. These values and beliefs should be communicated clearly to employees and should guide decision-making at all levels of the organization.

#### *Organization Consistency*

This concept characterizes the degree to which an organization coordinates its internal practices and processes with the external environment [11]. This includes factors such as the alignment between the organization's mission and its day-to-day operations, and the extent to which the organization adapts to changing circumstances. Successful organizations have a clear and consistent set of values and a strong sense of purpose that guide their decision making [23]. This alignment between strategy, structure, and culture can help an organization to achieve its goals and respond to changes in the external environment.

In addition, Schein (2010) highlighted the importance of creating a consistent organizational culture that is aligned with the organization's values and beliefs [13]. This consistency can help to build trust and credibility with stakeholders and create a sense of stability and predictability within the organization [19].

#### *Organization Adaptability*

Organizational adaptability refers to the degree to which an organization is able to respond to changes in its external environment. Organizational adaptability is defined as the ability of an organization to innovate, learn from experience, and adjust its strategies and processes as needed [23]. Organizations must be able to quickly

adapt to changes in the external environment in order to remain competitive [24–25]. Hedlund and Osterberg (2013) suggested that organizations should be able to review their experience, identify areas for improvement, and make changes to their strategies and processes as needed. Kotter and Schlesinger (1979) identified four key strategies for managing change and achieving organizational adaptability: education and communication, participation and involvement, facilitation and support, and negotiation and agreement [26].

#### *Employees Involvement*

According to the Denison Organizational Culture Model, the involvement dimension refers to the extent to which employees are empowered to contribute their ideas and take ownership of their work. This includes factors such as the level of participation in decision-making and the degree of collaboration among teams.

Other authors have also emphasized the importance of employee involvement in organizational success. Other authors have also emphasized the importance of employee involvement in organizational success. Hackman and Oldham (1975) proposed the Job Characteristics Model, which emphasizes the importance of employee autonomy, skill diversity, and the importance of tasks to create a motivating work environment [27–29]. Lawler (1986) found that a high level of employee involvement in decision making was associated with higher levels of productivity, quality, and profitability [30].

Involving employees in decision-making can also lead to improved organizational results.

#### ***4. Impact of organizational culture on the organizational effectiveness of the University of Debark***

Organizational culture impacts employee attitudes and behavior. A strong organizational culture that aligns with the values and goals of the institution can lead to higher levels of employee engagement, commitment, and job satisfaction [28]. This, in turn, can lead to better organizational performance. A study by Naidoo and Shankar (2011) found that organizational culture had a significant impact on job satisfaction and commitment among academic staff [31].

Organizational culture affects student outcomes. The culture of an institution can also impact student outcomes, such as retention rates, graduation rates, and academic achievement. A study found that institutional culture was a key factor in predicting student retention rates [32].

Organizational culture can facilitate or hinder change efforts - organizational culture can either help or hinder change [2].

Organizational culture is closely related to leadership, as the culture of an institution is often determined by the leadership style and behavior of top administrators. Vogelgesang and colleagues (2017) found that transformational leadership is positively associated with a culture of innovation and improved organizational performance [33].

Organizational culture must be aligned with the goals of the institution, as a strong organizational culture is only effective if it is aligned with the goals and objectives of the institution - a dysfunctional or toxic culture can reduce productivity and contribute to burnout and employee turnover.

Overall, the literature suggests that organizational culture is an important determinant of organizational performance in higher education [34]. Let's consider this further on the example of Debarq University.

First, let us give a brief description of the contribution of the University of Debarq to the development of the higher education system in Ethiopia and the solution of social problems in the province of Debarq and the country as a whole.

First, let us give a brief description of the contribution of the University of Debarq to the development of the higher education system in Ethiopia and the solution of social problems in the province of Debarq and the country as a whole.

Debarq University is a hub for research and innovation. The university conducts research in various fields, including science, technology and social sciences, and contributes to the development of knowledge and the development of new technologies, complementing the contributions of other Ethiopian higher education institutions that have made significant contributions to research in various fields, including agriculture, health and engineering [35].

Debarq University contributes to the solution of social problems, including such as poverty, disease and social inequality. Debarq University produces professionals who are committed to making a positive impact on society and have the skills and knowledge necessary to do so. As noted by various researchers, higher education institutions in Ethiopia have contributed to poverty reduction and social development through community participation and service [36–37].

Fostering a culture of critical thinking: Debarq University is aiming to foster a culture of critical thinking and intellectual curiosity. It encourages students to question assumptions, challenge ideas, and think creatively, which helps to build a more engaged and informed citizenry. According to a study by Jeldu and Muchie (2016), higher education institutions in Ethiopia have played a significant role in promoting critical thinking and academic excellence [38].

Evaluation of the contribution of individual components of the organizational culture of the Debarq University in the formation of its rating and image, obtained on the basis of a survey of 139 university employees, showed the following.

The overall mean of employee involvement in organizational culture attributes of the university had a mean of 2.77. This result indicated that respondents were dissatisfied with their limited participation in their organization. Hence, it is difficult for the university to achieve its desired goals without the proper involvement of the respective employees. The consistency attribute of the organizational culture of the university has a mean of 2.69. The data indicated that the rating by the respondents

was low. The university is inconsistent in approach to do business and the set of values that govern the university.

The adaptability attributes of the organizational culture of the university was rated by the respondents with a mean value of 2.85. The mean showed that the university lack energy and commitment to accommodate changes raised from the internal and external environment. The situation might be a manifestation of the inability to encourage innovation by mobilizing the employees in the organization.

The respondents rated organizational culture attributes of the mission with a mean value of 3.04. It was somewhat good even though that indicated low. They also have a positive rating on the clarity of strategy and the presence of long-term purposes and direction of the university (mean value of 3.83), while, the mean of creating excitement, and motivation by the university to the employees was 2.58. The data indicated that the university was unable to make excitement and motivate employees properly to achieve the desired mission of the organization.

The relationship between organizational culture and organizational performance was examined by using Spearman's Pearson correlation coefficient. As a result, employee involvement was seen to have a positive effect on the significant subscales of organizational performance by .271\*\* at  $p=.006$ . Consistency had a positive effect but insignificant subscales by .155 at  $p=.120$ , adaptability had a positive effect and a significant subscales on organizational performance by .214 at  $p=.031$  and Mission had a positive effect on the significant subscales of organizational performance by .322\*\* at  $p=.001$ . Therefore, all the four organizational culture have positive and significant relationship (except consistency) with Organizational Performance.

With regard to recognizing to what extent organizational culture can affect organizational performance, regression analysis was made. Based on the analysis, the R square explains that 14.50 % change in Organizational Performance can be predicted by the combination of the four organizational culture. Therefore, the combinations of the four dimensions (Employees involvement, consistency, adaptability and mission) are playing their own role in enhancing organizational performance. Therefore, Employees involvement and mission in Debarik University will bring more influence on organizational performance.

### **5. Conclusion**

In conclusion, employee involvement, consistency, adaptability, and mission are essential determinants of organizational performance in Debarik University. Employee involvement has been found less impact on the institution as well as less effect on employee motivation, job satisfaction, and productivity, while consistency ensures that activities and processes are weakly aligned with the institution's mission and objectives. Adaptability enables institutions to respond to changes in the market and meet the needs of their students, and a clear mission statement guides the activities of the institution and helps align them with its goals and objectives. But the university lack energy and commitment to accommodate changes raised from the inter-

nal and external environment. Therefore, higher education institutions in Ethiopia, debark university as a case study, should prioritize employee involvement, consistency, adaptability, and mission to improve their performance.

Overall, Debarq University as one of higher education in Ethiopia is critical to the country's development and progress. It helps to produce skilled graduates, advance research and innovation, address societal challenges, and foster a culture of critical thinking, all of which contribute to the country's growth and development.

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## ВЛИЯНИЕ ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ НА ОРГАНИЗАЦИОННУЮ ДЕЯТЕЛЬНОСТЬ В ВЫСШЕМ ОБРАЗОВАНИИ ЭФИОПИИ: НА ПРИМЕРЕ УНИВЕРСИТЕТА ДЕБАРК

Основная цель исследования – изучить влияние организационной культуры на эффективность деятельности Университета Дебарк в Эфиопии. Исследование проведено на основе систематической выборки из 139 сотрудников Университета Дебарк, включающей 90 академических и 49 административных сотрудников. Для сбора релевантных данных была использована анкета опроса с пятибалльной шкалой Лайкерта. В исследовании использовались описательная статистика и объяснительный дизайн для анализа собранных данных. Первичный сбор данных проведен на основе количественного подхода, с помощью инструмента опроса, основанного на опросной анкете. Последующая обработка анкет сделана с учетом обзора ранее опубликованных в литературе данных в контексте поставленной цели исследования. Результат исследования показал, что сотрудники Университета Дебарк считают, что общие ценности, убеждения, установки и поведение, характерные для университета, являются низкими. Из этого результата можно сделать вывод о том, что респонденты низко оценили организационную культуру и организационную эффективность Университета Дебарк. Исходя из анализа сформулирована следующая рекомендация для руководства университета: если университет хочет повысить свою эффективность, необходимо серьезно поработать над организационной культурой.

*Ключевые слова:* организационная культура, вовлеченность сотрудников, системность, адаптивность, организационная эффективность.

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