

Innovations

Effect of Organizational Culture on Employees' Work Performance in Public Universities, located in Amhara Regional State, Ethiopia

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Received: 15 March 2022 **Accepted:** 07 April 2022 **Published:** 30 April 2022

Abstracts:

The objective of this article was to investigate the effect of organizational culture on employees' work performance in Public Universities, located in Amhara Regional State, Ethiopia. Data were collected by Structured closed ended five point likert scale questionnaire from 468 employees (non-teaching workers) and were analyzed using SPSS, Version 25. The parameter estimates of Ordinal regression were used to explain the effect of each organizational culture namely- management support, employees' training, employees' participation in decision making, employees' reward & compensation, knowledge sharing, and job satisfaction towards employees' work performance. Parameter estimates of Ordinal regression shown that the effect of employees' participation in decision making (4.595) was the most estimated increase predictor of employees' work performance, followed by management support (2.636). In addition, the effect of job satisfaction (1.774) and knowledge sharing (1.679) positively influenced the employees' work performance. Those four variables had statistically significant effect on employees' work performance. Moreover, effect of Employees' reward and compensation (0.305) also contributed an increase to employees' work performance, even if it was not statistically significant. On other hand, employees' training (-0.306) less likely influenced employees' work performance, with insignificant effect. The study findings suggested that, Public Universities, located in Amhara Regional State, Ethiopia, should give strong emphasis to improve employees' training; rewarding and compensation scheme; practices of knowledge sharing; task assigning on job with inclusive decision making and management follow-up which in turn will add at higher level to employees' work performance

Key Words: 1.employees' work performance, 2.Organizational culture, 3.Public Universities. 4.Amhara Regional State, 5.Ethiopi

1. Introduction

Nowadays Public Universities are intensely concerned with employee comfort needs for increased performance to achieve their strategic goals. The way how to attain their strategic goals is contingent to employees' performance which is measured in terms of effectiveness, quality, and efficiency of their output. To bring this, the organizational culture dimension is central in all aspects of Universities' life. Employee performance is critical in many organizations, the management should therefore ensure that the performance of employees is evaluated and communicate back (Mwanza, N. M. 2012). To improve employees' performance, the organization shall intended to ensure that the presence of development and change in employees' behavior, competence & capacity to cope rapidly changing technology in Universities. In this context, this article focused on the effect of organizational culture to enhance employees' work performance that outline how an employee fulfills their job duties and executes their required tasks.

1.1 Statement of the problem

Higher education shapes up the minds, mold behaviors and develops distinctive capabilities in the human being to serve the society better (Iqbal, S., Baluch, N., & Abdullah, C. S. 2017). It meant the role of higher education in the progress of a society is crucial. An intensive empirical analysis on the impact of knowledge sharing on individual public employees' work performance (Kang, Y. J., Kim, S. E., & Chang, G. W. 2008)) indicated that the employee training, reward systems, support from the top management and openness in communication were perceived to have a positive influence on employees' knowledge sharing, which, in turn, improved individual work performance. Kebede, A. M., & Demeke, G. W. (2017) examined the influence of leadership styles on academic job satisfaction in higher education institutions in Ethiopia and suggested that transformational leadership influenced positively faculty job satisfaction, which in turn influence employees' work performance. A study conducted to examine the link between performance and pay in the context of Ethiopian higher education (Gurmessa, Z. B., & Bayissa, J. T. 2015) showed that there is a poor linkage between pay and performance in the higher education resulting in low employee motivation and engagement. Authors also pointed out, neither years of experience nor better performance were accounted to determine faculty pay.

Academic staff willingness to stay in their current institution, in Ethiopian Public Universities, is contingent on leader's qualities in building an environment that guarantees participation and fosters concern for followers, availability of a reward system that is competitive and fair, a range of benefit packages, prevalence of fair human resource policies and practices, and perceived attractiveness of cities/towns where the institutions are located (Alemayehu, B. Z., & Woldemariam, G. K. 2020). The high labor demand and job opportunities in the market, lack of opportunity for career advancement in the organization, unsatisfied with working condition and absence of involvement in decision-making, are the foremost causes of employee's turnover on organizational performance (Taye, D., & Getnet, B. 2020). Those above discussion indicated that there was a problem with a shortage of empirical research pertinent to employees' performance in higher education in Ethiopia. This condition had therefore illuminated a significant gap in the Public Universities that tends to focus on overall sectoral problems and organizational level problems in respect to employees' work performance. Thus, the present study might contribute to the existing literature on Public Universities, located in Amhara Regional State, Ethiopia.

1.2 Objective of the study

General objective of this article was to investigate the effect of organizational culture on employees' performance in Public Universities located in Amhara Regional State, Ethiopia.

Specific objectives were hypothesized in the following ways:

H1: There is statistically significant effect of management support on employees' work performance in Public Universities.

H2: There is statistically significant effect of employees' training to influence the employees' work performance in Public Universities.

H3: There is statistically significant effect of employees' participation in decision making to influence the employees' work performance in Public Universities.

H4: There is statistically significant effect of employees' reward and compensation to influence employees' work performance in Public Universities.

H5: There is statistically significant effect of job satisfaction to influence the employees' work performance in Public Universities.

H6: There is statistically significant effect of knowledge sharing to influence the employees' work performance in Public Universities.

2. Literature

2.1 Organizational culture

The concept of organizational culture has received increasing attention in recent years both from academics and practitioners (Alvesson, M. 2012) as organizational culture is one of the major issues in academic resources and education, and in organization theory as well as in management practices of organizational life with its dimension is central in all aspects of organizational life. Predictors of work performance among higher education employees were conducted by different scholars in higher education institutions (Jacobs, P. et al., 2007). The study used university-based statistics of performance and self-rated employee productivity to examine the relationship between organizational culture and work performance of employees (Sujatha, R., & Krishnaveni, R. 2018) suggested that Organizations should provide an environment to nurture and create new knowledge to have greater work performance of employees.

2.2 Management support

Organization support and Co-worker support moderated the relationship between Total Quantity Management implementation and organization performance (Joiner, T. A. 2007). Traditional or old-style managers behave was less consistent moderator of perceived organizational support- employees' work outcomes relationships (Farh, J. et al., 2007). Management support and employee satisfaction had an optimistic relationship among employee of public organization. Public organizations' top management could learn that work stress had an impacted on their employees' work environment which subsequently will affect organizations' performance (Desa, N. et al., 2018); whereas (Wassem, M. et al., 2019) argued that the capacity building has significant impact on employees' performance but managerial support. Managers that practices better design of human resources management can improve creativity and performance of their employees (Bhatti, S. et al., 2020).

2.3 Job satisfaction

Nimalathan, B., & Brabete, V. (2010) investigated relationship between Job satisfaction and employees' work performance in a case study of People's Bank in Jaffna Peninsula, Sri Lanka, by employing simple correlation analysis and found that there was a positive relationship between job satisfaction and employees' work performance. That was the high level of fair promotion, reasonable pay system, appropriate work itself and good working condition leads to high level of employees' performance. Low salaries and job insecurity affected the performance of employees. A change of designation alone, without a corresponding increase in pay, did not enhance the performance of the employees (Kalia, N., & Bhardwaj, B. 2019). According to (Dziuba,

S. et al., 2020) Job satisfaction has a big impact on how an employee performs his job. Authors said that the satisfied employee devotes himself to work, performs orders better, cares for others, and for himself.

2.4 Knowledge sharing

There are limited studies conducted to construct and test the conceptual model in real context of knowledge hoarding behavior especially in the perspective of developing countries. (Hitka, M., & Balážová, Ž. 2015) said that the level of employee motivation and employee performance can be influenced by means of their detailed knowledge. (Muqadas, F. et al., 2016) directed a research on antecedents of knowledge sharing and its impact on employees' creativity and work performance by collecting a data from 216 employees. Authors supposed that the Knowledge Management culture, social networking and information technology were fostered knowledge sharing practices among employees of public sector Universities. In mean time, an empirical study which was conducted in public sector organization on Knowledge sharing and individual work performance by using data collected from 595 members of a public organization (Henttonen, K. et al., 2016) showed that knowledge-sharing behavior mediates the relationship between knowledge-sharing tendency and individual performance.

2.5 Employees' Training

Training is a process which able the employees to change their skills, knowledge, attitudes, and behavior. Training objectives have three major dimensions, namely enhancing working relationships, tackling skill deficiencies and skills development (Ng, Y. C., & Siu, N. Y. 2004). A case study conducted in China on Training and enterprise performance in transition (Ng, Y. C., & Siu, N. Y. 2004) revealed that the training was perceived to be relatively important in non-state-owned enterprises. (Algharibeh, F. et al., 2014) showed that Jordanian Public Universities have capitalized on training in order to increase their human capital skills and competences because the training was employed as a tool for creating competitive advantage for organization. Ibrahim, R. et al., (2017) directed a research on Organizational culture and development with the purpose for testing the structural path of factors affecting employees' work performance in an organization. Their findings revealed that the model of trainer effectiveness and training methodology factors have provided a reasonable explanation for the positively influence employees' work performance. Thaief & Baharuddin (2015) conducted a study on effect of training, compensation and work discipline against employee job performance based on descriptive analysis. Their research finding let them to conclude that the training followed by employees positively responded Employees' work performance.

2.6 Participation in decision making

Sukirno, D. S., & Siengthai, S. (2011) empirically examined the impact of participation in decision making on lecturer performance in higher education and revealed that the participative decision making and academic rank have significant effect on lecturer performance. Their findings also implied that involving lecturers in educational decision making would be useful to improve not only lecturer performance but also organizational performance. Ojokuku, R. M., & Sajuyigbe, A. S. (2014) investigated the effect of Direct Participation on Perceived Organizational Performance in Banking Sector in Pakistan and pointed that the employee participation has significant impact on organizational performance. A research carried out by (Farooq, S. et al., 2015) on factors affecting employees' performance in a case of Kabul-Based Telecom Firms based on sample of 200 employees depicted plausible positive significant impacts of employees' participation, job involvement, and employees' relations on employees' performance.

2.7 Reward and compensation

Reward helps management to retain efficient and experienced workforce in an organization. Management of organizations should buildup the commitment among employees by rewards to achieve both individual and

Organizational objectives (Sajuyigbe, A. S., Olaoye, B. O., & Adeyemi, M. A. 2013). The study conducted to investigate the influence of compensation and teacher supervision on teacher work performance in Ashaiman Municipality, Ghana, with a total of 103 randomly selected private basic school heads and teachers (Saani, A. J. 2013) found out that the compensation and teacher supervision relate positively to teacher work performance

A research which was conducted by (Milgo, A. et al., 2014) to determine the influence of reward and compensation on employee commitment in tea factories in Kenya based on a total of 273 respondent revealed that the paying factories had a lower average mean in all aspects of reward. They confirmed the significance of reward and compensation as a determinant of employee commitment which in turn influence work performance. Divandari, A. et al., (2018) carried out a research to investigate the effect of compensation on individual performance in Iran based on real salary information of 1950 employees of Mellat Bank. Their results of the study indicated that the effects of pay for performance were higher than fixed payments. In addition, a descriptive research study conducted to determine the effects of reward and recognition on employee job performance in Kenyatta University (Ndungu, D. N. 2017) found that the performance was explored with the help of Rewards and Recognition

2.8 Conceptual Framework

The effect of organizational on employees' work performance was conceptualized in the following figure.

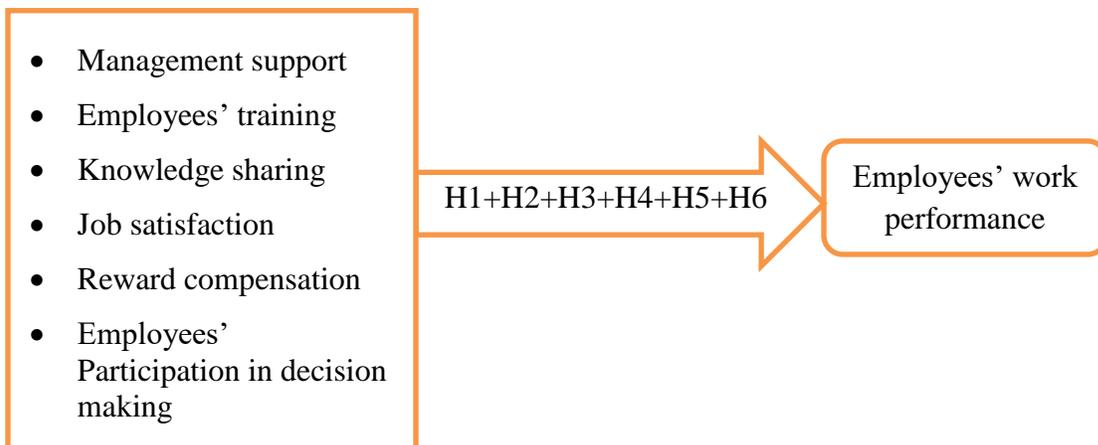


Fig.2.8.1. own constructed (2022)

3. Methodology

3.1 Research Design

According to Kothari (2004), a research design is the arrangement of conditions for collection and analysis of data in a manner that aims of combining relevance to the research purpose with economy in procedure.

3.2 Target Population

The target populations of this study were employees who were working (non-teaching) in procurement & property, finance, accounting, internal audit and general maintenance department of Public Universities, located in Amhara Regional State, Ethiopia.

3.3 Sampling Technique and Sample Size

The sampling technique selected for this research is purposive sampling. Rai, N., & Thapa, B. (2015), pointed that the purposive sampling technique used to capture a wide range of perspectives relating to the thing that researchers are interested in studying. Eight Public Universities were selected purposely, and 468 respondents were included in the study. 60 respondents from each of the two universities namely B/Dar & Gonder, and 58 respondents from each of six universities namely D/ Birhan, D/ Morkos, D/ Tabor, Woldiya, Injibra and M/Amba that was $(60 \times 2) + (58 \times 6) = 468$.

3.4 Sources and Data Collection Tools

In the field of research different sampling technique are used for different fields. It is very essential to choose the adequate technique of sampling (Sharma, G. 2017). So as to attain the objective of the study, the researcher used primary data which provided an appropriate means of assessing sample information and a suitable data to draw conclusion about generalizing the result from a sample of responses to the entire population (Creswell, J. W. 2014)). As a result, primary data was collected mainly from respondents who are currently working (non-teaching) in Public Universities, located in Amhara Regional State, Ethiopia using a survey of self-administered closed ended structured questionnaires. Moreover, secondary sources were used for literature purpose from different articles, books, annual reports, websites (internet), and other published and unpublished sources.

3.5 Measurement of Variables

The dependent variable of this article was employees' work performance and independent variables were organizational culture namely-Management support, Employees' training, Employees' participation, Employees' reward and compensation, knowledge sharing, and Job satisfaction. Multiple questionnaires were used with five point Likert scale type (ranging from 5= strongly agrees, 4=Agree, 3= Neutral, 2= Disagree, 1 = strongly disagree) to predictors, whereas (5= very good, 4=good, 3=faire, 2=poor 1= very poor) to dependent variables

3.6 Data Analysis

Ordinal Data analysis is a process of inspecting, cleansing, transforming, and modeling data in ranked form with the goal of discovering useful information, informing conclusions, and supporting decision-making (Harrell, F. E. 2015). In this article, in order to analyze the rated quantitative ordinal data collected using survey questionnaires, Statistical Package for Social Sciences (SPSS) was used to present and analyze the collected data from respondents. Ordinal regression (for ordinal data) was used to analyze the effect of organizational culture (independent variables) on employees' work performance (dependent variable)

3.7 Model Specification

In this article, respondents' rated response on the quality of employees' work performance (dependent variable) and on each of six organizational culture in Public Universities were collected in the five possible outcomes (ordinal data): 1= very poor/worse; 2= poor; 3= satisfactory; 4= good; 5= very good and with the following proportional odds assumption.

Very poor = $\log(p_1/p_2 + p_3 + p_4 + p_5) = 1$; v. poor/worse = $\log((p_1 + p_2)/p_3 + p_4 + p_5) = 2$; worse, poor/satisfactory = $\log((p_1 + p_2 + p_3)/p_4 + p_5) = 3$; poor/worse, satisfactory/ good = $\log((p_1 + p_2 + p_3 + p_4)/p_5) = 4$... i.e. Estimate = $Lo = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x + u_i$

Lo-logs of odds ratio/logit,

β - Coefficient for each independent variable

X-each independent variable

u_i -error term

4. Discussion and findings

The objective of this article was to analyze the effect of organizational culture on employees’ work performance. Six types of organizational culture namely- Management support, Employees’ training, Employees’ participation, Employees’ reward and compensation, knowledge sharing, and Job satisfaction were discussed and the effect of those variables on employees’ work performance were scrutinized by using ordinal regression of proportional odds model.

4.1 Ordinal regression results

Table 4.1 Ordinal Regression- Parameter Estimates

	Estimate	Std. Error	Wald	Df	Sig.
Management Support	2.636	.443	35.491	1	.000
Employee Training	-.306	.254	1.457	1	.227
Employees’ Participation	4.595	.505	82.909	1	.000
Reward & Compensation	.305	.398	.588	1	.443
Job Satisfaction	1.744	.340	26.280	1	.000
Knowledge Sharing	1.679	.327	26.352	1	.000

Source: primary Data Processed (2022)

Above table 4.1, shown that the parameter estimates value of ordinal regression between Employees’ performance (dependent variable) and the predictors of five organizational culture namely -management support, employees’ training, employees’ participation, Reward & compensation, job satisfaction in decision making, and knowledge sharing

4.2 Effect of Management Support on Employee Performance

From table 4.1, above, it was shown that the parameter estimate of ordinal regression for the result of management support was positive and was statistically estimated to a coefficient of 2.636 (see inter section cell of estimate column and management support row, table 4.1). In other words, it meant that, for every one unit increase in management support, there was a positive predictor increase of 2.636 in the log odds of being at higher level on employees’ work performance in Public Universities, located in Amhara Regional State, Ethiopia. This finding was to the objections of Wasseem, M. et al., (2019) who argued that the capacity building has significant impact on employees’ performance but managerial support

Hypothesis Testing

H1: There is statistically significant effect of management support on employees’ work performance in Public Universities located in Amhara Regional State, Ethiopia.

From table 4.1 above, it was shown that the management support was positive predictor of the employees’ work performance with P-value = 0.000, which was statistically significant to influence employees’ work performance as the P-value is less than 0.05. Therefore, management support effect was statistically significant to influence employees’ work performance. This revealed to fail to reject the hypothesis H1 which stated that ‘there is statistically significant effect of management support on employees’ work performance in Public Universities located in Amhara Regional State, Ethiopia.

4.3 Effect of employees' training on employees' work performance

From table 4.1, above, it was shown that the parameter estimates of ordinal logistic regression for the effect of the employees' training on employees' work performance was statistically estimated to -0.306 (see inter section cell of estimate column and employees' training row, table 4.1). This revealed that the employees' training effect (as compared to those who rated lower) was a negative influence indicator of employees' work performance and was statistically estimated to a coefficient of -0.306. It means that, for every one unit increase in employees' training (as compared to those who rated lower), there was a predictor decrease of 0.306 in the log odds of being at lower level on employees' work performance in Public Universities, located in Amhara Regional State, Ethiopia.

Hypothesis Testing

H2: There is statistically significant effect of employees' training to influence the employees' work performance in Public Universities, located Amhara Regional State, Ethiopia.

From table 4.1 above, it shown that the employees' training was a negative predictor (-0.306) of employees' work performance. However, it was statistically insignificant as the P-value is 0.227 which is greater than 0.05. Accordingly, effect of employees' training was not statistically significant to influence the employees' work performance. This revealed to fail to accept the hypothesis H2 which stated that there is statistically significant effect of employees' training to influence the employees' work performance in Public Universities, located in Amhara Regional State, Ethiopia.

4.4 Effect employees' participation in decision making on employees' work performance

From table 4.1, above, it was shown that the parameter estimates of ordinal logistic regression for the effect of the employees' participation in decision making to influence the employees' working performance was statistically estimated to 4.595 (see inter section cell of estimate column and employees' participation row, table 4.1). This showed that the employees' participation in decision making positively influenced the employees' work performance and was statistically estimated to a coefficient of 4.595. It meant that, for every one unit increase in employees' participation in decision making, there was a predictor increase of 4.595 in the log odds of being at higher level on the employees' work performance in Public Universities, located in Amhara Regional State, Ethiopia.

Hypothesis Testing

1. H3: There is statistically significant effect of employees' participation in decision making to influence the employees' work performance in Public Universities, located in Amhara Regional State, Ethiopia

Employees' participation in decision was a positive predictor (4.595) of the employees' work performance (see table 4.1) and it was statistically significant as the significant P-value = 0.000 which is less than 0.05. Accordingly, effect of employees' participation in decision making is statistically significant to influence employees' work performance. This revealed to fail to reject the hypothesis H3 which stated that there is statistically significant effect of employees' participation in decision making to influence the employees' work performance in Public Universities, located in Amhara Regional State, Ethiopia.

4.5 Effect of employees' reward & compensation on employees' work performance

From table 4.1, above, it was shown that the parameter estimate of ordinal logistic regression for the effect of the employees' reward & compensation on employees' work performance was statistically estimated to 0.305 (see inter section cell of estimate column and employees' compensation raw, table 4.1). This revealed that the effect of employees' reward and compensation positively influenced employees' work performance and was statistically estimated to a coefficient of 0.305. It means that, for every one unit increase in employees' reward & compensation, there was a positive predictor increase of 0.305 (as compared to those who rated lower) in the log odds of being at higher level on employees' performance in Public Universities, located in Amhara Regional State, Ethiopia.

Hypothesis Testing

H4: There is statistically significant effect of employees' reward & compensation to influence employees' work performance in Public Universities.

From table 4.1 above, however, it was shown that employees' reward and compensation is a positive predictor (0.305) of the employees' work performance, it was statistically insignificant as the P-value is 0.443 which is greater than 0.05. Accordingly, effect of employees' reward & compensation was statistically insignificant to influence the employees' work performance. This revealed to fail to accept the hypothesis H4 which stated that there is statistically significant effect of employees' reward & compensation to influence the employees' work performance in Public Universities, located in Amhara Regional State, Ethiopia.

4.6 Effect of job satisfaction on employees' work performance

From table 4.1, above, it was shown that the parameter estimate of ordinal logistic regression for the effect of job satisfaction to influence the employees' work performance was statistically estimated to 1.744 (see inter section cell of estimate column and job satisfaction raw, table 4.1). This revealed that the effect of job satisfaction in Public Universities positively influenced the employees' work performance and was statistically estimated to a coefficient of 1.744. It meant that, for every one unit increase in job satisfaction by Public Universities, there is a positive predictor increase of 1.744 in the log odds of being at higher level on employees' work performance in Public Universities located in Amhara Regional State, Ethiopia. This finding had a similarity with Dziuba, S. et al., (2020) who stated that the Job satisfaction has a big impact on how an employee performs his job; and a satisfied employee devotes himself to work and performs orders better

Hypothesis Testing

H5: There is statistically significant effect of job satisfaction to influence the employees' work performance in Public Universities located Amhara Regional State, Ethiopia.

Job satisfaction (from table 4.1) was a positive predictor (1.744) of employees' work performance and it was statistically significant as the P-value=0.000 which is less than 0.05. Accordingly, effect of job satisfaction is statistically significant to influence the employees' work performance. This revealed to fail to reject the hypothesis H5 which stated that there is statistically significant effect of job satisfaction to influence employees' work performance in Public Universities, located in Amhara Regional State, Ethiopia.

4.7 Effect of knowledge sharing on employees’ work performance

From table 4.1, above, it was shown that the parameter estimate of ordinal logistic regression for the effect of knowledge sharing to influence the employees’ work performance was statistically estimated to 1.679 (see inter section cell of estimate column and knowledge sharing row, table 4.1). This revealed that the effect of knowledge sharing in Public Universities positively influenced the employees’ work performance and was statistically estimated to a coefficient of 1.679. It meant that, for every one unit increase in knowledge sharing among staff, there was a positive predictor increase of 1.679 in the log odds of being at higher level on employees’ work performance in Public Universities, located in Amhara Regional State, Ethiopia.

Hypothesis Testing

H6: There is statistically significant effect of knowledge sharing to influence the employees’ work performance in Public Universities, located in Ahara Regional State, Ethiopia.

Knowledge sharing (from table 4.1) was a positive predictor (1.679) of employees’ work performance and it was statistically significant as the P-value=0.000 which is less than 0.05. Hence, effect of knowledge sharing was statistically significant to influence the employees’ work performance. Consequently, it revealed to fail to reject the hypothesis H6 which stated that there is statistically significant effect of knowledge sharing to influence employees’ work performance in Public Universities, located in Amhara Regional State, Ethiopia.

4.8 Model test

Table 4.2 test of model effects and Pseudo R-Square

Tests of Model Effects					Pseudo R-Square	
Source	Type III		Df	Sig.	Cox and Snell	.692
	Likelihood Chi-Square	Ratio			Nagelkerke	.753
Management Support	37.418		1	.000	McFadden	.467
Employees’ Training	1.426		1	.232	Link function: Logit	
Employees’ participation	95.281		1	.000		
Reward & Compensation	.582		1	.446		
knowledge Sharing	27.367		1	.000		
Job Satisfaction	26.126		1	.000		
Dependent Variable: employees’ work performance						
Model: (Threshold), Management support, Employees’ training, Employees’ participation, Employees’ reward and compensation, knowledge sharing, Job satisfaction						

Source: primary data processed (2022)

Likelihood Ratio of Chi-Square

A chi-square (Likelihood Ratio) test is a statistical test used to compare observed results with expected results to assess the statistical significance of given hypothesis or the relationship between the variables. From table 4.2 above, it was shown that each predictor variables (referring line to line), had a significant association with outcome variable however employees’ training and compensation scheme were insignificant.

Pseudo R-Square.

From table 4.2, above, Nagelkerke's pseudo R-square in ordinal regression for ordinal data, (which is more similar to adjusted R-square in linear regression) value was 0.753 (see table 4.2) which was moderate to statistically explain the effect of predictor variables on dependent variable. This shown that, there was a 75.3% change in dependent variable (employees' work performance) as a result of independent variables. since, there was 75.3% changes in the employees' work performance (dependent variable) as a result of change in six organizational culture (independent variables) namely-Management support, Employees' training, Employees' participation, reward and compensation, knowledge sharing, and Job satisfaction in Public Universities, located in Amhara Regional State, Ethiopia.

4.8.1 Test of model effects

5. Conclusions and Recommendations

The effect of the six variables of organizational culture, which were analyzed by using ordinal regression explained 75.3% (Nagelkerke-pseudo R-square=0.753) of the employees' work performance in Public Universities, located in Amhara Regional State, Ethiopia. Six variables of organizational culture discussed in this article were management support, employees' training, employees' participation in decision making, employees' reward and compensation, job satisfaction, and knowledge sharing. Based on the above discussion, the effect of those organizational culture on employees' work performance was concluded as follows:

The effect of Employees' participation in decision making (4.595) was the most estimated increase predictor of employees' work performance, followed by management support (2.636). In addition, the effect of job satisfaction (1.774) and knowledge sharing (1.679) positively influence the employees' work performance. Those four variables had statistically significant effect on employees' work performance. The effect of Employees' reward and compensation (0.305) also contributed an increase to employees' work performance, even if, it was not statistically significant. On other hand, employees' training (-0.306) was less likely to influence employees' work performance, with insignificant effect in Public Universities located in Amhara Regional State, Ethiopia.

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