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The Effect of Organizational Culture on Employee's Commitment The Commercial Bank of Ethiopia at Bahir Dar City Branches

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BAHIR DAR UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MANAGEMENT DEPARTMENT MASTER OF BUSINESS
ADMINISTRATION

The Effect of Organizational Culture on Employee's Commitment
The Case of Commercial Bank of Ethiopia at Bahir Dar City Branches

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July, 2020
Bahir Dar, Ethiopia

Bahir Dar University

College Of Business and Economics

Department of Management

The Effect of Organizational Culture on Employee's Commitment:

The Case of Commercial Bank of Ethiopia at Bahir Dar City Branches

This Thesis is submitted to Department of Management College of Business and Economics of Bahir Dar University in Partial Fulfillment of The Requirements of The Award of The Degree of Master Of Arts in Business Administration (MBA)

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July, 2020

Bahir Dar, Ethiopia

BAHIR DAR UNIVERSITY

This is to certify that the thesis entitled, “**The Effect of Organizational Culture on Employees’ Commitment - in the case of CBE at Bahir Dar city branches**” was carried out by **Abebe Tilahun** under the supervision of Dr. Aman Abdie submitted in partial fulfillment of the requirements for the award of Master of Business Administration in Management which complies with the regulations of the University.

Approved by the Examiners

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Declaration

I, Abebe Tilahun declare that the thesis entitled “the effect of organizational culture on employee’s commitment: the case of commercial bank of Ethiopia at Bahir Dar city branches” is my original work which is done under the guidance of my advisor, Dr Aman Abdie.

The source materials used for this research paper have been duly acknowledged and paper recognition is also given.

This study has been done in partial fulfillment for master of Business administration (MBA) in management.

CERTIFICATION

This is to certify that Abebe Tilahun has carried out his research work on the topic entitled “The Effect of Organizational Culture on Employee’s Commitment” in the case of CBE Bahir Dar city branches under my guidance.

Name- Aman Abdie (Ph.D)

Signature-----

Date-----

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Abstract

The objective of this study was to examine the relationship between organizational culture dimensions and employee's commitment. The researcher used explanatory research design with quantitative research approach in order to meet the objective of the study. The target population for this study was clerical employees of CBE located in Bahir Dar city. From the total 700 clerical employees, 255 respondents were selected using stratified random sampling technique and 248 were used in the study. A structured and self-administered questionnaire was developed based on Denison's organizational culture dimensions (involvement, consistency, adaptability and mission) and employees' commitment, and distributed to the target respondents. A total of 248 questionnaires were used for this study and the data were analyzed using descriptive and inferential statistics. Pearson Correlation analysis shows that there was statistically significant positive relationship between all the four organizational dimensions (i.e. involvement, consistency, adaptability and mission) and employees' commitment. Moreover, adaptability had stronger positive and statistically significant correlation with employee's commitment than the other dimensions. Relatively, consistency had less positive correlation with employee's commitment. The result of multiple regression analysis revealed that 82.0% of the variation of employee's commitment can be predicted by the independent variables i.e. involvement, adaptability and mission. Besides, the three organization culture dimensions (i.e. involvement, adaptability and mission) had significant contribution to employee's commitment at 95% confidence level. However, consistency had a negative nearer to zero and statistically insignificant contribution towards employee's commitment. Accordingly maintaining the organizational culture with significant contribution towards commitment (i.e. identification with involvement, adaptability and mission) by participating workers in decisions, developing a new ways of doing tasks and communicating its mission and vision to the newly hired employees consistently is recommended by the researcher.

Key words: culture, organizational culture, employee commitment

Acronym

ANOVA Analysis of variance

CBE Commercial bank of Ethiopia

SPSS Statistical packages for social for social science

.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organization looks for achievement particularly because of today's focused condition. Despite their size and market, organizations endeavor to maintain the best employees and recognize their essential part and impact on the effectiveness of such organizations (Sabri, Ilyas, & Amjad, 2011). Besides, the investigation of behaviors inside organizational setting has highlighted basic factors that are strong or adverse to the performance of workforce. This thought remains constant while concentrating on nature of human resource that is a primary consideration which contributes fundamentally to the organizational achievement (Suma and Lesha, 2013).

As a system of shared assumptions, values and beliefs, organizational culture governs the behavior of people to dress, act and perform their job towards achieving success. This process comprises of goal setting, work setting, and training program in such a way that people understand themselves and work as a team. In this respect, it indicated that the organizational culture is the most important factor of organization making up, and the factor contributed in the creation organizational commitment (Edwards, 2017).

Organizational culture has permeated through all the activities of the organization and it has a powerful impact on them. Organizational culture affects all the aspects of a company's business. Culture is not something that an organization has; culture is what the organization is (Pacanowsky & O'Donnell-Trujillo, 1982). Organizational culture is one of the significant factors of employee satisfaction (Moynihan & Pandey, 2007).

In 1980s, scholars in organization management began paying series attention to the concept of culture. Organizational practice had led researchers and scholars to get focused mainly on documenting, explaining and building models of organizational phenomena that were already tried in the field of management.

However, organizational culture has been an area in which conceptual work and scholars have provided guidance for managers as they have searched for ways to improve the effectiveness of organizations (Cameron & Quinn, 1999).

The word “culture” has been derived metaphorically from the idea of “cultivation”, the process of tilling and developing land. When one talks about culture, she/he is typically referring to the pattern of development reflected in society’s system of knowledge, ideology, values, laws, social norms and day to day rituals (Chandan, 1994).

An organizational culture is thus a system of shared beliefs and attitudes of members. It is also known as “corporate culture”, consists of norms, values and unwritten rule conduct of organization, as well as management styles priority, beliefs and interpersonal behaviors that . Together, they create a climate that influences how well people communicate, plan and make decisions (Chandan, 1994).

As most of the definitions identified by scholars; organizational culture, according to Shien (1990), is the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders that are outside of the organization.

Denison and Neale (2011) defined organizational culture as “the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles”.

Dolan and Lingham (2012) also defined organizational culture as a set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group, countries, religious and ethnic groups, and organizations all have cultures.

Likewise, Coffey, Trew and Trigunarsyah (2012) explained the four organizational culture traits (involvement, consistency, adaptability and mission) demonstrated on Denison organizational culture model. The researcher additionally describes these dimensions as: involvement, the organizational trait, confirms the involvement of employees in decision

making. Besides, consistency is a trait which highlights on keeping of the status quo by being well coordinated and well integrated. The other trait, adaptability, defines the skill of the organization in converting the demands of the company environment into action. Lastly, mission is whereby organizations formulate expressive long-term strategic direction and vision of the company.

Hakim (2015) defines organizational commitment as the desire and the willingness of employees to remain in the organization and devote themselves to the success of the organization.

Organizational culture specifies and indicates the common perceptions of a firm's employees, and affects their behavior (Ahmady, Nikooravesh, and Mehrpour, 2016). They also consider it to be a very important factor for the success of any organization (Levering, 2016).

The Commercial Bank of Ethiopia is expected to maintain good organizational culture with its employees by retaining competent and motivated employees. However, the Bank's management had not made a conscious and planned effort to manage its culture in a well-coordinated way that brings about organizational excellence (Yemisrach Abera, 2012).

Therefore, this study examined the effect of organizational culture on employee's commitment at commercial bank of Ethiopia at Bahir Dar City branches.

1.2 Statement of the Problem

Culture is also essential in determining how well an employee fits into the organizational context. Deal and Kennedy (1983) argued that corporate culture affects the commitment of employees within the organization and the strength of organizational commitment is correlated with the strength of corporate culture. A strong corporate culture enables employees understand the goals of the organization, and as they work towards organizational goals, their level of commitment increases.

Corporate culture is vital in developing and sustaining employee commitment and intensity levels that is often characteristic of successful organizations (Deal and Kennedy, 1983).

A study by Nongo and Ikyanyon (2012) proved that there is a significant and positive relationship between involvement and commitment; and the relationship between consistency and commitment is however not significant but positive. There is also a significant and positive relationship between adaptability and commitment, while the relationship between mission and commitment is not significant and negative. Accordingly, these researchers concluded that consistency and mission are not significantly correlated with organizational commitment.

Conversely, Asghar, Mojtaba and Sadeghi (2015); Ghader and Afkhami (2014); Azadi et al., (2013) research finding depicted that there is significant relationship between organizational culture components and employee's commitment. The study by Asghar, Mojtaba and Sadeghi concluded that all organizational culture components are significantly correlated with employee's commitment.

In a study of Hong Kong and Australian managers, Lok and Crawford (2004) found a positive effect of corporate culture on organizational commitment on which he used leadership style and innovative culture as components of organizational culture.

Similarly, Mahmudah (2012) depicted a significant relationship between corporate culture and organizational commitment on which the study was designed as an explanatory research whereby it was conducted to examine and analyze the influence of organizational culture and ability on organizational commitment and performance.

While, Lahiry (1994), showed that there is only a weak association between corporate culture and organizational commitment. On his study, he used an exploratory research design to look at the nature and degree of relationship between various elements of organizational culture (constructive cultures, passive/defensive cultures, aggressive/defensive cultures) and the three components of organizational commitment (affective commitment, continuance commitment and normative commitment).

A study by Yemisrach Abera(2012) on organizational culture concluded that majority of worker's commitment and involvement in decision making process is weak and stated as there was lack of openness in information - flow, internal communications, transparency, fairness in decision making and equal treatments.

Meseret Getachew(2019) on his study on the effect of organizational culture on employee commitment found that there is significant and positive relationships between the four organizational traits and employee's commitment. But mission has stronger positive relationships with employee's commitment than involvement, consistency and adaptability.

Mersen Bizuneh (2016) on his study on the effect of organizational culture traits on employee commitment found that adaptability, mission and involvement are significantly related with employee's commitment. However, consistency do not have significant effect on employee commitment.

This showed that there is a theory inconsistency as studies were made by different researchers as expressed above. From the above the researcher viewed that the results found by different researchers on the effect of organizational culture on employee commitment are different. Therefore, in reviewing many sources, the researcher did not get a study conducted on the effect of organizational culture on employee commitment in case of commercial bank of Ethiopia. For this reason there was further need to conduct a study on the effect of organizational culture traits on employee commitment on commercial bank of Ethiopia in Bahir Dar city branches.

Coming to the specific case company, commercial bank of Ethiopia has organizational culture which distinguishes it from other companies. This organization's culture encompasses shared values, norms and attitudes which guide the way employees behave. Accordingly, studying the organizational culture and its effect on employee commitment might help organizations to enrich its organizational culture practice and adjust its focus on most important organizational culture type that can bring employee commitment.

Therefore, this study was conducted to examine the effect of each selected organizational culture trait (involvement, consistency, adaptability and mission) on employee's commitment.

1.3 Research Questions

The study addressed the following research questions;

1. What is the current organizational culture of CBE?
2. What is the commitment of employees in CBE?
3. What is the effect of involvement on employee commitment?
4. What is the effect of consistency on employee commitment?
5. What is the effect of adaptability on employee commitment?
6. What is the effect of mission on employee commitment?

1.4 Research Objectives

The study aimed to achieve the following objectives;

1.4.1 General Objective

The general objective of the study was to examine the effect of organizational culture of the company on employee's commitment at CBE in Bahir Dar city branches.

1.4.2 Specific Objectives

Under the broader objective, the study would attain the following specific objectives:

1. To assess the company's current organizational culture.
2. To assess the employee's commitment in the organization
3. To determine the effect of involvement on employee commitment.

4. To examine the effect of consistency on employee commitment.
5. To examine the effect of adaptability on employee commitment.
6. To examine the effect of mission on employee commitment.

1.5 Research Hypothesis

The researcher tested the following hypotheses on the basis of the literature review and presented the hypothesized links in the conceptual framework.

H1: There is a significant positive relationship between employee's involvement and employee's commitment.

H2: There is a significant positive relationship between consistency and employee's commitment.

H3: There is a significant positive relationship between adaptability of the company and employee's commitment.

H4: There is a significant positive relationship between organizational mission and employee's commitment.

1.6 Significance of the Study

This study will have the following importance:

- ✓ The study will benefit the case organization by determining which type of organizational culture has highest effect on employee's commitment. This will also lead to improvements in workplaces to help employees become more committed to their jobs.
- ✓ The effect of organizational culture at CBE found in Bahir Dar city employee's commitment is not evidently known. Therefore, this study will help those organizations to enrich its organizational culture practice and adjust its focus on most important organizational culture type that can bring employee commitment.

- ✓ The organization will use the findings of the study as an input to change their organizational culture policies and procedures and other related human capital management strategies.
- ✓ The research will add to the existing literature by defining the relationship of significance between the selected organizational culture and employee's commitment.
- ✓ The study will be significant to the researcher to fulfill second degree in business administration program.
- ✓ Lastly, similar stake holders might use it as an input for further study and to investigate more in the area: in a broader and wider scope.

1.7 Scope of the Study

The study was limited geographically, conceptually and timely. Commercial bank of Ethiopia in Bahir Dar city was taken as a case organization for the geographic demarcation. In addition, the researcher collected data on May 2020 G.C for analysis. In addition to geographical and time delimitation, the research covered the following points in the conceptual scope:

- ✓ The research addressed four selected characteristics of organizational culture: involvement, consistency adaptability, and mission. For this reason, these organizational cultures were adapted from Denison's organizational culture model.
- ✓ Finally, the analysis discussed on the effect of organizational culture on employee's commitment. Therefore, this study did not emphasize the impact of other factors on employee commitment such as job-related characteristics, personal characteristics, work experiences, etc.

1.8 Organization of the Study

The first chapter was an introductory part of the paper. It included the background of the study, statement of problem, research questions and objective of the study, significance and scope of the study and operational definitions of the study. Literature review was presented in the second chapter. Chapter three included research methodology: design of the study, sampling size and techniques and data collection instruments, data validity, reliability and ethics. The fourth chapter included the data presentation and analysis part. Finally, in chapter five conclusions were done and recommendations were given.

1.9 Operational Definitions

The following were definitions of terms used throughout this research paper:

Organizational culture refers to the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles (Denison and Neale, 2011).

Involvement is building human capability, ownership, and responsibility in an organization (Denison and Neale, 2011)

Consistency deals with defining the values and systems that are the basis of a strong culture in an organization (Denison and Neale, 2011).

Adaptability deals with translating the demands of the business environment into action. (Denison and Neale, 2011)

Mission is defining a meaningful long-term direction for an organization (Denison and Neale, 2011)

Employee's commitment is a psychological state that characterizes the employee's relationship with the organization and has implication for the decision to continue membership in the organization (Meyer and Allen, 1997).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presented the review of related literature conducted on the relationship between organizational culture and employee's commitment. In line with this, the chapter covered the concepts and definitions of organizational culture and employee's commitment. Besides, it consisted of empirical evidence given by researchers on the issue of organizational culture and the commitment of employees. Lastly, this chapter incorporated conceptual framework of the study.

2.1 Theoretical Review

2.1.1 The Concept of Organizational Culture

Culture can be seen in many ways, it has been defined by various authors and most of them have defined the concept of culture as a set of values, beliefs, behavioral patterns and norms that form the core identity of organizations and help shape the behavior of the employee (Deal and Kennedy, 1983, Schein, 1992, Kotter and Heskett, 1992).

Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins & Judge, 2013). Thus, it is distinct personality of an organization (Dolan & Lingham, 2012). Organizational culture can also be defined as shared values, norms, attitudes and assumptions that affect how people act and how things get done. It also ensures everyone is thinking and acting in a prescribed manner (Armstrong, 2007; Kondalrk, 2007).

According to Denison and Neale (2011), organizational culture refers to the underlying value, beliefs and principles that serve as the basis for an organizational management system, as well as the set of management practices and behaviors that reinforce those fundamental principles. These authors further explain the visible and invisible aspects of

organizational cultures. The visible aspect includes hard work, proper attire, customer friendly acting etc.

On the opposite, intangible standards, principles and fundamental beliefs which are more difficult to follow include reliability, dignity, being ethical, going beyond customer service expectations.

Kondalrk, (2007) has stated that organizational culture is not inborn; it has to be invented over a period of time and nurtured by all members of the organization. Organizational culture is required to be passed on to new members as correct way of thinking, perceiving and behaving. And hence, organizational culture originates from the founders of the organization based on value system held by them.

As supported by Schein (2004) the individual founder will have certain personal visions, goals, beliefs, values, and assumptions about how things should be. Thus, the founder will initially impose these on the group and/or select members on the basis of their similarity of thoughts and values.

According to Dolan and Lingham (2012), culture is a set of values and commonly held beliefs that determine what behaviors are acceptable and expected for a particular group, countries, religious and ethnic groups, and all organizations have cultures. In Similar manner, Needle (2004) defined organizational culture as the collective values , beliefs and principles of the members of the organization and is the product of factors such as history, product, market, technology, strategy, employee type, management style and national culture; culture includes the vision , values, standards, systems, symbols, language, assumptions , beliefs and habits of the organization.

2.1.2 Importance of Organizational Culture

Robbins and Judge (2013) asserted as that culture has a boundary-defining role: it distinguishes one organization from another. It also transmits a sense of identity for members of the organization. Culture also facilitates commitment to something that is larger than individual self-interest.

It also enhances the stability of the social system by being social glue that helps hold the organization together by providing standards for what employees should say and do.

Mullins (1999) also attested that culture helps to compensate for the national and international differences between organizations and managers. It also helps explain why various groups of people perceive things in their own way and perform things differently than other groups. Culture has the potential to help reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, coordination and control.

Saiyadin (2003) explains that culture performs the following functions:-

1. **Culture supplements rational management:** creation of work culture is a time-consuming process. Therefore, organization culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure.
2. **Culture facilitates induction and socialization:** induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization; its cultural norms, and undefined conduct. The new comer imbibes the culture of the organization, which may involve changing his / her attitudes and beliefs to achieve an internalized commitment to the organization.
3. **Culture promotes a code of conduct:** a strong culture in an organization explicitly communicates modes of behavior so that people are conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way. Where culture has been fully assimilated by people, they persistently indulge in a typical behavior in a spontaneous way. Promotion of the culture of quality can help achieve good business results.

According to Schein (1999), organizational culture is becoming more important because maximizing the value of employees as intellectual assets requires a culture that encourages their active learning and promotes individual and organizational learning, the development and implementation of new knowledge and the ability to share knowledge with others.

Schein (1999) also suggests that organizational culture is even more important today than it was in the past. Increased competition, globalization, mergers, acquisitions, alliances and various workforce developments have created a greater need for coordination and integration across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing, and delivering products and services product innovations. Moreover, a greater need to adapt to these external and internal changes, organizational culture has become more crucial because, for an increasing number of corporations, intellectual as opposed to material assets now create the fundamental source of value. Maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and reasoning both individual and organizational learning, new knowledge creation and application, and the willingness to share knowledge with others.

According to Denison and Neale (2011) a clear understanding of organizational culture is important for all leaders because it influences the way their organizations react to the changing demands of the business environment.

As Kondalrk (2007) outlined, culture gives members of an organizational identity: Sharing norms, values, and perceptions which give people a sense of togetherness that helps to promote a feeling of common purpose. Then, it facilitates collective commitment. The common purpose that grows out of shared culture tends to elicit strong commitment from all those who accept the culture as their own.

Organizational culture also promotes system stability by encouraging a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. It also shapes behavior by helping members make sense of their surroundings. An organization culture serves as a source of shared meaning that

explains why things occur the way they do. It also helps organizational members stick to conformity and expected mode of behavior. Culture also ensures that everyone thinks and behaves in a prescribed manner (Kondalrk, 2007)

2.1.3 Models of Organizational Culture

Different researchers develop models on organizational culture which incorporate different traits or behaviors driven by beliefs and assumptions that create an organizational culture. Dolan and Lingham (2012) have summarized some of the principal organizational culture models as Deal and Kennedy model, Charles Handy concept and Edgar Schein model. In addition to the three models, a detail on Denison model of organization culture is also part of this section. Common to all model of culture and the linkages to organizational success assert that values of employees need to be aligned with vision and mission of the company.

2.1.3.1 Deal and Kennedy Model

Dolan and Lingham (2012) tried to summarize the model as follow. The model measured organization in respect of feedback or instant response accordingly four classification of organizational culture were developed. These are Tough-Guy Macho culture, Work Hard / Play Hard culture, bet your company culture & process culture.

- ✓ The first Tough-Guy Macho culture where by feedback is quick and the rewards are high. This often applies to fast moving financial activities such as brokerage and it is very stressful culture in which to operate.
- ✓ Secondly, the Work Hard / Play Hard culture is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service.
- ✓ Thirdly, bet your company culture in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation.

- ✓ Fourthly, process culture which occurs in organizations where there is little or no feedback. People become suspicious with how things are done not with what is to be achieved. This is often associated with bureaucracies.

2.1.3.2 Charles Handy Model

The second model that Dolan and Lingham (2012) discussed in detail is Charles Handy model. Organizational structure is the base for this model to classify organizational culture in to four: power culture, role culture, task culture and person culture.

- ✓ A power culture in which power concentrates among a few and control radiate from the center like a web. Power cultures have few rules and little bureaucracy.
- ✓ A role culture characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, power derives from a person's position and little scope exists for expert power.
- ✓ A task culture is formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure.
- ✓ A person culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the concept of an organization suggests that a group of like-minded individuals pursue the organizational goals.

2.1.3.3 Edgar Schein Model

The last organizational culture model that Dolan and Lingham (2012) tried to summarize is Edgar Schein model. This organizational culture model is described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. These includes facilities, offices, furnishings, visible awards and recognition, the way that its

members dress, and how each person visibly interacts with each other and with organizational outsiders.

The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely expressed within the organization.

Finally, the third and deepest level depicts the organization's tacit assumptions. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these „unspoken rules exist without the conscious knowledge of the membership.

The above three models encompass organizational culture traits from psychological or personality perspective and mainly the third is designed and created within the academic environment which uses non-business language. To the contrary, Denison organizational culture model, which is discussed in the subsequent paragraphs, is behaviorally based that are designed and created within the business environment. And it is applicable to all levels of the organization in which business language is used to examine business results.

2.1.3.4 Denison's Model

Denison and Neale (2011) identifies four cultural dimensions: involvement, consistency, adaptability and mission. These underlying dimensions were expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model (Denison & Neale, 2011).

These four organizational culture dimensions and their respective indices were clearly seen on the below figure and were briefly discussed on the below paragraphs.

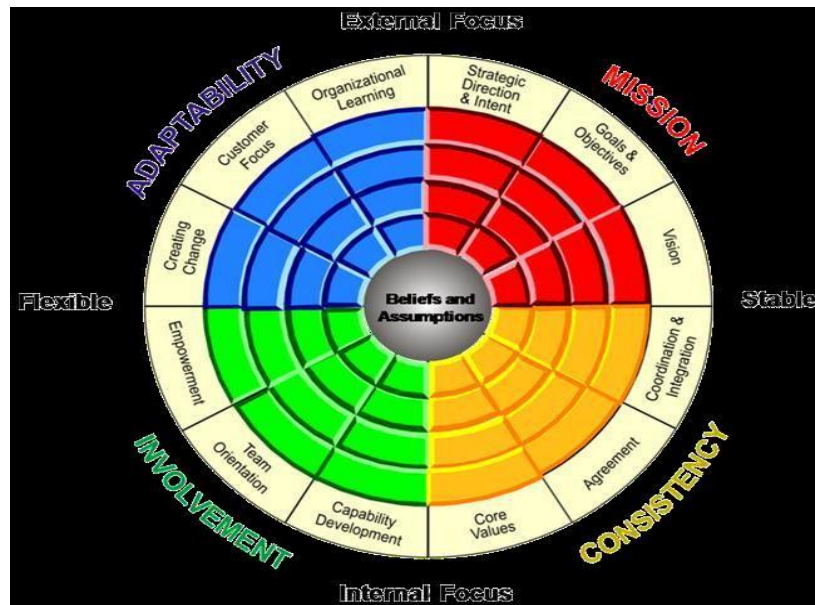


Figure 2.1:- Denison cultural model

Source: Denison organizational culture survey facilitator guide page 2-1

2.1.2 The Concept of Employee Commitment

During the 1990s, commitment continued to be a major focus of researches. It is a psychological state that characterizes the employee's relationship with the organization. This has implications in terms of continuing his or her membership in the organization. A committed employee is one who stays with the organization under any favorable or unfavorable circumstances affecting the organization (Meyer and Allen, 1997).

Furthermore, Newstrom and Davies (2002) defined employee commitment as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employee's willingness to remain with a firm in the future. It often reflects the employee's belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there.

Luthans (1995) also explained that, as an attitude, commitment is most often defined as a strong desire to remain as a member of a particular organization; a willingness to exert high levels of effort on behalf of the organization; and a definite belief in and acceptance of the values and goals of the organization. In other words, this commitment is an attitude about employee's loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being.

Employee's commitment according to Herscovitch and Meyer (2002) can also be deemed as the degree to which an employee identifies with the goals and values of the organization, and is willing to put in efforts to help the organization to achieve these goals.

According to Meyer and Allen (1997), a committed employee is the one who stays with the organization through thick and thin, attends work regularly, puts in a full day (and maybe more), protects company's assets, shares company goals and others. Thus, having a committed workforce would be an added advantage to an organization. Moreover, they said that commitment is a psychological state that characterizes the employee's relationship with the organization and has implication for the decision to continue membership in the organization.

In trying to measure commitment, Allen and Meyer (1990) also proposed a three-component model of commitment, which integrated affective commitment, continuance commitment and normative commitment. The affective commitment refers to employee's emotional attachment to, identification with, and involvement in the organization. In other words, it refers to the extent of emotional attachment of a person to the organization. This attachment could be due to one's role in relation to the organizational goals and values, or to the organization for its own sake. The continuance commitment refers to commitment based on the costs the employees associate with leaving the organization. As such, in this type of commitment, the fewer viable alternatives employees have, the stronger will be their continuance commitment to their current employer. Normative commitment refers to employee's feelings of obligation to remain with the organization. This type of commitment will be influenced by an individual's experience both prior to cultural

socialization and following organizational socialization entry into the organization. For this study the researcher used the definition of Allen and Meyer which is found more suitable.

2.1.2.1 Types of Employee Commitment

According to the preceding paragraph, Allen and Meyer (1990), proposed three-component types of employee's commitment as affective commitment, continuance commitment and normative commitment. Below is the detail:

2.1.2.1.1 Affective Commitment

It describes an employee's emotional attachment to, identify with, and involvement in the organization and its goals. It results from and is induced by individual and organizational value congruency. Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to do for the organization goal achievement (Meyer & Allen, 1991).

Mowday, Porter and Steers, (1982) also said that an individual who is affectively committed or emotionally attached to the organization, (i) believe in the goal and values of the organization, (ii) works hard for the organization and (iii) intend to stay with the organization.

Robbins and Judge (2008) also defined affective commitment as the degree to which an individual is psychologically bound to an organization that employs it through feelings such as loyalty, affection, as it agrees with organizational goals. Based on his definition, the affective commitment of an individual relates to the emotional bond or identification with the organization, assumes that the problem faced by the employee is an employee's own problem, and the employee feels part of the organization. Thus, employees with strong affective commitment will continue to work within the organization because they want to do so.

2.1.2.1.2 Continuance Commitment

Continuance Commitment exhibits the individual's awareness of the costs of leaving an organization. Meyer and Allen (1991) specified that an individual who has most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice.

Robbins and Judge (2008) also defined continuous commitment as it is based on losses when leaving the organization, which is often interpreted as a calculative commitment. In other words, an employee has a strong continuous commitment because they feel they need it and there is considerable loss of costs when leaving (such as retirement, status, seniority), or difficulty finding alternative employment elsewhere.

2.1.2.1.3 Normative Commitment

Normative commitment is the sense of moral obligation to remain in an organization. It is expressed by the extent to which an employee feels obliged to make personal scarification and not criticize the organization. Meyer and Allen (1997) explain normative commitment as "a feeling of obligation to continue employment". Besides, Marsh & Mannari (1977) defined normative aspect as it develops individual's perception of their moral obligation to remain with a specific organization, irrespective of how much status improvement or fulfillment the organization gives the individual over the years.

Suliman (2000) also said that the strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members.

According to Robbins and Judge (2008), normative commitment is the belief of the employee that he or she feels to be living or staying in the organization because of a personal loyalty, so that employees with high normative commitment will persist in the organization because they feel they have to do, by obeying the rules set by the organization and not make an effort to leave the organization

2.2 Empirical Review of the Study

Organizational culture and organizational commitment are the most extensively researched concepts in management studies, yet the two concepts still remain elusive as ever (Shoaib et al., 2013). Not only that, as depicted on the problem statement of this study, the effect of different organizational culture traits on organizational commitment investigated and concluded by different researchers were inconsistent. In line with the specific objective of the study, the coming paragraphs showed research findings of different scholars who tried to investigate the effect of organizational culture traits (involvement, consistency, adaptability and mission) on employee commitment.

2.2.1 Involvement and Employee Commitment

A study carried out on 210 selected full-time employees who worked for an Iranian bank named Bank Saderat Iran showed that there was a positive relationship between involvement and employee's commitment (Bani et al., 2014).

A study was also made on 134 employees from 18 selected small and medium scale enterprises (SMEs) in Makurdi metropolis in Nigeria. The small and medium scale enterprises (SMEs) were selected for the study cut across different industries, ranging from agro-allied to food and beverages industries and the result shows that there was a significant and positive relationship between involvement and commitment (Ezekiel and Darius , 2012).

A study conducted by Nongo and Ikyanyon (2012) found a significant and positive relationship between involvement and commitment. This means that employees are committed to their organizations when they are involved in decision making. The key success factors for organizations today are employee empowerment, teamwork, and employee development. These enable managers and employees more committed to work and feel that they own a piece of the organization. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization.

A study by Mersen Bizuneh(2016) in case of Ethiopian Airlines showed that involvement had a positive and significant relationship with employee's commitment.

A study conducted by Meseret Getachew (2019) in case of Ethiopian Airlines revealed that there was a positive and significant relationship between involvement and employee's commitment.

2.2.2 Consistency and Employee's Commitment

An empirical study carried out on 210 selected full-time employees who worked for an Iranian bank named Bank Saderat Iran showed that there was positive relationship between consistency and employee's commitment. The study determined that consistency affected employee's commitment very strongly (Bani et al., 2014).

A study was also made on 134 employees from 18 selected small and medium scale enterprises (SMEs) in Makurdi metropolis in Nigeria. Accordingly, the result showed that the relationship between consistency and employee's commitment was however not significant but positive (Ezekiel and Darius, 2012).

Nongo and Ikyanyon (2012) found out that there was no significant relationship between consistency and commitment. As much as organizations try to maintain a strong culture by being highly consistent, well-coordinated, and well-integrated, this does not impact significantly on the level of employee commitment. In other words, employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner. Hence, the researcher concluded that the key success factor for organizations today is flexibility rather than consistency.

To the contrary, research finding by Asghar et al., (2015), Ghader and Afkhami (2014) revealed that there was a positive relationship between consistency and organizational commitment in which coordination and integration, agreement and fundamental values as a component of consistency increase employee commitment to provide efficient and effective work.

Similarly, Hakim (2015) asserted that an indicator of the most powerful in shaping the organizational culture variable is stability (consistency). It means that, cultural values that received the most attention in the activities of the organization, which emphasizes the maintenance of the status quo as a contrast to the growth will have positive effect on organizational commitment.

A study by Mersen Bizuneh (2016) in case of Ethiopian Airlines showed that consistency had a negative and insignificant relationship with employee's commitment.

A study conducted by Meseret Getachew (2019) in case of Ethiopian Airlines showed that consistency had a positive and positive relationship with employee's commitment.

2.2.3 Adaptability and Employee's Commitment

An empirical study made on 134 employees from 18 selected small and medium scale enterprises (SMEs) in Makurdi metropolis in Nigeria showed that there was a significant and positive relationship between adaptability and commitment (Ezekiel and Darius, 2012).

Besides, a study carried out on 210 selected full-time employees who worked for an Iranian bank named Bank Saderat Iran showed that there was positive relationship between adaptability and employee's commitment (Bani et al., 2014).

A study conducted by Nongo and Ikyanyon (2012) said that adaptability predicts employee commitment more than any other corporate cultural variables. Employees are more committed to organizations that adapt to changing circumstances. Companies should encourage innovation and teamwork among employees. This will enable employees adapt in an environment of change, thereby improving their level of commitment.

Likewise, employees revealed the maximum organizational commitment when they perceived higher learning culture (i.e. adaptability) which comprises culture of creating acquiring, and transferring knowledge and also speedily respond to existing trends, and predict future changes (Ghader & Afkhami, 2014 ; Azadi et al., 2013).

Similarly, a study by Mersen Bizuneh(2016) in case of Ethiopian Airlines found that adaptability had a positive and significant relationship with employee's commitment.

Lastly, a study conducted by Meseret Getachew (2019) in case of Ethiopian Airlines revealed that adaptability had a positive and significant relationship with employee's commitment.

2.2.4 Mission and Employee's Commitment

A study made on 134 employees from 18 selected small and medium scale enterprises (SMEs) in Makurdi metropolis in Nigeria showed that there was a significant and negative relationship between mission and employee's commitment (Ezekiel and Darius ,2012).

An empirical study also carried out on 210 selected full-time employees who worked for an Iranian bank named Bank Saderat Iran showed that there was positive relationship between mission and employee's commitment. The study determined that mission affected employee's commitment very strongly (Bani et al., 2014).

According to Denison and Neale (2011), mission provides purpose and meaning by defining a social role and external goals for the organization. Mission also provides clear direction and goals that serves to define an appropriate course of action for the organization and its members which result in the increase in level of employee commitment to the organization.

In contrary, Nongo and Ikyanyon (2012) found out no significant relationship between mission and employee's commitment. This means that employee's identification with the purpose, mission, and goals of the organization does not bring commitment to the organization. But companies should define the mission of their organization clearly and communicate same to employees at all times. A study by Mersen Bizuneh(2016) in case of Ethiopian Airlines showed that mission had a positive and significant relationship with employee's commitment. Lastly, a study conducted by Meseret Getachew (2019) in case of Ethiopian Airlines found that mission had a positive and significant relationship with employee's commitment.

2.3 Conceptual Framework

Denison (2011) developed a model which highlights four key organizational culture dimensions (involvement, consistency, adaptability and mission). Moreover, the model portrays the correlation between cultural dimensions and organizational effectiveness measures which includes employee's satisfaction, return on investment, product development etc. The researcher then found out that nearly all of the underlying organizational dimensions showed significant and positive correlation with organizational effectiveness.

Denison model of organizational culture is a base to select the four cultural traits emphasized under this study and had been modified to see the effect of the four cultural traits on employee's commitment. The conceptual framework was shown below:

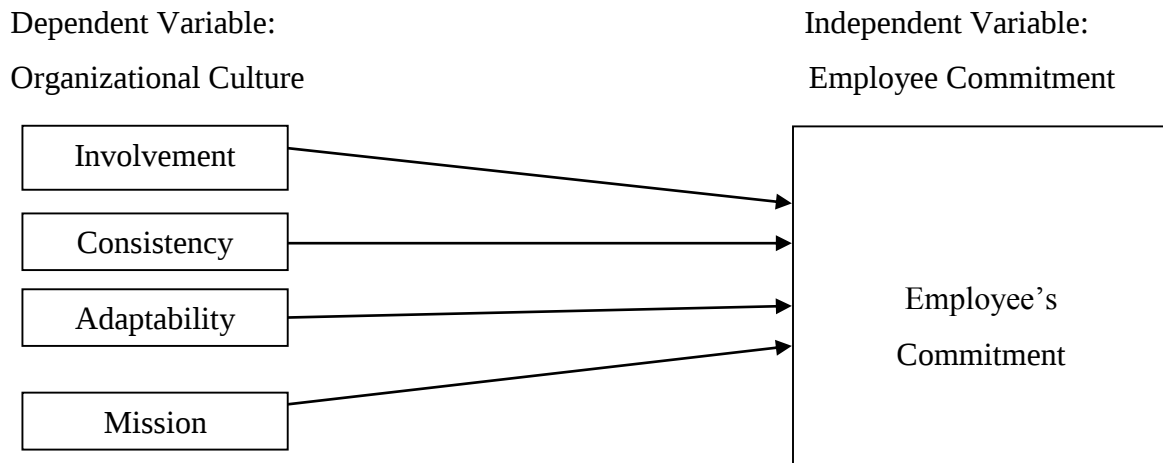


Figure 2.2:- Conceptual framework

Source: Adapted from Mersen Bizuneh (2016)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter incorporated the type of research design that was employed in the study. Moreover, topics related to the sample size, sampling techniques, method of data collection, data analysis and interpretation tools were included. Furthermore, explanation about validity, ethicality and reliability of the study were also part of this chapter.

3.1 Research Design

For achieving the study objective, the researcher employed explanatory research design to examine the relationship exists between each organizational culture dimension and employee commitment. Different literatures and empirical studies were reviewed to gain insights and background information about the effect of different types of organizational culture traits (involvement, consistency, adaptability and mission) on employee commitment.

3.2 Research Approach

Having considered the specific objectives of the study, the characteristics of the research questions, the kinds of data collected, this research employed quantitative research approach. The study used quantitative research approach was used, whereby close ended questions with pre-determined scale for response were collected from employees of CBE in Bahir Dar city branches. Overall, the quantitative method permitted the researcher to use a series of techniques that yield data that is projectable to a higher population (Creswell, 2009). Lastly, cross sectional data i.e. single point in time responses were analyzed and interpreted. The research approach was theory testing or deductive research.

3.3 Target Population

According to Babbie & Mouton (2006), the population for a study is the group of people about whom the researcher wants to draw conclusions.

The target population of this study was CBE Bahir Dar city branches employees.

As per the report from human resource management department of CBE at Bahir Dar district, there were a total of 750 employees working in the organization as of March, 2020 as shown in the table below.

Table 3.1 Number of employees who were working in Bahir Dar city branches

No	CBE Branch	Clerical	Non clerical	Total No in branch
1	Aba Facilo	11	2	13
2	Abay Mado	29	2	31
3	Atse Sertse Dingil	21	2	23
4	Bahir Dar	91	3	94
5	Begtera	21	1	22
6	Belay Zeleke	28	1	29
7	Bezawit	41	0	41
8	Bilu Nile	30	2	32
9	Daga Estifanos	12	1	13
10	Beale Egzabiher	9	0	9
11	Dengel	17	1	18
12	Dona Ber	37	3	40
13	Fitaworari Habtemariyam	17	1	18
14	Ghion	25	0	25
15	Gish Abay	32	4	36
16	Kibran Gebreal	15	0	15
17	Leul Alemayehu	12	0	12
18	Peda	8	0	8
19	Shimbit	36	2	38
20	Tankua	11	1	12
21	Tana	61	5	66
22	Zembaba	26	2	28
23	Zenzelima	7	0	7
24	Minas	8	0	8
25	Main District	95	17	112
Total		700	50	750

Source: CBE Bahir Dar city district HRM report, March 2020

The organization had both clerical and non-clerical workers. However, so as to get adequate data regarding to the organization's culture and its effect on employee's

commitment only clerical workers of the organization were taken for the study. This was because the researcher thought that better data were gotten from clerical workers. As the researchers view, those who are professionals /clerical workers might be familiar with the entire organizational culture and its impact to employee's commitment so better data might be gathered from them regarding to the effect of the organization culture traits on employee's commitment in CBE Bahir Dar city branches.

3.4 Sampling Technique and Sample Size

3.4.1 Sampling Technique

The researcher used stratified sampling technique using the bank branches of Bahir Dar city as strata to distribute the survey questionnaires to get employee's perception towards organizational culture in respect to their commitment to the company. Stratified sampling enables to ensure the sample includes representative study units from each strata or bank branch.

3.4.2 Sample Size

As said before clerical workers were considered in the study for the purpose of data gathering since the researcher thought that they might know well about the issue under study. In commercial bank of Ethiopia at Bahir Dar city branches there were 700 clerical workers who were working in the organization. As might be expected, based on Yemane (1967), by considering 95% of level of confidence; the sample size was:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{700}{1 + 700(0.05)^2}$$

$$n = 254.545454 \text{ approximately}$$

$$n = 255 \text{ workers were taken as sample from the population}$$

Where N= total population

e= sampling error which is 5% in social science studies

n= sample size taken

Afterwards, the researcher used a stratified sampling by considering branches as strata for determining how many clerical workers were taken in each branch in the study as follows;

Sample size of the strata = (size of entire sample /population size) * layer size (Stephanie, 2013).

Table 3.2:- Number of samples from each strata/branch

No	CBE Branch	Clerical	No of worker in sample
1	Aba facilo	11	$(255/700) * 11 = 4$
2	Abay Mado	29	$(255/700) * 29 = 11$
3	Atse Sertse Dingil	21	$(255/700) * 21 = 8$
4	Bahir Dar	91	$(255/700) * 91 = 33$
5	Begtera	21	$(255/700) * 21 = 8$
6	Belay Zeleke	28	$(255/700) * 28 = 10$
7	Bezawit	41	$(255/700) * 41 = 15$
8	Bilu Nile	30	$(255/700) * 30 = 11$
9	Daga Estifanos	12	$(255/700) * 12 = 4$
10	Beale Egzabher	9	$(255/700) * 9 = 3$
11	Dengel	17	$(255/700) * 17 = 6$
12	Dona Ber	37	$(255/700) * 37 = 14$
13	Fitaworari	17	$(255/700) * 17 = 6$
14	Ghion	25	$(255/700) * 25 = 9$
15	Gish Abay	32	$(255/700) * 32 = 12$
16	Kibran Gebreal	15	$(255/700) * 15 = 5$
17	Leul Alemayehu	12	$(255/700) * 12 = 4$
18	Peda	8	$(255/700) * 8 = 3$
19	Shimbit	36	$(255/700) * 36 = 13$
20	Tankua	11	$(255/700) * 11 = 4$
21	Tana	61	$(255/700) * 61 = 22$
22	Zembaba	26	$(255/700) * 26 = 9$
23	Zenzelima	7	$(255/700) * 7 = 3$
24	Mina	8	$(255/700) * 8 = 3$
25	Main District	95	$(255/700) * 95 = 35$
Total		700	Sample size = 255

Source: CBE Bahir Dar city district HRM report, March 2020

Later, the researcher used simple random sampling technique so as to take number of workers (255 workers) under each branch so as to gather the data of the study. This meant that the sample respondents were selected in each CBE branch through a simple random sampling.

3.5 Data Collection Instrument

For this study, the researcher collected data through structured questionnaire. It employed primary data as the data collection approach to obtain information from the mere source where cases under study.

The structured questionnaire provided options of five where the respondents selected their answers. The questionnaires administered by the researcher through personal contact.

According to Babbie & Mouton (2006), using questionnaire is advantageous because questionnaires are economical, speedy, there is no bias (as in interviewee: interviewer bias), and the possibility of anonymity and privacy encourages participants to be willing to respond on sensitive issues, and do so honestly. The questionnaire is preferred because it translates the research objectives into specific questions that were asked to the respondents.

The primary instrument for data collection in the research, the structured questionnaire included three parts. The first part contained questions about the respondent's background. The main parts of the questionnaire (part 2 and 3) measured the organizational culture traits of the case company CBE at Bahir Dar city branches and commitment of its employees respectively. Therefore, this study measured organizational culture using some items adapted from the Denison organizational culture survey (Denison, 2011). The instrument has four sub scales, measuring the four cultural traits namely: involvement, consistency, adaptability and mission. Therefore, using a 5-point Likert scale, on which label given for respondents to express their level of agreement for each item among the scales and then the averages core on each trait was used during data analysis and interpretation. Besides, organizational commitment was measured by using questions on employee's commitment by Allen and Meyer (1990). The instrument included items that

measure the employee's level of identification with their organizations on a 5-point Likert type scale ranging from 1 - strongly disagree to 5 - strongly agree.

3.6 Data Analysis and Interpretation

While analyzing the data the researcher used statistical package for social science (SPSS) version 23 for descriptive statistics, correlations, regressions and ANOVA so as to show the effect of independent variables that are organizational culture traits(involvement, consistency, adaptability and mission) on the dependent variable (employee commitment). Descriptive statistics such as means and standard deviations were used to analyze the demographic information, organizational culture components and employee commitment of the study sample. Tables were used to increase understanding and facilitate easy comparison of the data collected from the survey.

Moreover, the data that were collected from part two and part three of the questionnaire were rated based on a 5- point Likert scale were analyzed using inferential statistics. The researcher used Pearson correlation to identify relationship that exists between dimensions of organizational culture (i.e. involvement, consistency, adaptability and mission) and employee's commitment.

Furthermore, multiple regression analysis was used to test the hypothesis and to achieve the study objective that focuses on identifying an organizational culture dimension with higher contribution to the employee's commitment.

A multiple regression model was applied to determine the relationship between the dependent and independent variables. The multiple regression model treated employee commitment as the dependent variable and organizational culture traits: involvement, consistency, adaptability and mission as independent variables. Finally, the response on the effects of organizational culture on employee's commitment was measured by computing indices based on the information derived from the Likert scale. The relationship of the equation is a linear equation as shown below;

$$Y = B_0 + B_1x_1 + B_2x_2 + B_3x_3 + B_4x_4 + e$$

Where Y = Employee's commitment,

B_0 = Constant (regression coefficient), Bx_1 = involvement, Bx_2 = consistency, Bx_3 = adaptability, Bx_4 = mission and e = standard error

3.7 Validity and Reliability of the Instrument

The data collection instrument developed from the literature was checked for their validity by the researcher. Then, the questionnaire was checked for internal consistency and established reliability.

Validity concerns with the degree to which a question measures what it is intended to measure. To assure the validity of the study, the researcher took comments from the advisor. The used questionnaire included standard questions for the main variables; study questions on organizational culture by Denison cultural model (Denison and Neale 2011) and questions on employee's commitment by Allen and Meyer (1990).

Reliability was checked for the survey instrument. Reliability analysis enables to measure the internal consistency of a questionnaire. There are different methods of reliability test and for the purpose of this study Cronbach's alpha was considered. Cronbach's alpha is the most common measure of internal consistency or reliability. According to George & Mallery (2003), the value of Cronbach's alpha coefficient should be more than 0.7 which is an acceptable level of internal consistency or reliability.

As shown in the table 3.3 below, the coefficients for the dimensions below i.e. involvement, consistency, adaptability, mission and employee's commitment were 0.899, 0.926, 0.897, 0.893 and 0.888 respectively.

Table 3.3:- Result of reliability for the questionnaire

Indicators	Number of Attributes	Cronbach's Alpha
Involvement	9	.899
Consistency	8	.926
Adaptability	9	.897
Mission	8	.893
Employee's Commitment	17	.888

Source: survey, 2020

3.8 Ethical Consideration

The research was conducted based on the ethical considerations of not to plagiarize, not to construct or falsify data, research techniques, or data analysis, keep the rights of research subjects, mainly their rights to information confidentiality, and to being learned about the nature of the research and the kinds of actions in which they were requested to involve, and not to use or take published data of others deprived of acknowledgment, or unpublished data without both consent and acknowledgment. Prior to the distribution of the questionnaire, the researcher was given briefings to the sample participants in regards to the research and was received their consent.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter included the data presentation and analysis of the research findings obtained from data collected from the survey questionnaire. This study examined the effect of organizational culture on employee's commitment in case of CBE at Bahir Dar city branches. This chapter presented both descriptive statistics and inferential statistics. It has three sections: The first section is the descriptive statistics that summarizes the main features of the study variable such as mean and standardization. The second section is the correlation analysis which shows the degree of association between the study variables. The last section, section three presents the outputs of the regression models.

4.2 Response Rate

The researcher distributed 255 questionnaires. From 255 questionnaires 252 were returned but 4 of the questionnaires were unfilled ones. Thus, 248 questionnaires were analyzed in the study. That means the questionnaires return rate taken for the study was 97.2%.

Table 4.1:- Response rate

Total Questionnaires Distributed	Questionnaires Returned	Questionnaires Unfilled and Semi Filled	Usable Questionnaires	Response Rate
255	252	4	248	97.2%

Source: survey, 2020

4.3 Descriptive Analysis on Demographic Characteristics of Respondents

In this section the selected demographic variables such as age, sex, level of education, work experience, marital status and employment group of workers were presented.

Therefore, readers became able to understand the study. The results that were obtained from the usable returned questionnaires were presented in the table below.

Table 4.2:- Descriptive analysis on demographic characteristics of respondents

Demographic Characteristics			
Group	Variable	Frequency	Percent
Age	18-25	8	3.2
	26-35	164	66.1
	36-45	72	29.0
	46-above	4	1.6
	Total	248	100.0
Sex	Male	178	71.8
	Female	70	28.2
	Total	248	100.0
Level of education	College diploma/level IV/certificate	43	17.3
	First degree	166	66.9
	Masters	39	15.7
	Total	248	100.0
Work experience	1-2	37	14.9
	3-5	181	73.0
	6-10	28	11.3
	Above 10	2	0.8
	Total	248	100.0
Marital status	Single	138	55.6
	Married	95	38.3
	Divorced	11	4.4
	Widowed	4	1.6
	Total	248	100.0
Employment Group	Management	84	33.9
	Non-management	164	66.1
	Total	248	100.0

Source: survey, 2020

4.3.1 Age of Respondents

The researcher was also concerned at knowing the age intervals of the respondents. As research result presented at table 4.2, 8 (3.2%) of the respondents were between 18-25 years of age, 164 (66.1%) of them were between 26-35 years of age, 72 (29.0%) of them were between 36-45 years and the remaining 4 (1.6%) of them were at the age of 46 and above. Therefore, the findings indicated that majority of the respondents were between in the ages of 26 and 35 years. This implied that the organization had youth workers as the organization is hiring newly graduated individuals.

4.3.2 Sex of Respondents

It was needed that the descriptive for the sex of respondents involved in the research study. As the findings shown in table 4.2 above, the male comprised 71.8%as opposed to 28.2% which was the percentage for the female respondents. Obviously, it was concluded that the majority of the respondents participated in the research study were male. This showed that the organization did not give a special consideration to females in hiring workers.

4.3.3 Education Level of Respondents

The researcher was also interested to analyze the level of education of respondents. As shown in the table 4.2, many of the respondents i.e. 166(66.9%) were university graduates with bachelor degree, 43 (17.3%) of them were college graduates with diploma/level IV certificate and the remaining 39 (15.7%) of them were second degree holders. Hence, the findings concluded that the majority of the respondents were well educated. In turn, leads to organizational goal achievement.

4.3.4 Work Experience of Respondents

The researcher was eager to analyze the respondent's work experience. As indicated above in the table 4.2, 37 (14.9%) of the respondents have served the organization between 1 year to 2 years, 181(73.0%) of the respondents have worked in the organization between 3 years to 5 years, 28(11.3%) of the respondents have spent between 6 years to 10 years in the

organization and the rest 2 (0.8%) of the respondents have served the organization for more than 10 years. Thus, the researcher conclude that majority of the respondents have served the organization in the range of 1 year to 2 years. This indicated that the organization focused on hiring new employees.

4.3.5 Marital Status of Respondents

The other demographic variable of respondent's i.e. marital status was the other concern of the researcher. As shown in the above table 4.2, 138 (55.6%) of them were single, 95 (38.3%) were married, 11(4.4%) of them were divorced and the remaining 4(1.6%) were widowed. Therefore, the findings concluded that majority of the respondents were single that many of them were interested to live alone.

4.3.6. Employment Group of Respondents

Lastly, the employment group of respondents was analyzed. Majority of the respondents i.e. 164 equivalents to 66.1% were in non-management group and the remaining 84 equivalents to 33.9% of the respondents were in management position.

4.4. Descriptive Analysis on Independent Variables (Involvement, Consistency, Adaptability and Mission) and Dependent Variable (Employee Commitment)

A descriptive analysis was done using a grand mean and standardization of both the independent variables (the organizational culture traits) and the dependent variable (employee commitment). The researcher summarized the organizational culture measures and employee commitment using a 5 –point likert scale. Hence, the mean indicates, to what extent the sample group on average agrees or disagrees with the dimension. According to Marczyk, Dematteo and Festinger (2005), the lower the mean, the more the respondents disagree with the dimension. The higher the mean, the more respondents agree with the variable.

Thus, the bench mark for the descriptive analysis of this study was a mean score of three which is the midpoint which indicates ambivalence, a mean score below three indicates

lower agreement and a mean score above three and below 4 indicates moderate (medium) agreement and above 4 indicates a strong agreement (Best and Khan, 1995). The mean values and standard deviation for each variable was presented in table 4.3 below,

Table 4.3:- Descriptive statistics on independent variables and dependent variable

No	Item	Mean	Standard deviation
1	Involvement	3.756	.457
2	Consistency	3.865	.551
3	Adaptability	3.762	.364
4	Mission	3.756	.413
5	Employee Commitment	3.548	.378

Source: survey, 2020

As shown in the above table 4.3, involvement has a mean score of 3.756 and a standard deviation of 0.457. This implies that employees were moderately agreed that they were involved in decisions, continuous investment is done to develop workers skills and delegation was given to higher positions.

As indicated in the table 4.3, consistency has a mean distribution of 3.865 and a standard deviation of 0.551 which is relatively the highest among the organizational culture dimensions. This shows that the organization had a clear and consistent set of values, ethical codes, and consistent and predictable ways of doing business.

Besides, the third variable is adaptability which has a mean distribution of 3.762 and a standard deviation of 0.364 as shown in the table above 4.3. This implies that new and improved ways of doing a business were adapted, innovations and risks were encouraged and failures were viewed as opportunities for learning in the organization.

The other organizational culture trait: mission which has a mean distribution of 3.756 and a standard deviation of 0.413. This shows that the organization had a clear mission, strategic direction, long term purpose, agreed goals and shared vision.

Lastly, the dependent variable that is employee commitment has a mean distribution of 3.548 and a standard deviation of 0.378. This shows that employees in the organization were happy to spent the rest of career with the organization, felt the company's problems are their own, felt emotionally attached to their company, should be loyal to their company, and were not interested to leave the organization by considering as it was wrong even though extra job options were accessible.

Therefore, the researcher concluded that the respondents moderately agreed on the independent variables involvement, consistency, adaptability and mission and on the dependent variable employee commitment since their grand mean score shows above 3 and below 4.

4.5 The Effect of Organizational Culture on Employee Commitment

The primary intension of this study was to examine the effect of organizational culture on employee's commitment in case of CBE at Bahir Dar city branches. The analysis was done using various organizational culture traits and employee's commitment.

4.5.1 Correlation Analysis

Correlation analysis is a technique used to indicate the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund et al., 2013). This study employed correlation analysis, which investigates the strength of the relationships between organizational culture dimensions (involvement, consistency, adaptability and mission) and employee's commitment. In order to evaluate this relationship and for the purpose of this study, Pearson correlation analysis was used to provide evidences.

The strength of the relationship between the variables is obtained through Pearson product-moment correlation coefficient ' r '. The value of Pearson product-moment correlation coefficient ' r ' normally varies between -1.0 to 1.0. The coefficient (r) revealed the magnitude and direction of relationships. The sign indicates whether there is a positive

correlation (as one variable increase, the other also increase) or negative correlation (as one variable increase, the other decrease) and it also shows the intensity of the relationship. Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo and Festinger, 2005).

4.5.1.1 Pearson Correlation Analysis

The relationship of the variables is expressed by value within the range of -1.00 to + 1.00 as Pearson product-moment correlation technique indicates. Pearson correlation coefficient will be +1 in the case of a perfect increasing (positive) linear relationship (correlation), -1 and 1 in all other case indicating the degree of liner dependency between variables. To determine the relationship between the four cultural dimensions (i.e. involvement, consistency, adaptability and mission) and employee's commitment, Pearson correlation was computed.

According to Marczyk, Dematteo and Festinger, (2005) correlation of .01 to .30 are considered weak, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered strong and correlations of .90 to 1.00 are considered very strong.

Table 4.4:- Pearson correlation results

		Employee's Commitment	Involvement	Consistency	Adaptability	Mission
Employee's Commitment	Pearson Correlation	1				
Involvement	Pearson Correlation	.777**	1			
Consistency	Pearson Correlation	.641**	.658**	1		
Adaptability	Pearson Correlation	.841**	.710**	.650**	1	
Mission	Pearson Correlation	.833**	.698**	.672**	.760**	1

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

Source: survey, 2020

Table 4.4, above shown the correlation results of organizational culture components and employee commitment. As per the correlation table there is a significant relationship between organizational culture traits and employee commitment. The correlation analysis indicated that there is a positive relationship between involvement and employee commitment. The correlation coefficient is .777 that shows a positive correlation and it is correlated with employee commitment at the level of .01. Therefore, the researcher concluded that involvement is strongly correlated with employee commitment. Secondly, as shown in table 4.4 there is a positive relationship between consistency and employee commitment. The correlation coefficient is .641 which shows a positive correlation with employee commitment. It is correlated at a significant level of .01. Thus, it is concluded that consistency is moderately correlated with employee commitment. Thirdly, as indicated in the above table 4.4, there is a positive relationship between adaptability and the dependent variable which is employee commitment. Its correlation coefficient is .841 that shows a positive correlation and the correlation is significant since it is significant at .01. Besides, it is concluded that adaptability is strongly correlated with employee commitment. Last of all, as seen in a table 4.4, there is a positive and significant relationship between mission and employee commitment. Mission is correlated at coefficient of .833 with employee commitment at significant level of .01. Undoubtedly, the researcher concluded that mission is strongly and significantly correlated with employee commitment.

4.6 Multiple Regression Analysis

Multiple regression analysis is the most common and widely used method to explore the relationship between a single dependent variable and multiple independent variables or predictors (Pallant, 2005). Multiple regression analysis also implies that how much of the variance in the dependent variable can be explained by the independent variables.

In order to see the contribution of organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) on employee's commitment, multiple regression analysis was employed.

Before going to analyze multiple regression results, the assumptions of multiple regressions are presented as follow;

4.6.1 Multiple Regression Assumptions

4.6.1.1 Normality Test

Regressions are considered variables are normally distributed. In reality, only the assumptions of normally distributed errors are relevant to multiple regressions. Specifically, considering that errors are normally distributed for any arrangement of values on the predictor variables (Osborne and Waters, 2002). When histograms are close to zero it is assumed that the data is normally distributed for the dependent variable. However, when skewness and kurtosis are not close to zero and the histogram does not appear to have a normal distribution. According to the information in figure 4.1 below indicated that the skewness and kurtosis are not far from zero or between them the zero value is indicated. Thus, the result assured that the distribution is normal for this study.

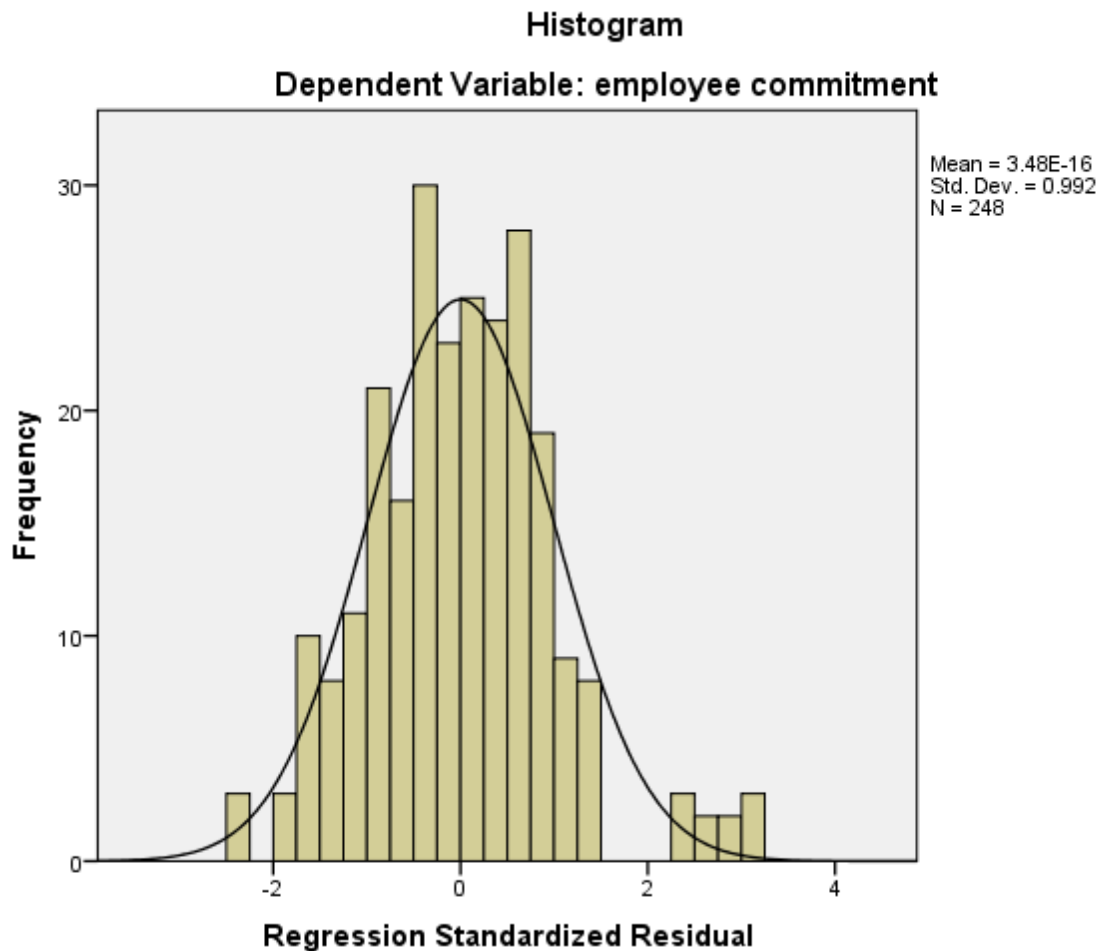


Figure 4.1 : Histogram regression of standardized residual of organizational culture and employee commitment

4.6.1.2 Multi – Co linearity Test

Multi collinearity refers to the statistical phenomenon in which there is an existence of a perfect or exact relationship between the predictor values (Joshi, 2012). When there is a perfect relationship it deems it difficult to come up with reliable estimates of their individual estimates. The multi collinearity can be analyzed through the Variance Inflation Factor (VIF) which is aimed at measuring the impact of collinearity among the variables in a regression model. Values of VIF that exceed 10 are often regarded as indicating multi collinearity (Pallant, 2010). The analysis of the following table 4.5 shows that all the

variables had a VIF value greater than 1 and less than 4 and tolerance value greater than 0.1. This suggests that there were no apparent multi collinearity problems. This means that there was no variable in the model that measured the same relationship/quantity as was measured by another variable or group of variables. Based on the result, there was no co-linearity problem in the predictive variables of this study.

Table 4.5: Multi co linearity test result

Model	Co linearity statistics	
	Tolerance	VIF
Involvement	.403	2.480
Consistency	.464	2.154
Adaptability	.348	2.877
Mission	.345	2.896

Source: survey, 2020

4.6.1.3 Homoscedasticity Test

The assumption is also known as homogeneity of variance assumption. If the errors have a variance that is limited but not constant across dissimilar levels of the predictors i.e. heteroscedasticity is present), ordinary least squares estimates will be unbiased and stable since the errors are independent, but will not be efficient(Weisberg, 2005). As shown in the figure 4.2, below no heteroscedasticity in the data is confirmed.

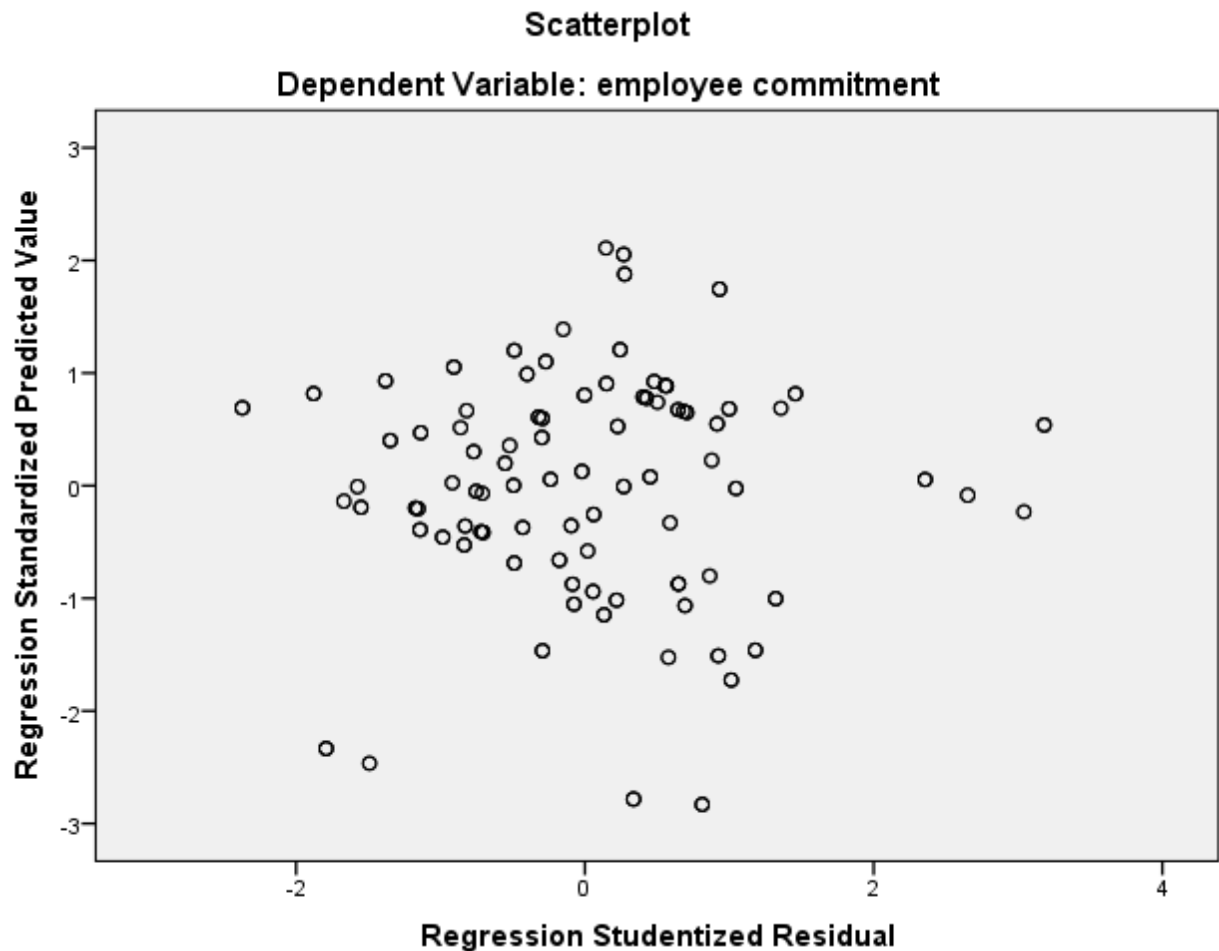


Figure 4.2: Scatter plot of regression of standardized residual of organizational culture and employee commitment

4.6.1.4 Linearity Assumption

The model that shares the response Y to the predictors $X_1, X_2, X_3, \dots, X_N$ is assumed to be linear in the regression parameters (Chatterjee and Hadi, 2012). This means that Standard multiple regression can only precisely estimate the relationship between dependent and independent variables if the relationships are linear in nature. As in the equation: $Y = B_0 + B_1X + B_2X + B_3X + B_4X + e$. This regression equation is still a linear regression equation because Y is modeled as a linear function of the parameters. According to the information

in figure 4.3, below indicated Normal P-P Plots shows that this assumption had been met for this study.

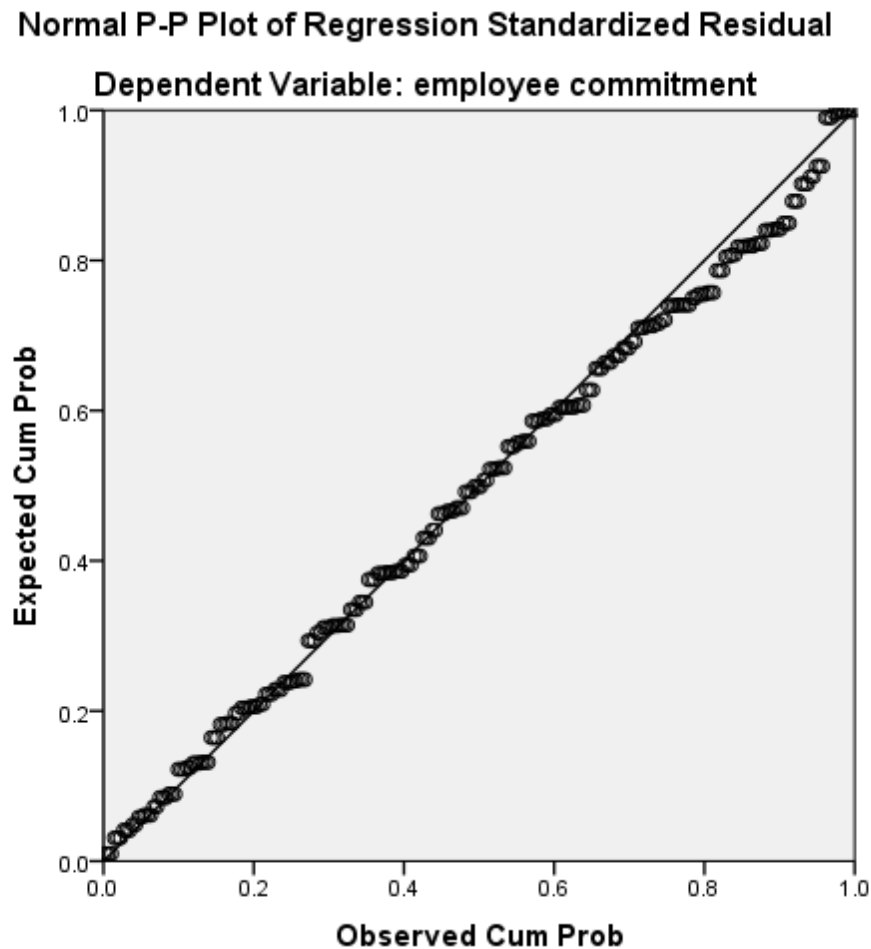


Figure 4.3: Normal P-Plot of dependent variable employee commitment

Generally, all of the assumptions are necessary for regression analysis. According to Tabachnick and Fidell (2001) multiple regressions is fairly strong to any violations of the assumptions and hence the results of the regression analysis will be taken to be statistically viable.

4.6.2 Regression Test on the Effect of Organizational Culture on Employee Commitment

Regression analysis was used to measure the link between the independent and the dependent variables. Regression test was used to know the ability of each individual independent variable (involvement, consistency, adaptability and mission) to predict the dependent variable (employee commitment).

4.6.2.1 Regression between Organizational Culture and Employee Commitment

Table 4.6: Regression between organizational culture and employee commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.907 ^a	.823	.820	.16010	.823	282.686	4	243	.000

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

Source: survey, 2020

As shown in table 4.6, the adjusted R square value represented the correlation coefficient between the independent variables (involvement, consistency, adaptability and mission) and the dependent variable (employee commitment). As shown above from the model summary, the adjusted R square is .820 which means that the independent variables (involvement, adaptability and mission) together termed as organizational culture can explain the dependent variable (employee commitment) by 82 %. In contrast, there is a variance of 18% of the variance remains unexplained in the study. Since the effect of consistency is insignificant to the dependent variable employee commitment it is excluded from the model. This implies that employee's commitment is influenced by 82% of the organizational culture in CBE at Bahir Dar city branches. The remaining 18% of the variation of the employee's commitment can be explained by other variables.

4.6.2.2 ANOVA of Organizational Culture and Employee Commitment

Table 4.7: ANOVA of organizational culture and employee commitment

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	28.983	4	7.246	282.686	.000 ^b
Residual	6.229	243	.026		
Total	35.212	247			

a. Dependent Variable: Employee Commitment

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

Source: survey, 2020

The ANOVA table 4.7, showed that the p-value for F-Statistics (0.000) is less than the significance level 0.05 ($p < 0.05$). This is to mean that the model is significant /acceptable from a statistical perspective. This indicated that the independent variables (involvement, adaptability and mission) collectively termed as organizational culture have a strong significance influence on employee's commitment in the organization. Consistency is excluded from the model since its effect is insignificant to employee's commitment.

4.6.2.3 Coefficient of Organizational Culture and Employee Commitment

Table 4.8: Coefficient of organizational culture and employee commitment coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.010	.108		.091	.928	-.203	.222
1 involvement	.214	.035	.260	6.110	.000	.145	.283
consistency	-.028	.027	-.041	-1.047	.296	-.082	.025
adaptability	.410	.047	.396	8.652	.000	.317	.504
mission	.346	.042	.378	8.237	.000	.263	.428

a. Dependent Variable: Employee Commitment

Source: survey, 2020

As it is stated earlier in the first chapter, this study aims to identify the most contributing independent variable/s in the prediction of the dependent variable. Hence, the coefficient explains the average amount of change in dependent variable that is caused by a unit of change in the independent variable.

Accordingly, the unstandardized beta coefficient (β) tells us the unique contribution of each factor to the model. A high beta value (β) and a small p value (<0.05) indicate the predictor variable has made a statistically significant contribution to the model. On the other hand, a small beta value (β) and a high p value ($p > 0.05$) indicate the predictor variable has little or no significant contribution to the model (George and Mallery, 2003).

Table 4.8 above indicated that adaptability , mission and involvement have statistically positive and significant contribution to employee's commitment at 95% confidence level, since their p-values were 0.00 , 0.000 and 0.000 respectively since the significance level for them are less than 0.05 ($p < 0.05$) and there beta coefficient are 0.410, 0.346 and 0.214 respectively. To the contrary, consistency has statistically insignificant contribution to employee's commitment since its p-value i.e. 0.296 is greater than the significance level 0.05 ($p > 0.05$) and negative beta coefficient nearer to zero which is -0.028.

The result indicated that involvement has a positive significant relationship with the employee's commitment. The result was supported by Nongo and Ikyanyon (2012), (Ezekiel and Darius, 2012), (Bani et al., 2014), Mersen Bizuneh (2016), and Meseret Getachew (2019). The researcher confirmed that participating employee's having the right information in decision making, motivating cooperation and teamwork among different functions of the organization, developing the skills of employees, using employee's capabilities as competitive advantage and delegating employees to higher positions enhances employee's commitment.

Secondly, the result indicated that consistency has a negative which is nearer to zero and insignificant relationship with employee's commitment. Even though, this result is opposed to the findings by (Bani et al., 2014), Ghader and Afkhami (2014), Asghar et al., (2015), Hakim (2015) and Meseret Getachew(2019), supported by Nongo and Ikyanyon (2012) and Mersen Bizuneh(2016). Thus, the researcher noticed that whenever the organization applies a consistent approach and ways of doing things employees will not become committed. A continuous approach in the organization never inspires employees to achieve the organizational objectives efficiently and effectively. To the contrary, a consistent approach of the organization bores employees in the organization. In turn, this has not a positive impact to employee's commitment.

Thirdly, the result revealed that adaptability has a positive and significant relationship with employee's commitment. A study conducted by (Ezekiel and Darius, 2012), Nongo and Ikyanyon (2012), (Bani et al., 2014), (Ghader & Afkhami, 2014), (Azadi et al., 2013), Mersen Bizuneh(2016) and Meseret Getachew(2019) supported the result. Therefore, the

study inferred that adapting new ways of doing tasks, responding to competitor's actions, encouraging innovations with their risks increases employee's commitment. This means that whenever the organization adapts changing circumstances, employees will become more committed.

Lastly, the result indicated that mission has a positive and significant relationship with employee's commitment. Though, the result is opposed to Ezekiel and Darius (2012), Nongo and Ikyanyon (2012) research results, consistent with (Bani et al., 2014), Denison and Neale (2011), Mersen Bizuneh(2016), Meseret Getachew(2019) research results. Thus, the researcher confirmed that a clear and shared mission that creates excitement and motivation has a great impact for the increment of employee's commitment. Besides, mission provides clear direction and goals that serves to define an appropriate course of action for the organization and its members which result in the increase in level of employee commitment to the organization.

In general, adaptability is the most significant independent variable which has significant statistical contribution to employee's commitment with p-value of 0.000 and the highest beta coefficient 0.410. Therefore, the researcher concluded that adaptability, mission and involvement have positive and significant contribution to employee commitment in the case area CBE at Bahir Dar city branches. However, consistency has a negative nearer to zero and insignificant contribution to employee commitment. Therefore, the researcher rejected consistency from the model.

From the above explanation on the contribution of the organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) to employee's commitment, the values for regression weights are as follows:

$$Y=0.010 +0.214X_1 +0.410X_3+ 0.346X_4+e \text{ where:}$$

Y= the dependent variable (employee's commitment)

X₁ = the first independent variable (involvement)

X_3 = the third independent variable (adaptability)

X_4 = the fourth independent variable (mission)

e = Standard Error

This means that the constant (0.010) refers to the intercept in the ‘‘Y’’ axis when the regression line cross the axis.

When employee commitment increases by one unit involvement, adaptability and mission affect employee commitment by one time each predictor value of 0.214, 0.410 and 0.346 respectively.

From the above table 4.8, adaptability is a predictor variable which contributes the highest(0.410) to the variation of the dependent variable (employee commitment) since the beta value of this predictor variable is the highest as compared from the others(involvement, consistency and mission). This means that adaptability makes a strongest unique contribution to explain the variation of employee commitment when the variance explained by all other predictor variables in the model is controlled.

4.7 Hypothesis Testing

Hypothesis testing was based on unstandardized coefficients Beta (β) and P-value to test whether the hypotheses were accepted or rejected.

Hypothesis 1: There is a significant positive relationship between involvement and employee’s commitment.

As presented on table 4.8 above, involvement has a positive and significant influential relationship with employee’s commitment with $\beta = 0.214$ and p-value of 0.000. The Beta value (β) i.e. 0.214 shows that if there is one - unit increase in involvement, there will be 21.4% increase on employee’s commitment. Therefore, the researcher accepted the hypothesis. This indicated that involvement has a positive and statistically significant influential contribution to employee’s commitment.

Hypothesis 2: There is a significant positive relationship between consistency and employee's commitment.

As shown in table 4.8 above, consistency has a negative nearer to zero and statistically insignificant relationship with employee's commitment with $\beta = -0.028$ which is nearer to zero and p-value of 0.296. Therefore, the researcher rejected the hypothesis. This showed that consistency has not a positive and significant effect on employee's commitment.

Hypothesis 3: There is a significant positive relationship between adaptability and employee's commitment

As revealed in table 4.8 above, adaptability has a positive and significant relationship with employee's commitment with $\beta = 0.410$ and p-value of 0.000. The Beta value (β) i.e. 0.410 shows that if there is one - unit increase in adaptability, there will be 41% increase on employee's commitment. Therefore, the researcher accepted the hypothesis, and this indicated that adaptability has a positive and statistically significant contribution to employee's commitment.

Hypothesis 4: There is a significant positive relationship between organizational mission and employee's commitment

As shown in table 4.8 above, organizational mission has a positive and significant influential relationship with employee's commitment with $\beta = 0.346$ and p-value of 0.000. The Beta value (β) i.e. 0.346 shows that if there is a one - unit increase in employee's identification of organizational mission, there will be 34.6% increase on employee's commitment. Therefore, the researcher accepted the hypothesis. This showed that employee's identification with organizational mission has positive and statistically significant influential contribution to employee's commitment.

On the whole, the above alternative hypotheses related to involvement, adaptability and mission were accepted whereas, the alternative hypothesis related to consistency was rejected as significance level of consistency was $p > 0.05$.

In general, the three cultural dimensions i.e. involvement, adaptability and mission have statistically significant influential relationship with employee's commitment. But consistency has a negative nearer to zero and statistically insignificant relationship with employee's commitment according to this study. This means that consistency has not significant effect on employee's commitment as it is explained by the significance level $p > 0.05$. This implies that whenever the organization maintain a good culture highly consistent and well co-ordinated did not impact on the level of employee commitment significantly. Therefore, the core success is flexibility rather than consistency.

CHAPTER FIVE

SUMMARY, CONCLUSIONS & RECOMMENDATIONS

This chapter discussed on the summary of the research findings with regard to the objectives of the study and explained the conclusions that have been reached. Recommendation that focuses on how the problem identified could be addressed is also included in this chapter.

5.1 Summary

This section summarized the core points and major findings which were obtained from data analysis of survey questionnaire. This paper was analyzed using 248 questionnaires which were collected and completely filled by the sample respondents. The researcher used descriptive analysis such as mean and standard deviation and inferential analysis to get the perception of the respondents on the relationship between organizational culture and employee's commitment in the case CBE Bahir Dar city branches. The summaries of findings from the analysis were presented as below:

The results of demographic characteristics identified that the majority of the total respondents were male (71.8%), aged in the range of 26 to 35 years(66.1%), with educational level of undergraduate/first degree(66.9%), with working experience ranging between 3 to 5 years(73.0%), with marital status single(55.6%) and non-employment group(66.1%).

The mean score for the measure of consistency was relatively high (3.865), followed by adaptability (3.762). However, mission and involvement score mean of 3.756 and 3.756 respectively which were lower in comparison with consistency and adaptability. Employees in CBE at Bahir Dar city branches moderately agreed on all organizational culture traits; involvement, consistency, adaptability and mission. The mean score of employee's commitment (3.548) implies that respondents agreed moderately on the commitment measures.

The model of this research paper was tested for the four multiple linear regression model assumptions (homoscedasticity test, autocorrelation, multi collinearity test, normality test).

The major findings with relation to correlation result of this study presented that the correlation result on the effect of organizational culture on employee's commitment; involvement is positively and significantly related with employee commitment having $r=0.777$ and $p= 0.01$. Besides, consistency is positively and significantly related to employee commitment with $r= 0.641$ and $p= 0.01$. Lastly, mission and adaptability are positively and significantly related with employee commitment having $r=0.833$ and $p= 0.01$ and $r=0.841$ and $p=0.01$ respectively.

Regarding to the regression result, this study revealed that, the regression result between organizational culture components and employee commitment was somewhat better except consistency had negative nearer to zero Beta coefficient and significance (p-value) of >0.05 . The other organizational culture components; involvement, adaptability and mission had positive Beta coefficients and significance (p-value) of <0.05 . This implies that the effect of organizational culture components on employee's commitment is strong.

Moreover, the result manifested that the adjusted R^2 of 0.820 indicated that 82.0% of the variation of employee's commitment can be predicted by the independent variables i.e. involvement, adaptability and mission. This implies that employee's commitment is influenced by 82.0% of the organizational culture in CBE at Bahir Dar city branches. The remaining 18.0% of the variation of employee's commitment can be explained by other variables.

The ANOVA table revealed that the p-value for F-statistics (0.000) was less than the significance level 0.05 ($p<0.05$). This is to mean that the model was significant/ acceptable from a statistical perspective. Adaptability is the most significant independent variable which has significant statistical contribution to employee's commitment with p-value of 0.000. Alternative hypotheses related to involvement, adaptability and mission were accepted. To the contrary, alternative hypotheses related with consistency was rejected as

its significance level was 0.296 at $p > 0.05$. This implies that consistency has not significant effect on the level of employee commitment.

To sum up, the regression result revealed that three of organizational culture components involvement, mission and adaptability have a strong positive relationship with employee commitment even though consistency is negative nearer to zero and not significantly related with employee commitment.

5.2 Conclusion

Depending on the results of the study, conclusions were made on the basis of the effect of organizational culture on employee's commitment. The results almost support the theory that organizational culture affects employee's commitment.

From the correlation analysis, the researcher concluded that involvement is positively and significantly correlated with employee commitment. Whenever employees are involved in decision making, co-operated each other, gotten training and development and delegated to higher positions they become more committed to their organization. Moreover, as the organization adapt new ways of doing tasks, coordinate different departments to create changes, react to competitor's actions, consider customers as everything for the business and encourage innovations with their risks employees become more committed in the organization.

Besides, when the organization develop a clear mission, strategic directions, long term purpose and direction and set ambitious and realistic goals employees become more committed in their organization. In addition, when the organization creates a motivating vision and agrees on the goal of the organization with employees, they will become highly motivated.

However, whenever the organization maintains the status quo through coordination and integration, employees will not be motivated. That means they need flexible way of doing rather than rigidity.

As seen from the findings, adaptability had strongest positive and statistically significant correlation with employee's commitment. The other two organizational culture dimensions: mission and involvement ranked second and third depending on their correlation level. Relatively, consistency has the lowest correlation with employee commitment.

Besides, the result from multiple regression analysis indicated that involvement, mission and adaptability have positive and statistically significant contribution on employee's commitment. When the organization develops a strong mission, involvement and adaptability, employees become more committed. On the contrary, consistency has a negative approaching to zero and insignificant relationship with employee commitment.

Moreover, the research concluded that organizational culture caused 82.0% variation in employee commitment. To the contrary, the remaining 18.0% of variation is caused by other factors that have not been considered in the study.

5.3 Recommendation

Corresponding to the above results mentioned, the study recommended that CBE of Bahir Dar branches should focus on the three organizational traits; involvement, mission and adaptability. As shown from the findings, they are highly correlated with the employee's commitment and their relationship with employee commitment is positive and significant too.

The first organizational culture component which has a strong correlation with employee commitment is involvement. Regarding to involvement, the organization should focus and maintain what it was doing i.e. participate employees in decisions, develop means for employees cooperation, develop the skills of employees, and delegate them to different positions. This makes the sense of belongingness to the organization and employees perceive the organization as their second family. In turn this enables the organization to get the workers at most effort and tasks done efficiently and effectively.

Secondly, the organization should focus on its mission since it is the second strongest correlated organizational culture trait with employee commitment. The organization should develop a clear and shared mission, set realistic and ambitious goals develop long term purpose and directions so as to get employees do what is expected to be done. Unless, it will be as ‘‘ if you do not know where to go, all roads are free’’.

Thirdly, as seen in the study, adaptability is the most significantly correlated variable with employee commitment. Therefore, the organization should adapt new ways of doing jobs, facilitate integration functions to create changes, respond to competitor’s activities, listen for what customers’ needs and wants from the organization, respond to customers complains and encourage innovations and risks. This makes employees more committed to their jobs and motivates workers to do task better.

5.4 Limitation of the Study

In spite of the contribution of this study, its limitation has to be noted. The study was limited to small sample size and resources available to the researcher. In order to get a stronger picture of the issue in different organizations the researcher would have include larger number of respondents but due to time frame limitations provided by the study program, this was not possible. Besides, the study covered only CBE at Bahir Dar city branches.

Moreover, due to the epidemic diseases COVID -19 the researcher had faced a problem while collecting the data since the respondents feared of the transmission of the disease. In light with this, the respondent’s agreement on employee commitment items may be influenced due to the diseases.

5.5 Direction for Future Research

The researcher tried to examine the effect of organizational culture on employee commitment in CBE at Bahir Dar city branches only which is inadequate to make inference about the effect of organizational culture on employee commitment to all CBE

branches, to private banks and to all business oriented and non- business oriented organizations of Ethiopia.

Lastly, since the research approach that was applied for this study was quantitative approach, other researchers might use both quantitative and qualitative (mixed) research approach so as to examine the effect of organizational culture on employee commitment.

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Appendices

APPENDIX A

BAHIRDAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MANAGEMENT DEPARTMENT MASTER OF BUSINESS ADMINISTRATION

Questionnaire on organizational culture and employee's commitment

Dear Respondents:

This research is conducted as conducted for the partial fulfillment in master of business administration (MBA) at Bahirdar University. The study focuses on assessing the effect of organizational culture traits on employee's commitment at commercial bank of Ethiopia at Bahirdar city branches. To ensure the success of the research, the researcher would like to seek your support and cooperation in responding the questionnaire as soon as possible. The information that you are providing in this questionnaire will be used for academic purpose only and will be kept confidential. It takes 25 minutes to fill the questionnaire.

Thank you in advance for your valuable time and cooperation!

Note :

✚ Please “√” mark on your choice on the space provided.

✚ You don't need to write your name on the questionnaire.

Part I: Demographic Information

1. Age ☐ 18-25 years ☐ 26- 35 years ☐ 36-45 years ☐ 46-above
2. sex ☐ male ☐ female
3. Level of education ☐ college diploma /level IV/certificate ☐ first degree
 ☐ Masters ☐ Ph.D
4. How many years did you work in commercial bank of Ethiopia?

☐ 1-2 years

☐ 3-5 years

☐ 6-10 years

☐ above 10 years

5. Marital status:

☐ Single

☐ married

☐ divorced

☐ widowed

6. Employment groups:

☐ Management

☐ non-management

Part II: Organizational culture

Please indicate the degree of your agreement/disagreement with the following statements associated with the four dimensions of organizational culture: involvement, consistency, adaptability, and mission in CBE. Please read carefully and indicate the magnitude by putting ‘√’ mark on the number that best describes your view.

Abbreviation:

SD= strongly disagree

NAND=neither agree nor disagree

A=Agree

D=Disagree

SA= strongly agree

Dimensions of Organizational Culture	SD	D	NAND	A	SA
I. INVOLVEMENT	1	2	3	4	5
1. In my company, decisions are usually made at the levels where right information is available					
2. I believe that I can have a positive impact					
3. I can get the information I need as information is widely shared					
4. Cooperation across different parts of the organization is actively encouraged					
5. In my company, teamwork is used to get work done, rather than hierarchy					
6. I work like I am part of a team					

7. In my company, there is a continuous investment to develop the skills of employees					
8. The capabilities of employees are viewed as an important source of competitive advantage in my company					
9. In my company, authority is delegated so that employees act on higher positions by their own					
II. CONSISTENCY	SD	D	NAND	A	SA
	1	2	3	4	5
1. 1. There is a clear and consistent set of values that govern the way the company do its business					
2. There is an ethical code that guides employee's behavior and tells right from wrong					
3. When disagreements occur, employee work hard to achieve a "win-win" solutions					
4. In my company, there is a clear agreement about the right way and the wrong way to do things					
5. It is easy to reach consensus, even on difficult issues					
6. Employees from different parts of this organization share a common perspective					
7. It is easy to coordinate projects across different parts of the organization					
8. In my company, the approach to do business is very consistent and predictable					

III. ADAPTABILITY	SD	D	NAND	A	SA
	1	2	3	4	5
1. In my company, new and improved ways to do work are continually adapted					
2. Different parts of the organization often cooperate to create change					
3. My company respond to competitors actions and other changes in the business environment					
4. Customers comment and recommendations lead to changes					
5. I understand customers wants and needs					
6. Customers inputs directly influences my company's decisions					
7. In my company, innovation and risk taking are encouraged and rewarded					
8. Learning is an important objective in a day-to-day work of this company					
9. My company view failures as an opportunity for learning and improvement					
IV. MISSION	SD	D	NAND	A	SA
	1	2	3	4	5
1. In my company, there is a clear mission that gives meaning and direction to work					
2. My company's strategic direction is clear to me					
3. In my company, there is a long term purpose and direction					
4. Leaders set goals that are ambitious, but realistic					
5. There is widespread agreement about the goals					

of this company					
6. I have a shared vision of what my company will look like in the future					
7. In my company, leaders have a long-term viewpoint					
8. My company's vision creates excitement and motivation for me					

Part III- Employee's Commitment

The questions below are about employee's commitment to the organization. Please put a "√" mark on the number that best describes your view.

Employee's commitment	SD	D	NAND	A	SA
	1	2	3	4	5
1. I would be very happy to spend the rest of my career with this company					
2. I really feel as if this company's problems are my own					
3. I do not feel like "part of the family" in this company					
4. I do not feel "emotionally attached" to this company					
5. This company has a great deal of personal meaning for me					
6. I don't feel a "strong "sense of belonging to my company					
7. It would be very hard for me to leave my company right now, even if I wanted to					
8. Too much in my life would be disrupted if I decided to leave my company now					

9. Right now, staying with my company is a matter of necessity as much as desire					
10. I feel that I have very few options to consider leaving this company					
11. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives					
12. One of the major reasons I continue to work for this company is that leaving would require considerable personal sacrifice					
13. I don't believe that a person must always be loyal to his/her organization					
14. One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain					
15. If I got another offer for a better job elsewhere, I would not feel it was right to leave my company					
16. I believe in the value of remaining loyal to one company					
17. Things were better in the days when people stayed in a company for their careers					

APPENDIX B

ባህርዳር ዩኒቨርሲቲ ቢዝነስና ኢኮኖሚክስ ኮሌጅ

የስራ አመራር ትምህርት ክፍል የድህረ ምረቃ የንግድ ስራ አስተዳደር ፕሮግራም

ውድ ምላሽ ሰጪዎች

ይህ ምርምር የሚካሄደው በባህር ዳር ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጅ የስራ አመራር ትምህርት ክፍል የድህረ ምረቃ የንግድ ስራ ነው ። ጥናቱ የሚያተኩረው በባህር ዳር ከተማ በኢትዮጵያ ንግድ ባንክ ቅርንጫፎች ውስጥ ድርጅታዊ ባህል መገለጫዎች በሰራተኞች ቁርጠኝነት ያለውን ተፅዕኖ መገምገም ነው ። የጥናቱን ስኬት ለማረጋገጥ ፣ ተመራማሪው መጠይቁን በተቻለ ፍጥነት መልስ ለመስጠት የእርስዎን ድጋፍ እና ትብብር ይፈልጋል ። በዚህ መጠይቅ ውስጥ የሚሰጡት መረጃ ለአካዴሚያዊ ዓላማ ብቻ የሚውል ሲሆን በሚስጥር ይጠበቃል ። መጠይቁን ለመሙላት 25 ደቂቃዎችን ይወስዳል ።

ለእርስዎ ጠቃሚ ጊዜ እና ትብብር በቅድሚያ እናመሰግናለን!

ማስታወሻ

በተሰጡት ክፍት ቦታዎች ላይ በመረጡት ላይ እባክዎን “√” ምልክት ያድርጉ።

መጠይቁ ላይ ስምዎን መጻፍ አያስፈልግዎትም።

ክፍል 1 : የስነ-ሕዝብ መረጃ

1. እድሜ 18-25 አመት 26- 35 አመት
36-45 አመት 46- በላይ
2. ያታ ወንድ ሴት
3. የትምህርት ደረጃ ኮሌጅ ዲፕሎማ / ደረጃ IV/ ሰርቲፊኬት
የመጀመሪያ ዲግሪ ማስተርስ ፒኤችዲ
4. በኢትዮጵያ ንግድ ባንክ ስንት ዓመቶች ሰርተዋል?
1-2 አመት 3-5 አመት
6-10 አመት above 10 አመት
5. የጋብቻ ሁኔታ

ያላገባ/ ያላገባች ☐ ያገባ/ያገባች ☐ የፈታ/የፈታች ☐
 የሞተበት/የሞተባት ☐

6. የቅጥር ቡድኖች

አስተዳደር ☐ አስተዳደር ያልሆነ ☐

ክፍል II የድርጅት ባህል

እባክዎን የድርጅታዊ ባህል አራት ልኬቶች ጋር የተዛመዱ የሚከተሉትን የስምምነት / አለመግባባት ደረጃ ያመልክቱ-ተሳትፎ ፣ ወጥነት ፣ መላመድ ፣ እና ተልዕኮ ። እባክዎን በጥንቃቄ ያንብቡ እና እይታዎን በተሻለ ሁኔታ በሚገልፀው ቁጥር ላይ ረ' √ >የሚል ምልክት ላይ በማስቀመጥ መጠኑን ያሳዩ ።

እረፍቶች-

1 = በጣም አልስማማም 3 = መወሰን አልችልም 4 = እስማማለሁ
 2 = አልስማማም 5 = በጣም እስማማለሁ

የድርጅት ባህል ልኬቶች	በጣም አልስማማም	አልስማማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
I. ተሳትፎ	1	2	3	4	5
1. በኩባንያዬ ውስጥ ውሳኔዎች የሚሠሩት ትክክለኛ መረጃ በሚገኝባቸው ደረጃዎች ነው					
2. እኔ አዎንታዊ ተፅእኖ ሊኖረኝ እንደሚችል አምናለሁ					
3. መረጃ በሰፊው ስለተሰራ እኔ የምፈልገውን መረጃ ማግኘት እችላለሁ					

4. በተለያዩ የድርጅት ክፍሎች ላይ ትብብር በንቃት ይበረታታል					
5. በከባንያዬ ውስጥ የቡድን ሥራ ተዋረድ ከመሆን ይልቅ ሥራን ለማከናወን ይውላል					
6. እኔ የምሰራው የቡድን አባል እንደሆንሁ በማሰብ ነው					
7. በከባንያዬ ውስጥ የሰራተኞችን ችሎታ ለማዳበር ቀጣይ የሆነ ኢንቨስትመንት አለ					
8. የሰራተኞች ችሎታ በከባንያዬ ውስጥ ተወዳዳሪነት ያለው ጠቀሜታ አስፈላጊ እንደሆነ ተደርጎ ይታያል					
9. በከባንያዬ ውስጥ ለ ሰራተኞች የከፊተኛ ስልጣን ወክልና በመስጠት በራሳቸው ከፍተኛ የሥራ ቦታ እንደሚሰሩ ስልጣን እንዲሰማቸው ያደርጋል					

II. ወጥነት	በጣም አልስማማም	አልስማማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
	1	2	3	4	5
1. ከባንያው ሥራውን የሚያከናውንበትን መንገድ የሚመራ ግልጽ እና ወጥነት ያለው እሴቶች አሉት					
2. የሰራተኛውን ባህርይ የሚመራ እና በትክክል ስህተት የሚናገር የስነምግባር ኮድ አለ					
3. አለመግባባቶች በሚከሰቱበት ሰራተኞች ሁሉን ተጠቃሚ የሚያደርግ መፍትሔ ለማምጣት ጠንክረው ይሰራሉ					
4. በከባንያዬ ውስጥ ፣ ትክክለኛውን መንገድ እና የተሳሳተ መንገድ ነገሮችን ለማከናወን ግልፅ ስምምነት አለ					
5. አስቸጋሪ በሆኑ ጉዳዮችም እንኳ መግባባት ላይ መድረስ ቀላል ነው					
6. ከዚህ ድርጅት የተለያዩ					

ክፍሎች የመጡ ሰራተኞች አንድ የጋራ አመለካከት አላቸው					
7. የተለያዩ የድርጅት ክፍሎችን በፕሮጀክቶች ማቀናጀት ቀላል ነው					
8. በከባኝነት ውስጥ ንግድ የመስራት ሁኔታ በጣም ወጥነት ያለው እና ሊተነብይ የሚችል ነው					

III. መላመድ	በጣም አልስማማም	አልስማማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
	1	2	3	4	5
1. በኩባንያዬ ውስጥ ለመስራት አዳዲስ እና የተሻሻሉ መንገዶች ያለማቋረጥ ይስተካከላሉ					
2. የተለያዩ የድርጅት አካላት ለውጥ ለመፍጠር ብዙ ጊዜ ይተባበራሉ					
3. ኩባንያዬ ለተፎካካሪ እርምጃዎች እና በንግድ አካባቢ ውስጥ ላሉ ሌሎች ለውጦች ምላሽ ይሰጣል					
4. የደንበኞች አስተያየት እና ምክሮች ወደ ለውጦች ይመራሉ					
5. የደንበኞቻችንን ፊላጎት እረዳለሁ					
6. የደንበኞች አስተያየት በቀጥታ የኩባንያዬን ውሳኔዎች ይነካል					
7. በኩባንያዬ ውስጥ ፈጠራ እና የአደጋ ተጋላጭነቱ መበረታታት እና ሽልማት ያገኛሉ					
8. በዚህ ኩባንያ ውስጥ የዕለት ተዕለት ሥራ ውስጥ ትምህርት አስፈላጊ ተግባር ነው					
9. በኩባንያዬ ውስጥ ወደቀቶች ለመማር እና መሻሻል እንደ ዕድሎች ናቸው					

IV. ተልዕኮ	በጣም አልስማማም	አልስማማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
	1	2	3	4	5
1. በኩባንያዬ ውስጥ ለሥራ ትርጉም እና አቅጣጫ የሚሰጥ ግልፅ ተልእኮ አለ					
2. የኩባንያዬ ስልታዊ አቅጣጫ ለእኔ ግልፅ ነው					
3. በኩባንያዬ ውስጥ የረጅም ጊዜ ዓላማ እና አቅጣጫ አለ					
4. አመራሮች ምኞት ፣ ግን ተጨባጭ ናቸው					
5. የዚህ ኩባንያ ግቦችን በተመለከተ ሰፊ ስምምነት አለ					
6. ኩባንያዬ ለወደፊቱ ምን እንደሚመስል የጋራ ራዕይ አለኝ					
7. በኩባንያዬ ውስጥ መሪዎች የረጅም ጊዜ እይታ አላቸው					
8. የኩባንያዬ ራዕይ ለእኔ ደስታ እና ተነሳሽነት ይፈጥራል					

ክፍል III- የሰራተኞች ቁርጠኝነት

ከዚህ በታች ያሉት ጥያቄዎች ሰራተኛው ለድርጅቱ ያለውን ቁርጠኝነት በተመለከተ ነው ።

እባክዎን እይታዎን በተሻለ ሁኔታ በሚገልፀው ቁጥር ላይ እባክዎ “✓” ምልክት ያድርጉበት ።

የሰራተኛ ቁርጠኝነት	በጣም አልስማማም	አልስማማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
	1	2	3	4	5
1. ቀሪዬን ሥራዬን ከዚህ ከብንያ ጋር በማገልገሌ በጣም ደስተኛ ነኝ					
2. እኔ የዚህ ከብንያ ችግሮች የራሴ እንደሆኑ ይስማኛል					
3. በዚህ ከብንያ ውስጥ “የቤተሰብ አካል” አይስማኝም					
4. ከዚህ ከብንያ ጋር “በስሜታዊነት አልተገናኘኝም”					
5. ይህ ከብንያ ለእኔ ብዙ የግል ትርጉም አለው					
6. የከብንያዬ የመሆን “ጠንካራ” ስሜት አይስማኝም					
7. ብፈልግም እንኳ ከብንያዬን ለጊዜው መተው ለእኔ ከባድ ነው					
8. አሁን ከድርጅቱ ለመልቀቅ ከወሰንኩ በህይወቴ ውስጥ በጣም ብዙ ይረብሻል					
9. አሁን ከከብንያዬ ጋር መቆየት					

እንደፈለግነው የመፈለግ ጉዳይ ነው					
10.ይህንን ኩባንያ ለመተው ለማሰብ በጣም ጥቂት አማራጮች እንዳሉ ይስማኛል					
11.ይህንን ድርጅት መተው ከሚያስከትላቸው ከባድ መዘዞች አንዱ አንዱ የአማራጮች እጥረት ነው					
12.በዚህ ኩባንያ መስራቱን ከቀጠልኩበት ዋና ዋና ምክንያቶች መካከል አንዱ ለቆ መሄዱ ከፍተኛ የግል መስዋዕትነት የሚጠይቅ መሆኑ ነው					
13.አንድ ሰው ሁል ጊዜ ለድርጅቱ ታማኝ መሆን አለበት ብዬ አላምንም					
14.በዚህ ድርጅት ውስጥ መሥራቱን ከቀጠልኩበት ዋና ዋና ምክንያቶች ውስጥ አንዱ ታማኝነት አስፈላጊ መሆኑን አምናለሁ ስለሆነም የመቆየት የሞራል ግዴታነት ይስማኛል					
15.ለሌላ ቦታ የተሻለ ሥራ ካገኘሁ ኩባንያዬን መተው ትክክል አይመስለኝም					
16.ለአንድ ኩባንያ ታማኝ መሆን					

ዋጋ እንዳለው አምናለሁ					
17.ሰዎች በሙያቸው ውስጥ በኩባንያ ውስጥ በቆዩበት ዘመን ነገሮች የተሻሉ ነበሩ					