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The Effect of Organizational Culture on Employee Commitment: The Amhara National Regional State Cooperative Promotion Agency (ANRSCPA)

MENGISTIE, AMOGNE

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A Thesis Submitted to the School of Graduate Studies of Bahir Dar
University in Partial Fulfillment for the
Award of the Degree of Master of Business Administration

By

AMOGNE MENGISTIE

September, 2017

Bahir Dar

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By: AMOGNE MENGISTIE

Advisor: MESELU ALAMNIE (PHD)

August, 2017

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By: AMOGNE MENGISTIE

Approved by Board of Examiner

	Name	Signature	Date
External Examiner:	_____	_____	_____
Internal Examiner:	_____	_____	_____
Advisor:	_____	_____	_____

DECLARATION

I Amogne Mengistie declared that the thesis entitled “The Effect of Organizational Culture on Employees’ Commitment; The Case Of Amhara National Regional State Cooperative Promotion Agency” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Dr. Meselu Alamnie. Any other contributors or source used for the study have been duly acknowledged.

Amogne Mengistie

Signature

Date

Conformation by Advisor

Meselu Alamnie (Ph. D)

Signature

Date

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AMOGNE MENGISTIE

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List of Acronym

ANRSCPA:	Amhara National Regional State Cooperatives Promotion Agency
ANOVA	Analysis of variance
COC	Communication Culture
DOCS	Denison Organizational Culture Survey
OCAI	Organizational Culture Assessment Instrument
INC	Innovative Culture
ROI	Return On Investment
RUFIP	Rural Financial Intermediation Program me
TQM	Total Quality Management
TRC	Trust Culture
VIF	Variance Inflation Factor

ABSTRACT

The objective of this study is to examine the effect of organizational culture traits namely; Organizations' communication culture, trust culture, and innovative culture on employee commitment in Amhara National Regional state Cooperative Promotion Agency. Based on the work of Denison on organization culture traits and Mowday on employee commitment, a structured questionnaire is developed and self-administered to employees in Agency. A total of 52 employees participated in the study and data's are analyzed using descriptive and inferential statistics. The results show that the three traits measuring organizational culture are all positively related with employee's commitment within the range of $r=0.468$ to $r=0.594$. Moreover, organizations innovative culture is the most contributing organizational culture traits in the prediction of employee commitment with un standardized beta value .347. The other two organizational culture traits, in their descending order of unstandardized coefficients are trust culture, and communication culture. Furthermore, multiple regression analysis is used to measure the statistical effect of each individual independent variable on the dependent variable. The test result indicated that the alternative hypothesis of innovative culture is supported by the multiple regressions because the $p < 0.05$. However, trust culture and innovative culture doesn't have significant effect on employee commitment as it is explained by significance level $p > 0.05$. The implications of the findings are discussed and recommendations made.

Keywords: Organizational culture, communication culture, trust culture, innovative culture, and employee commitment.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The existence of an organization in the age of globalization should be regarded as living beings who want to grow and develop in accordance with the demands of a changing environment. To develop an organization that has the competitive advantage of value-based, then the management need to pay attention to its organizational culture, because the organizational culture is a set of shared values, beliefs, and attitudes among members of the organization imposed (Darmawan, 2013). The literature postulates a theoretical assumption that organizational culture in general can have an influence on the organizational commitment employees demonstrate (O'Reilly, 1989). According to Martins& Martins (2003) global research indicates that “organizational cultures create high levels of commitment and performance”.

The role of organizational culture is crucial to understand organizational behavior. Organizational culture has a strong influence on employees' behavior and attitude Wagner (1995). Organizational culture involves standards and norms that prescribe how employees should behave in any given organization (Martins & Martins, 2003). Therefore managers and employees do not behave in a value-free vacuum; they are governed, directed and tempered by the organization's culture (Brown, 1998). This behavior includes employees' commitment to their respective organizations.

An organizational culture is not a diversity of race, ethnics, and background of the individuals, but as a way of life in an organization, such as climate or atmosphere of emotional and psychological that includes employee morale, attitude, level of productivity, the symbol (action, routine, conversation, and others) and the meanings attached to the symbols that includes verbal and non-verbal communication in the organization (Robbins, 2009).

According to Martins and Martins (2003) global research indicates that “organizational cultures create high levels of commitment. Because organizational commitment is a commitment of persons to the organization where he works. One's commitment to the organization is one of the guarantees to maintain the continuity of the organizations. The term employee commitment is mainly defined as a psychological state that binds the individual to the organization. In many

organizations there is a growing commitment gap – a widening split between the expectations of employers and what workers are prepared to do. There are a number of reasons for this erosion of employee commitment; the most common one being a failure of management in some way or another. To be effective, the skills of committed employee management must be installed in an organization so they become part of its culture. In this way there will be consistency and equity with respect to how people are managed from the top down to the most junior employee (Allen & Meyer, 1990).

However, research has been paid less attention to the participation of employees in human resource development activities. Specifically, some authors examined various factors such as prior information that workers receive, announcement type that can impact employee's motivation to participate in human resource development activities (Hicks and Klimoski, 1987).

In this study the researcher seek to examine the effect of organizational cultures (organizations' communication culture, trust culture and innovative culture) that influence employee behavior such as employees' commitment, which is defined as psychological attachment of employees to their organization (Benkhoff 1997; Marthieu and Zadjac, 1990).

1.2 Statement of the problem

The study of organizational culture advanced in the 1990s when O'Reilly, Chatman and Caldwell (1991) compared cultural dimensions among several organizations. The thought leaders proposed seven dimensions of organization culture: (a) innovation; (b) attention to detail; (c) results oriented; (d) people oriented; (e) team oriented; (f) aggressiveness; and (g) stability.

It was near this timeframe that Cartwright and Cooper (1992) conducted a study that suggested the importance of cultural interactions in relationship to organizational achievement. The Denison Organizational Culture Survey (DOCS) was developed by Denison (1990) that proposed four cultural traits of involvement, consistency, adaptability, and mission.

The organizational culture has great effect on the variety of organizations process, employees and its performance. So that when employees are committed and having the same norms

and value as per organizations have, could increase the performance to achieving the whole organizational goals as argued by Shahzad, Luqman, Khan, & Shabbir (2012).

Aluko (2003) examined that there is a significantly positive relationship between organizational culture and employee's commitment, and found that an organization and its employees were not performing and working together very well because of weak culture. The organization's weak culture may cause lack of involvement, consistency, adaptability, and mission.

Organizational culture directly impacts the way that employees consciously think, make their decisions and how they view their environment around them (Hansen and Wemerfelt 1989; Schein, 1990). Organizational culture plays a critical role in shaping employees' attitude or behavior (e.g. Silverthorn, 2004; Schein, 1990), suggested that bureaucratic organizational culture in Taiwan leads to the least workers commitment.

Based on organizational culture studies in South African organizations, such as the South Africa Post office, Martins and Martins (2003) highlights that organizational culture helps to "provide stability to an organization, the community and South Africa as a nation". This implies that organizational culture is a very useful tool for managers, in managing a diversified work force within any organizational environment. Moreover, organizations are experiencing changes in their organizational culture as a result of difference in organizational culture based on three dimensions: Communication, trust and innovation based on (Denison and Mishra, 1995).

Research has shown that communication and other culture traits as means of organizational culture improves employee job performance by increasing their commitment (Goris, 2007), while poor communication culture results to low employee commitment to the organization (Kramer, 1999). Modern management techniques to a large extent aim to raise employees' performance by using the power of communication (Erogluer, 2011). Chen et al. (2006) argued that research is lacking in examining employee commitment with communication process.

Other researches examine the linkages between communication, trust and commitment is abundant. However, very few studies have examined the relationships between all three in a single study. In other words, previous research has tended to either focus on relationships

between communication & trust (Stevenson & Gilly, 1991; Ruppel & Harrington, 2000; De Ridder, 2006; Harry, 2006; Rosli & Hussein, 2008) or trust & commitment (Tyler & Doerfel, 2006; Welch & Jackson, 2007) or even communication and commitment (van den Hoff and de Ridder 2004; van vuuren et al 2007; Bambacas & Patrickson, 2008). Very few studies have examined the relationships between all three variables in a single study.

Therefore, inconsistent with these facts, the researchers of this study attempt to investigate the effect of organizational culture on employee's commitment within the context of ANRSCPA.

1.3. Objectives of the study

The general objective of this study is to examine the influence of organizational culture on employees' commitment of Amhara National Regional State Cooperative Promotion Agency. To achieve this aim, the specific objectives of this study are:

1. To describe the extent to which organizational culture (communication culture, trust culture and innovative culture) exist in ANRSCP Agency
2. To describe the extent of employees' commitment in ANRSCP Agency
3. To show the relationship between organizational culture and employees' commitment in ANRSCP Agency
4. To investigate the influence of organizational culture on employees' commitment
5. To show the relative importance of organizational culture to influence organizational commitment.

1.4. Research Questions

In addressing the problem identified in this study, the following research questions are raised:

1. How does organizational communication culture influence employees' commitment in ANRSCP Agency?
2. How does organization's trust culture influence employee's commitment in ANRSCP Agency?

3. How organizational innovative culture influence employees' commitment in ANRSCP Agency?

1.5. Significance of the Study

Organizational culture is one of the critical factors to the attainment of organizational goals and objectives (Nongo & Ikyanyon, 2012). Thus, it seems highly essential that ensuring to have highly committed employees might help the ANRSCP Agency to meet the strategic objectives and goals. Furthermore, this study has the following significance.

- The study could benefit the organization by determining which type of organizational culture has highest influence on employee's commitment. This could also lead to improvements in work places to help employees become more committed to their jobs.
- The ANRSCP Agency might use the study findings as an input to amend its policy and procedures on organizational culture and other related human capital management strategies.
- The study can help the ANRSCP Agency to enrich its organizational culture practice and adjust its focus on most important organizational culture type that can bring employee commitment.
- The study might contribute to the existing literature through identifying the significance relationship between the selected organizational culture and employee commitment.
- This study of this organizational culture can make it clear that (1) culture is essential for both successful organizational change and maximizing the value of human capital (2) culture management should become a critical management competency, and (3) while the right culture may be a necessary condition for organizational success, it is by no means a sufficient condition. An important challenge for managers is to determine what the most effective culture is for their organization and, when necessary, how to change the organizational culture effectively.
- Lastly, the findings of this study could be helpful for individuals who want to conduct further studies in related topics and other organizations that face similar problems.

1.6. Scope of the study

The research has geographic, time and conceptual delimitation. On the geographic delimitation, the case organization operates in Bahir Dar, all Zones and Woredas of the Amhara National Regional State. The research is conducted on Bahir Dar (Regional Office) only because of the following reasons:

- First of all, policies and procedures used for the technical support and regulatory service as well as human capital development is established, distributed and even amended in the regional level. That means, Zones, woredas and kebeles are operational area, whose nature of work makes difficult to directly implement each organizational culture and also their involvement in formulating procedure is very minimal.
- Second, the researcher believes that a representative sample could be drawn from this target population.
- Thirdly, the financial capacity and time constraint on the researcher inhibit the luxury to cover the geographical distance to zones, woredas and kebeles.

Furthermore, Amhara National Regional State Cooperative Promotion Agency has been providing the technical support and regulatory service for different types of cooperatives by establishing a regional governmental institution for the past 19 years. Until 1998 the cooperatives proclamation No. 147/98 was passed, services provided for cooperative movement in Ethiopia was offered only from one center- Addis Ababa, where the office was located, (Degu, 2007). To the contrary, this study addressed the effect of the current organizational culture practice of ANRSCP Agency on employee commitment.

Apart from the geographical and time delimitation, the research has the following points in the conceptual/thematic scope:

The study encompasses three selected organizational culture traits which are; communication culture, trust culture, and innovative culture. These organizational cultures, which are adapted from Denison model of organizational culture, are selected for the following reason. First, these traits are expressed in terms of a set of managerial practices and are implemented in the case organization. Thus, showing the effect of each organizational trait to employee commitment in the case organization context is another area addressed by the study.

As the issue under investigation, effect on communication culture, trust culture and innovative culture on employee commitment is administrative and strategic matter, the research participants are all current employees who have professional or strategic exposure in the organization and possess a minimum of secondary school in their educational qualification.

Lastly, the study addressed the effect organizational culture, only one factor, on employee commitment. Thus, it didn't emphasize on the effect of other variables on employee commitment such as job - related characteristics, personal characteristics, work experiences etc.

Therefore, any term found in this study should be interpreted in relation to the effect of selected organizational culture traits (communication culture, trust culture and innovative culture) on employee's commitment in ANRSCP Agency.

1.7. Organization of the Thesis

The chapters of the thesis have organized as follows. Chapter one contains background of the study, statement of the problem, research objectives and questions. It also contains the significance of the research and Scope of the study. Chapter two contains a review of related literature on the effect of organizational culture (culture of communication, trust culture and culture of innovation on employees' commitment. It addresses the different and relation between the terms of organizational culture and employees' commitment. Chapter three describes the research methodology and design that are used in this study. Chapter four includes data presentation, analysis and discussion of the result of the study. Finally, chapter five includes conclusion of the study, a summary of the findings and recommendations.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

This chapter provides information to readers about the conceptual, theoretical and empirical view of the topic under study. In line with the objective of the study, the chapter covers topics related to concepts, theories and empirical studies about the effects of organizational culture on employee's commitment.

2.1 The Conceptual Overview of Organizational Culture

2.1.1 Definition of Organizational Culture

The first use of the terminology, organizational culture, was utilized by Andrew Pettigrew in 1979 (Hofstede, Neuijen, Ohayv, & Sanders, 1990). A basic definition of organizational culture is necessary to provide a point of departure in the quest for an understanding of the phenomenon

Martins and Martins (2003) state the general definition of organizational culture as a system of shared meaning held by members, distinguishing the organization from other organizations. In relation to the above definition, Arnold (2005) indicates that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character. These two definitions suggest that organizational culture distinguishes one organization from another organization. Therefore, organizational culture is to an organization what personality is to an individual (Johnson, 1990).

Linking up with the above definitions, Schein (1985) also defines organizational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. This description highlights that organizational culture is created assumptions, which are accepted as a way of doing things and are passed on to new members of an organization.

For new employees this would mean adaptive behavior within the organization that leads to new belief systems. This new and adaptive behavior instilled through organizational values and beliefs are associated with rituals, myths and symbols to reinforce the core assumptions of organizational culture (Hofstede, 1991).

In relation to the above definition, Brown(1998) defines organizational culture as the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members. This suggests that organizational culture is articulated in the organization, in order to shape the way in which organizational members should behave.

However, this pattern of values, norms, beliefs, attitudes, principles and assumptions may be unwritten or non-verbalized behavior that describes the way in which things get done; to give the organization its unique character (Brown, 1998).

According to Denison and Neale (2011) organizational culture refers to the underlying value, beliefs and principles that serve as a foundation for an organization management system, as well as the set of management practices and behavior that reinforces those principles. Other researcher can also be defined organizational culture as the system of shared values, beliefs, assumptions, or norms that have long been in force, agreed upon and followed by the members of an organization as a code of conduct and solving problems of the organization (Sutrisno, 2011).

Given the various definitions of organizational culture which were discussed in this section, the adopted and relevant definition for this study is stated by Harrison(1993, p 11) as the distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organization from another.

The above definitions describe that 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).

2.1.2 Dimensions of organizational culture

Various studies and literatures defined organizational culture traits in different dimension. Robbins and Judge (2013) listed the seven primary characteristics of organizational culture. These are; innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability.

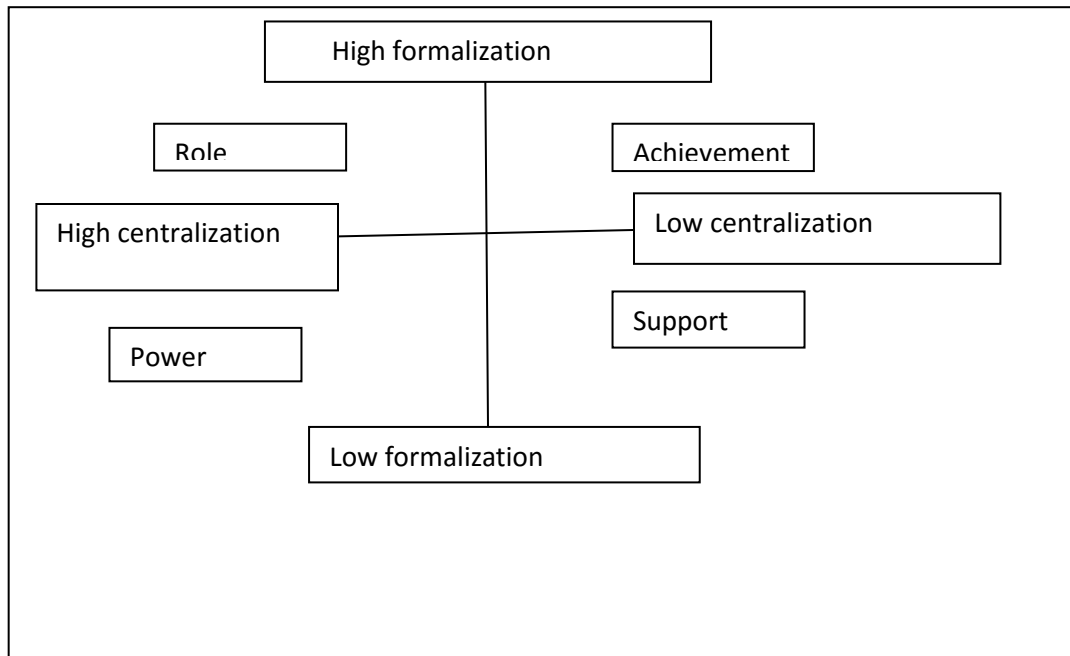
Another approach of defining organizational culture is based on traits: involvement, consistency, mission, and adaptability, developed by Denison (2000). The first two types of organizational culture reflect the internal integration and the two remaining show the external adaptation.

Gordon and Christensen (1993) divided organizational culture into 8 dimensions, which correspond to cultural values: Planning orientation, Innovation, Aggressiveness/action orientation, People orientation, Team orientation, Communication, Results orientation, Confrontation. According to House et al., (2004), organizational culture is defined in 9 dimensions such as Uncertainty Avoidance, Power Distance, Institutional Collectivism, In Group Collectivism, Gender, Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, and Humane Orientation.

Another approach in organizational culture assessment by nine dimensions: network structure, generalized roles, quality enhancement, collectivism, performance orientation, emphasis on feeling, environmental concerns, long-term employment, and long-term perception was developed by Swierczek and Rodsuth (2002) for their research in Thailand.

From these different dimensions of organizational culture, this study uses Harrison's four cultural dimensions, these are: power-oriented culture; role-oriented culture; achievement-oriented culture; and support-oriented culture (Harrison, 1993). The four dimensions of culture orientation are measured within two modes of operation, which are formalization and centralization (Harrison, 1993). Both modes of operation can be measured on a scale of low or high levels.

Figure 2.1: Organizational Culture Model by Harrison



Source: Harrison culture model, 1993

According to Martins and Martins (2003), high formalization in an organization creates predictability, orderliness and consistency. In other words, a strong culture can serve as a substitute for formalization. This suggests that the organization's formal rules and regulations which act to regulate its members' behavior can be internalized by organizational members when they accept the organization's culture; this takes place without the need for written documentation (Martins & Martins, 2003). Therefore, low formalization of rules and regulations could reflect a weak organizational culture.

2.1.2.1. Power culture dimension

Power-oriented culture is a dimension of the organizational culture model. In any given organization there is a need to use power in order to exercise control and influence behavior. Harrison and Stokes (1992) define power-oriented culture as organizational culture that is based on inequality of access to resources. Figure 2.1 of the organizational culture model indicates that a power-oriented culture organization is characterized by high centralization and low

formalization modes of operation. Brown (1998) states that a power culture has a single source of power from which rays of influence spread throughout the organization.

This type of organizational culture can also be regarded as being rule oriented in the sense that it focuses on respect of authority, rationality in procedures, division of work and normalization (Hampden-Turner, 1990). The centre is formal authority and holds the power to control and influence activities within the organization.

In general, a power-oriented culture organization often has a top down communication approach (Harrison, 1993). Such an organization may be politically oriented in the sense that decisions are taken largely on the bases of influence rather than on procedural or purely logical grounds. The management may be threatened by new changes imposed by internal and external environments (Hampden-Turner, 1990).

Table 2.1 Disadvantages and Advantages of Power Dimension

Disadvantages	Advantages
➤ People give the boss's wishes the highest priority, even when it interferes with important work. ➤ People are afraid to give bad news to the boss. ➤ People do not question the leaders even when they are seen to be wrong. ➤ People with power break rules with impunity and take special privileges. ➤ Information is a source of personal power and is restricted to friends and allies. ➤ People are promoted by being loyal to those in power even when they are not especially competent.	➤ Unifies individual effort behind the vision of the leader. ➤ Can move quickly in the market and make rapid internal changes. ➤ Leverages the knowledge, wisdom and talent of the leader. ➤ Can provide direction and certainty; reduce conflict and confusion in times of emergency.

Source: Harrison and Stokes, 1992

The above table presents the disadvantages and advantages of the power-oriented culture dimension, which reflect the positive and negative effects of this type of culture in an organization.

2.1.2.2 Role culture dimension

Harrison and Stokes (1992) define role-oriented culture as substituting a system of structures and procedures for the naked power of the leader. This type of culture focuses mainly on job description and specialization. In other words, work is controlled by procedures and rules that spell out the job description, which is more important than the person who fills the position (Harrison, 1993).

Figure 2.1 displays the role-oriented culture as being high in both formalization and centralization on modes of operation. Brown (1998) states that the strength of a role culture lies in its functions or specialties (finance, purchasing, production and so forth) which can be thought of as a series of pillars which are co-ordinate and controlled by a small group of senior executives (the pediment). This implies that the foundation and pillars of such an organization are the formalized and centralized functions; which are controlled by role and communication procedures (Hampden-Turner, 1990).

Organizations with this type of culture are characterized by a set of roles or job boxes joined together in a logical fashion (Harrison, 1993). These roles or job descriptions are coordinated at the top by a narrow band of senior management. The common link between the power-oriented and the role-oriented organizational cultures is that they depend on the use of external rewards and punishments to motivate organizational members (Harrison & Stokes, 1992).

Table 2.2 Disadvantages and Advantages of Role Dimension

Disadvantages	Advantages
➤ People follow the rules even when these rules get in the way of doing the work. ➤ It is considered a sin to exceed one's authority or deviate from accepted procedures. ➤ It is more important to avoid deviating from the norm than it is to do the right thing. ➤ Jobs are so tightly defined that there is little room to contribute one's unique talents and	➤ Well-designed structures and systems. ➤ Make room for efficient operations and reduce the time for learning jobs. ➤ Clear lines of authority and responsibility reduce conflict, turf battles, confusion and indecision. ➤ Clear, fair rules and guidelines protect individuals from exploitation and abusive

abilities. ➤ People are treated as interchangeable parts of a machine rather than as individual human beings. ➤ It is difficult to get approval for changes that people give up on making needed improvements.	use of power. ➤ Having good systems, procedures and organizational memory prevents having to "reinvent the wheel". ➤ Structure, routine and predictability provide security and reduce stress.
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Source: Harrison and Stokes, 1992

Table 2.2 describes the disadvantages and advantages of the role- oriented culture dimension reflect the positive and negative effects of this type of culture in an organization.

According to Harrison and Stokes (1992) role-oriented organizations operate on the assumption that people are not to be trusted, so they do not give individual autonomy or discretion to members at lower levels. This culture results in a hierarchical chain of command which creates stability and predictability.

Role clarification is crucial in an organization with a role culture. The emphasis of role clarification is based on technical expertise and specialization more than product innovation or product cost (Harrison, 1993). This presents a limitation to an organization with a role-oriented culture. Brown (1998) states that role cultures are likely to be most successful in stable and predictable environments over which the organization is able to exert some control or where product life spans are long. Therefore, an organization with this type of culture can find it difficult to survive in an environment that requires the ability to be adaptive and responsive to dynamic changes.

2.1.2.3 Achievement culture dimension

Harrison and Stokes (1992) define achievement-oriented culture as the aligned culture which lines people up behind a common vision or purpose. Achievement culture is often referred to as task culture, which entails that organizational member's focus on realizing the set purpose and goals of the organization.

The main strategic objective of this culture is to bring the right people together, in order to achieve the organizational goals (Brown, 1998). This suggests that the achievement-oriented culture is similar to team orientation as a characteristic of organizational culture. According to Brown (1998) the strength of achievement culture is that in those environments where the market is competitive, product life spans are short and constant innovation is a necessity; this culture can be highly successful. This is due to functions and activities that are team structured and evaluated in terms of their contribution to organizational goals.

Table 2.3 Disadvantages and Advantages of Achievement Dimension

Disadvantages	Advantages
➤ People believe so much in what they are doing that the end comes to justify the means. ➤ People become intolerant of personal needs, and they sacrifice family, social life and health for work. ➤ The group members talk only to themselves and become isolated from others and from reality. ➤ The group only cooperates internally, which others see as arrogant and competitive. ➤ Because dissent and criticism are stifled, the group has difficulty correcting its own errors. ➤ The commitment to excellence at any cost leads to waste and inefficiency.	➤ Unity of effort toward mutually valued goals. ➤ Reduced need for controls on individuals. ➤ High internal motivation. ➤ Maximum utilization of members' talents. ➤ High self-esteem for organizational members. ➤ Rapid learning and problem solving. ➤ Rapid adaptation to change.

Source: Harrison and Stokes, 1992

The above-mentioned disadvantages and advantages of the achievement- oriented culture dimension reflect the positive and negative effect of this type of culture in an organization.

2.1.2.4 Support culture dimension

Support-oriented culture dimension differ from the achievement-oriented culture which emphasizes teams, because promotes individuals as the central point in the organization. Harrison and Stokes (1992) define support-oriented culture as an organizational climate that is

based on mutual trust between the individual and the organization. Thus, support-oriented organizational culture is often referred to as a person-oriented culture.

Figure 2.1 depicts the mode of operation of this culture as being low in formalization and centralization.

The support-oriented culture resembles the people orientation characteristic of organizational culture. Martins and Martins (2003) describe people orientation culture as the degree which management decisions take into consideration the effect of outcomes on people. This implies that the well being of employees is important to managers in this type of organization.

These organizations are normally small in size and people have worked together for a long time and have managed to build up personal relationships (Harrison, 1993). The relationships are characterized by mutuality and trust which binds people to one another. Therefore, the relationship exists to serve the needs of the members.

In this type of culture there is minimum formal and central power that replaces management control with consensus decision making (Harrison & Stokes, 1992). Communication is often verbal or informal, and usually flows in all directions. Subsequently, decision-making occurs through informal communication networks.

Table 2.4 Disadvantages and Advantages of support-oriented culture Dimension

Disadvantages	Advantages
➤ People may focus on relationships and neglect the work. ➤ Out of kindness difficult personnel decisions may be avoided. ➤ When consensus cannot be reached the group may become indecisive and lose direction. ➤ Disagreement may be avoided, there is surface harmony and covert conflict ➤ Changes may take a long time because of the need to get everyone on board ➤ People are rewarded in the same way although they might not have contributed in the same way. This could create frustrations.	➤ Good internal communication and integration. ➤ High levels of commitment to decision. ➤ Sophisticated process skills manage people issues well. ➤ High levels of cooperative, effective group work. ➤ Good at sensing environment. ➤ Providing caring, responsive service. ➤ High trust between individuals and the organization. ➤ Nurturing members for good health. ➤ Good balance for achievement

Source: Harrison and Stokes, 1992

The above-mentioned disadvantages and advantages of support-oriented culture dimension reflect the positive and negative effects of this type of culture in an organization.

According to Brown (1998) in the person culture the individuals themselves decide on their own work allocation, with rules and co-coordinative mechanisms of minimal significance. In other words, work roles are assigned on the basis of personal preference normally based on the need for learning and development.

Support-oriented culture creates a conducive workplace environment that encourages proactive, experimentation and openness to change (Harrison, 1993). This suggests that the organization values the talents of individual employees who also value their own work. Thus the organization sees its role as resourcing talented individuals and the latter are allowed to make decisions.

The above discussion conceptualized organizational culture as values, beliefs, attitudes and behavioral patterns shared by organizational members in pursuit of organizational goals, which gives the organization a distinctive character.

Wallach (1983) believes that there are only three types of culture: bureaucratic, innovative, and supportive. The bureaucratic culture is similar to Harrison's role culture in which there are clear lines of authority and responsibility; work is systematic and highly organized. Wallach believes that this culture is based on control and power. The innovative culture has a creative, exciting, and dynamic work environment with stimulation continuously present. However, this is not an easy place to work because of the constant pressure to innovate and achieve. On the other hand, the supportive culture has a warm and friendly work environment in which people are open, and tend to help each other and the organization in what they do. Personal as well as organizational values are constantly promoted in this culture.

Cooke (1989) described three types of culture:

1. *Constructive culture*: members are encouraged to interact with each other and approach their tasks in ways that help them satisfy their needs. This culture is characterized by Achievement and Self-actualization norms of behavior.
2. *Aggressive-Defensive culture*: members of this culture approach their tasks in a forceful way to ensure their status within the organization. This culture is characterized by power, competitive, and perfectionistic norms of behavior.

3. *Passive-Defensive culture*: members interact with each other in a way that will not threaten their security. This culture is characterized by approval, dependent, and avoidance norms of behavior.

As can be seen organizational culture can come in more than one type of culture. Understanding the type or types of culture that exist in any organization will assist management in implementing organizational change to best achieve their organization's goals.

2.2 The importance of Organizational Culture

Many researchers have supported the importance of organizational culture for employee's commitment (Chen, 2004). Brewer (1993) suggested that a bureaucratic working environment often results in negative employee commitment, whereas a supportive working environment results in greater employee commitment and involvement.

Different researches indicated that organizational culture has many benefits to both organization and employees. Robbins and Judge (2013), organizational culture facilitates commitment to something 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. This means that it is a sense-making and control mechanism that guides and shapes employees' attitude/behavior and brings strong commitment.

Darmawan (2013) stated that organizational culture associated with the success of the organization. With organizational culture, we can improve the behavior of motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals (Uha, 2010). According to Luthans and Noor (2012), that an organizational culture norms and values that guide the behavior of members of the organization. Each member will behave in accordance with the prevailing culture in order to be accepted by the environment.

Hofstede (1997) said that culture influences how people behave and think, so, it is important to understand culture within an organization; whereas Jim Gries (2000) strongly supported that organizational development can promote humanistic values, so, earlier in 1982, Deal and

Kennedy advocated that organization development should be combined with organizational culture effectively, in order to make people work efficiently.

In order to become an efficient organization, the importance of culture should not be neglected (Schneider & Barsoux, 1997), because culture has an impact on how the organization is run. Earlier in the year of 1986, Gareth Morgan argued that an organization is basically a human nature operation, so he stressed the need to build organizations around people rather than techniques.

Additionally, according to Campbell and Stonehouse (1999), organizational culture can also have influence on: employee motivation; employee morale and 'good will'; productivity and efficiency; the quality of work; innovation and creativity and the attitude of employees in the workplace.

In terms of an organization's development, organizational culture can be used as different tools to help the organization reach success. First, organizational culture is a powerful tool for improving business performance (Brown, 1995), it can also be a competitive advantage against the organization's competitors, for example, some companies like Hewlett-Packard and IBM, the organizational culture within the two companies has become a competitive advantage over their competitors.

Secondly, organizational culture can be a tool of management control. Managers could use selected resources, stories, symbols and common values to control and direct employee behavior.

Hence, Buchanan and Huczynski (1997) argued that management today is moving from bureaucratic control to humanistic control. In the current society, organizations are seeking to satisfy their members' needs by providing satisfying work tasks or a pleasant team working life through internal control, and all those aims could be achieved with the help of their organizational culture, and only with a complete and pleasant understanding of organizational culture, individuals would more willing to commit themselves to their organizations.

2.3 The Conceptual Overview of employees' commitment

2.3.1. Definition of employees' commitment

The term commitment means “engagement or involvement that restricts freedom of action” (Oxford Dictionary).

Employee commitment which is used to measure the attitude, behavior and conducts of employee within the boundary of organizational culture refers to the willingness of employees to accept the goals and values of the organization and work towards achieving them Muthuveloo and Rose (2005). 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 an organization.

Griffith, D. (2013) explained that the performance of employees as well as organizations will be well if employee's commitment is well. There are so many resources that have crucial role for the success of an organization, among these the most valuable asset is human resource as no resource is able to run in the absence of human. Generally employees with high organizational commitment are the motor of any organization.

Organizational commitment is a strong desire to become member of a group, the willingness of a high effort for the organization, as well as a certain confidence and acceptance of the values and goals of the organization (Luthans, 1992 in Sutrisno 2007). So culture adds to the organization's commitment and improves the consistency of behavior (Benefactore, 2013).

2.3.2 Dimensional model of organizational commitment

Nelson (n.d) stated that there are “Five I's” “methods of increasing employee commitment that are interesting work, information, involvement, independence and increasing visibility. Nelson suggested when your employees perform well; give them recognition by appraising their work. It comes them inner satisfaction and sense of accomplishment. By doing so they feel themselves as an important member of the organization and they show more commitment and sincerity towards work.

Due to the multidimensional nature of organizational commitment, there is growing support for a three-component model proposed by Meyer and Allen (1996). The three dimensions are as follows:

- **Affective Commitment** involves the employees' emotional attachment to, identification with, and involvement in the organization;
- **Continuance Commitment** involves commitment based on the costs that the employee associates with leaving the organization; and
- **Normative Commitment** involves the employees' feelings of obligation to stay within the organization.

Jaros (2007) has explained the organizational commitment model of Allen and Meyer. This model encompasses three types of commitments; a normative commitment is perceived obligation towards the organization and affective commitment deals about emotional ties that the employee develops with the organization. Lastly, continuance commitment is perceived costs: economic and social costs of leaving the organization.

Table 2.5. The three-dimensional model of organizational commitment

Dimension	Definition
Continuance Commitment	recognition of the costs associated with leaving the organization
Affective Commitment	emotional attachment to the organization
Normative Commitment	perceived obligation to remain with the organization

Source: Kibeom Lee, Natalie J. Allen, John P. Meyer, and Kyung-Yong Rhee, 2000

2.4 Review of Theoretical Literature on Organizational Culture

Smircich (1983) has summarized organizational culture theories devised by different scholars. Comparative management scholars, cognitive organization theorists, symbolic organization theorists and organization theorists are some of the scholars who have tried to link culture with organization and develop organizational culture theories.

1. *Comparative management scholars* seek to chart patterns of beliefs and attitudes, as well as managerial practices across countries. Those who research dimensions of corporate culture seek to delineate the ways these dimensions are interrelated and how they influence critical organizational processes and outcomes.
2. *Cognitive organizational theories* consider organizations as system of thought. Their interest is in charting the understandings or rules by which organization members achieve coordinated action in order to diagnose and intervene in organized settings.
3. *Symbolic organization theorists* are concerned with interpreting the patterns of symbolic action that create and maintain a sense of organization. They recognize that symbolic models, such as language, facilitate shared realities, yet these realities are open to reinterpretation and renegotiation.
4. *Organization theorists* influenced by structural anthropology or psychodynamics seek to understand the ways in which organization forms and practices manifest unconscious processes. Their aim is to penetrate the surface level of appearance to uncover the workings of unconscious mind.

As depicted above, the four groups of scholars provide their own explanation towards the link between culture and organizational. These groups consider culture as shared beliefs, attitude, and rules among members of the organization. Furthermore, each group considers different organizational theory such as cognitive organization theory, classical management theory, symbolic organization theory, transformational organization theory. Unlike the three groups, Comparative management scholars consider management practice to interpret the link between the two concepts; this perspective also has some commonality with the model adapted for this study.

Likewise, just as there are differing perspectives on what organizational culture is, there are different perspectives regarding how it functions. Denison (1990) identifies four basic views of organizational culture that can be translated into four distinct hypotheses:

- *The consistency hypothesis* – the idea that a common perspective, shared beliefs and communal values among the organizational participants will enhance internal coordination and promote meaning and a sense of identification on the part of its members.

- *The mission hypothesis* – the idea that a shared sense of purpose, direction, and strategy can coordinate and galvanize organizational members toward collective goals.
- *The involvement/participation hypothesis* – the idea that involvement and participation will contribute to a sense of responsibility and ownership and, hence, organizational commitment and loyalty.
- *The adaptability hypothesis* – the idea that norms and beliefs that enhance an organization's ability to receive, interpret, and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth, and development.

These hypotheses focus on different aspects of culture but more importantly, they stress different functions of culture. The first two hypotheses tend to encourage/promote stability; the second two allow for change and adaptability. The first and third hypotheses see culture as focusing on internal organizational dynamics; the second and fourth see culture as addressing the relation of the organization to its external environment.

Table 2.6. Four basic views of organizational culture of Denison

	Stability/Control	Change/flexibility
Internal	Consistency	Involvement/participation
External	Mission	Adaptability

Source: Denison, 1990

These hypotheses about organizational culture correspond closely to Cameron and Quinn's (1999) categorization of organizational effectiveness perspectives and associated types of organizations, as shown below.

Table 2.7 Categories/ Types of effectiveness of organizational culture.

	Stability/Control	Flexibility/Discretion
Internal Focus/Integration	<i>Hierarchy (conservative)</i> ➤ employees are encouraged maintain the stability of the organization by carefully observing and following organizational rules and procedures	<i>Clan(Cooperative)</i> ➤ Emphasizes cooperation and positive interpersonal interactions

External Focus/Differenti ation	<i>Market (competitive)</i> ➤ Cultures where optimum efficiency is the norm may create high achievement, competitive orientations on the part of employees because of the high performance goals.	<i>Adhocracy(entrepreneurial/innovative)</i> ➤ Culture as a place where entrepreneurship and creativity would be valued employee behavior.
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Source: Cameron and Quinn's culture-effectiveness model,1999

These distinct cultures (just as clan-based, hierarchy-oriented, market Organizational Culture based, and adhocracy-based cultures) are associated with organizations that have congruent attributes across multiple technical/functional dimensions. The culture-effectiveness model maintains four specific outcomes of culture:cohesion/ morale, maintaining flexibility, efficiency/productivity, and stability of theorganizational status quo (Quinn & Rohrbaugh, 1983).

In contrast to identifying distinct types of organizational cultures, there has been a growingtendency to recognize and emphasize cultural complexity (Denison et al. 1995). One approach to incorporating greater cultural complexity is to recognize that most organizations today will havesome aspects of all of these cultures. This view of culture focuses on the need to balance andmanage the mix. The problem with this view is that culture tends to lose any sense of coherency.

It is difficult to see culture, in this sense, as providing meaning or motivating/inspiringorganizational members to behave in particular ways.According to Denison et al. (1995) organizations are viewed as consisting of multiple,differentiated cultural orientations directed at critical ways of thinking and behaving as a memberof the organization.

2.5 Review of Related Empirical Literature

There has been a great deal of subjective evidence and some empirical evidence regarding the Performance effects of organizational culture. Subjective evidence begins Peters and Waterman's*In Search of Excellence* (1982). This book basically stimulated the now familiar business schoolcase study approach. More recent subjective evidence regarding the most successful companies inthe last several decades has also been proffered.

According to Cameron and Quinn (1999), many of the most successful companies, including Southwest Airlines (21,775% return on investment [ROI]), Wal-Mart (19,807% ROI), Tyson Foods (18,118% ROI), Circuit City (16,410% ROI), and Plenum Publishing (15,689% ROI), score low on well-established critical success factors (i.e., entry barriers that prevent organizations from competing for the same market, non substitutable products, low levels of bargaining power on the part of buyers due to customer dependence, low levels of bargaining power for suppliers because they have no alternative customers, a large market share that promotes economies of scale, and rivalry among the competition that deflects head-to-head competition with a potential dominator). These unlikely winners have strong leadership that promotes unique strategies and a strong culture to help them realize these strategies.

There is also strong subjective support indicating that the primary cause of failure of most major change efforts (such as TQM and reengineering) has been the failure to successfully change the organizational culture (CSC Index 1994; Caldwell 1994; Goss et al. 1993; Kotter and Heskett 1992).

Kotter and Heskett (1992) have attempted to make this exciting, but admittedly inconclusive, subjective evidence more systematic and empirical. They had financial analysts identify the firms they considered most successful and then describe the key factors discriminating these firms from those that were less successful. Seventy-four of the seventy-five analysts indicated that organizational culture was a key factor. In addition, Denison (1990) found empirical support for the participation/involvement view of culture – higher levels of employee participation were correlated with better organizational performance.

In contrast to this supporting subjective and empirical evidence, it has become well known, and a point of great argument, that the typical companies identified by Peter and Waterman (1982) did not remain exemplary. The general explanation for this is that these companies failed to change with the times – perhaps the very strength of their culture and their past success prevented them from quickly and successfully adapting to new environmental requirements (Christensen 1997).

This paradox suggested the need for more longitudinal investigations of the effects of organizational culture. Growing evidence that excellent companies do not remain excellent for

long also suggests that the traditional notion of a strong culture may need to be replaced with a more discerning understanding of the types and role of culture and the need to change culture over the life cycle of the organization. For example, perhaps a strong consistent culture is useful in the beginning start-up phase of an organization but a mature organization may need to become more differentiated as well as more oriented to change and learning. What is important for long-term organizational success may not be a particular type of organizational culture as such but the ability to effectively manage and change the culture over time to adjust to changes in the situation and needs of the organization. This understanding has pointed to the need for a more dynamic understanding of culture and the role of organizational leaders in ensuring that the culture contributes both to the organization's current and future success.

Schein (1992) argues that leadership today is essentially the creation, the management, and at times the destruction and reconstruction of culture. In fact, he says, "the only thing of importance that leaders do is create and manage culture" and "the unique talent of leaders is their ability to understand and work within culture" (1992). Leaders must be able to assess how well the culture is performing and when and how it needs to be changed. Assessing and improving organizational culture as well as determining when major cultural transformations are necessary is critical to long-term organizational success.

Managing differentiated cultures and creating synergies across these cultures is also a critical leadership challenge. Effective culture management is also necessary to ensure that major strategic and organizational changes will succeed. Basically, culture management is a key leadership and management competency.

2.5.1 Culture of Organizational Communication

The word "communication" is derived from "Communis" (Latin), meaning "Common". It stands for a natural activity of all human beings to convey opinions, feelings, information and ideas to others through words (written or spoken), body language or signs. Geroge Varman in his book *Effective Communication of Ideas* defines effective communication as "purposive interchange, resulting in workable understanding and agreement between the sender and receiver of a message", (Business Communication- P. D. Chaturvedi and Mukesh-2004).

Communication in the organization is the central process through which employees share information, create relationships, make meanings and “construct” organizational culture and values (Deetz, 2001). Having good communication culture is one of the most dominant and important activities in organizations (Harris and Nelson, 2008).

Communication as a means for creating good working environment is considered to be the backbone of the organizations. The entire process of inputs and outputs of organizations is likely to be mediated through Communication. The structure, extensiveness, and scope of organizations are almost entirely determined by communication techniques (Bernard, 198). To have well managed communication system plays an important role in knowledge management; particularly in minimizing the “silos of knowledge” problem that undermines an organizations potential (Griegard, 1998).

Communication is the human activity that links people together and create relationship (Duncan and Moriarty, 1998). This means that individuals relate with each other by means of communication. It is the glue that binds people together in an organization.

Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. In addition, organizational capabilities are developed and enacted through “intensely social and communicative processes” (Jones et al.2004).

Overall, the above literature indicates that the effect of organizations’ communication culture for employees’ commitment is a very common researched variable that has an effect to enhance the performance of the organization.

2.5.2 Culture of Organizational Trust

Organizational trust is defined as an employee’s feeling of confidence that the organization will perform actions that are beneficial, or at least not detrimental, to him or her” (Tan & Tan, 2000,). Trust is also defined as the belief or confidence in a person or organization’s integrity, fairness and reliability (Denison and Mishra, 1995; Lipnack and Stamps, 1997). Therefore, if the trust

exists between parties brings the feelings which “the trusted party will not abuse or exploit the other half” (Lawler and Hackman, 1975).

Wiewiora et al. 2013 & Al-Rawi et al. (2013) explained that one important attribute in organizational culture is trust, and trust among co-workers is believed to have a very strong influence on Knowledge sharing or communication. Therefore, team members require their trust in order to respond openly on knowledge. To build employees’ trust in an organization, there should be a desirable goal for all employers. Yet, how to develop and maintain employees’ trust in the organization remains a challenge for most employers (Zhang et al. 2008).

2.5.3 Culture of Organizational Innovation

Innovation or innovativeness is the ‘production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services, and markets; development of new methods of production; and establishment of new management systems. Therefore, it is both a process and an outcome (Crossan & Apaydin, 2009). Research put the innovativeness as the development and/or use of new ideas or behaviors that can pertain to a new product, service, market, operational and administrative structures, processes and systems (Damanpour et al., 2009).

Innovative and supportive cultures are more likely to be employee oriented. Moreover, employees are more likely to be supported and encouraged under the innovative culture to bring new ideas and suggestions and often time participate in formal and informal decision making (Lok and Crawford, 2004). Consequently, employees tend to be more motivated and committed to their organization.

2.6. The relation between Organizational Culture and Employee Commitment

The relation between organizational culture and employee’s commitment has been studied by different researchers. In this study the researcher explained some of the findings obtained by different researchers. Based on Chen (2012), the research on the relationship between organizational culture and commitment, the result of the analysis showed that the hypothesis of a significant positive relation between organizational culture and commitment, this means that if

there is a high level of organizational culture, there will increase the commitment among employees and between management and staff then it has been develop to enhance organizational commitment. Other researches on the relationships between dimensions of organizational culture such as communication, trust and commitment has yielded mixed results that the results clearly indicate that while a close link exists between all of the three variables, the relation between communication and trust is by far the strongest, followed by that between trust and communication. The finding indicates that the strong logical assumption that trusts is at the center of the triadic relation, while commitment is the end product of such relations.

Boonand and Arumugam (2006) found out that significant relationship exists between corporate culture and the commitment of employees of semi-conductor organizations in Malaysia. They conclude that both organizational culture and organizational commitment when implemented successfully will bring about change initiative in an organization. It has also been proved by researchers that the organizational culture positively and significantly affect employees commitment (Momeni, Marjani and Saadar 2013; Kamal, et al, 2013). Arguing the previous research, Raka (2003), Ghani (2006) stated that there was no direct influence of organizational culture to employee commitment.

2.6.1. Communication and Employee Commitment

Studies examining the relationship between communication and commitment have tended to argue that communication precedes commitment and influences it (Van den Hoff & de Ridder 2004; Vanvuuren et al.2007;Bambacus& Patrick son, 2008).Many researches showed ample evidence that communication is positively related to the employee's commitment (e.g. Mathieu and Zadjac's meta- analysis, 1990). For instance, de Ridder (2004) discussed that a clear internal communication could motivate supportive attitude from employees, which in turn would lead to create organizational commitment. Other researchers also suggested that accuracy and transparency in communication at workplace is related to the cultivation of participation and employees' commitment (Trombetta & Rogres, 1988).

According to Rachid, Syedand James (2011) Correlation analysis revealed that perceived effectiveness of communication between management and employees' commitment & pride in working for the company and trust were significantly interrelated. On the other hand, they said

that the relationship between commitment and communication was relatively weaker than the relation between trust and commitment.

Bambacas and Patrickson (2008) examined how interpersonal communication skills affect organizational commitment. It was found that the managers' ability to listen, clarity of the message, and ability to lead were of highest importance to the managers when they intended to enhance subordinates' organizational commitment. But there is clearly less and less communicating. The communication gap within in the institutions and groups in society has been widening steadily—to the point where it threatens to become an unbridgeable gulf of total misunderstanding (Peter, 1977).

2.6.2. Trust and Employee Commitment

Nelson (n.d) suggested how trust culture in the organization has effect on employees' commitment. He said that, if organizations give authorities to their employees they feel more confident and happy. When organizations show trust on their employees then they work with more honest, sincerity and are committed to the organization.

Other Researchers also agreed that organizational commitment and trust are deeply interrelated (Rachid, Syed & James 2011). Dirks and Ferin (2002) showed that trust in direct leaders such as supervisors have a strongly positive relationship with organizational commitment and employees' job satisfaction. They also argued that trust in an organization can enhance employees' commitment through providing confidence that they will perform unexpectedly better in exchange of emotions such as socio- economic development. As a result, workers emotionally attached to their organization. Thus, we expect that trust is related to build employee commitment.

Some researchers have expressed caution on pointing to a directive relationship while others were more forthcoming in that regard. Ozag (2006) expressed his caution when he examined findings of the relationships between trust and both normative and continuance commitment of merger survivors. He found a significant relationship between trust and normative commitment while the relationship between trust and continuance commitment was not significant.

A trust-commitment model proposed by Hess and Story (2005) showed that trust significantly contributes to commitment. Other authors (for example, Wong & Sohal, 2002; Kwon & Suh, 2005; Kwon & Sun, 2006) also found significant effect of trust on organizational commitment. Tan and Lim (2009) posited that trusting relationships among employees is a predictor of the degree to which employees would trust an organization which can subsequently lead to organizational commitment

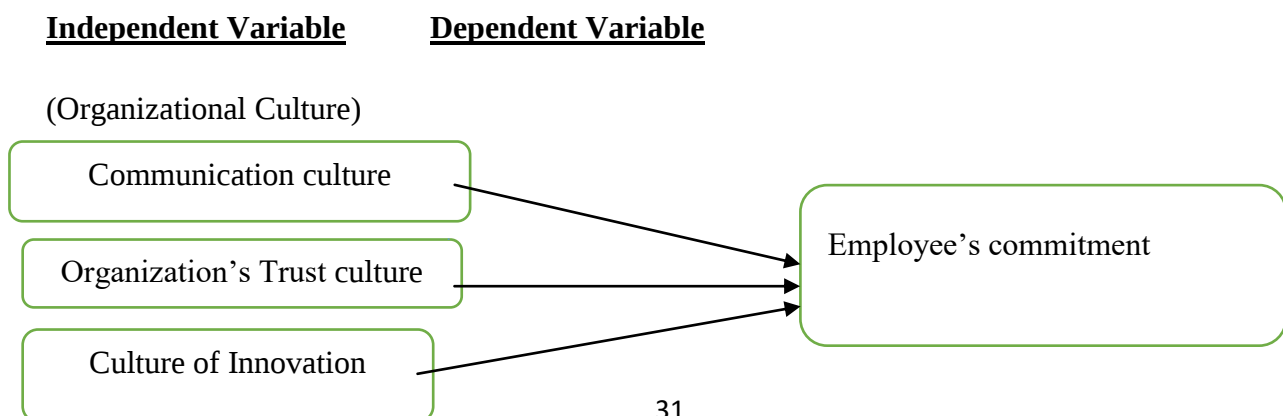
2.6.3. Culture of Innovation and Employee Commitment

It is expected that innovative organizational culture could increase employees' commitment. Researchers have suggested that organizational culture influences the way individuals consciously think, create decisions and how they perceive their environment and react to it (Hansan and Wernerfelt 1989; Schein 1990). Other scholars have argued that innovative climate or culture is strongly related to organizations performance and commitment (Lok & Crawford, 2004).

2.7. Conceptual Framework

Denison (2011) has developed a model which highlights four organizational culture traits and the unique future of these models. The model depicts the correlation between culture traits and organizational effectiveness measures which includes employee's satisfaction, product development, etc. Likewise, the researcher of this study modifies Denison's model of organizational culture to a three organizational culture trait (communication, trust and innovation) to see the effect of the three cultural traits on employees' commitment.

Fig 2. 2. Conceptual Framework of Organizational Culture Dimension



Source: Denison model of organizational culture adapted

2.8. Research Hypothesis

Based on the literature review and the hypothesized connections presented in the conceptual framework the following hypotheses will be tested:

H1: Communicative organizational culture has positive effect on employees' commitment.

H2: The trust culture of the organization has positive effect on employees' commitment.

H3: Innovative organizational culture has positive effect on employee commitment.

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter presents a detail discussion about the type of research design employed in the study. Moreover, topics related to research design, the sample size and sampling techniques, method of data collection, data analysis and interpretation tools are included. Explanation about validity and reliability of study are also part of this chapter.

3.1 Research approach

The research methodology adapted here were a quantitative approach. Because the investigation for the effect of organizational culture on employees commitment were via statistical, mathematical and computational techniques (Given 2008). Similarly, Bryman (2004) explains this as an approach that places on measurement, collection and analysis of data. Here, all the data processed using quantitative analytical techniques

3.2 General Research Design

In order to achieve the study objectives, the researcher used the cause and effect (correlational) research design in determining relationship between the different types of organizational culture on 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 on employee commitment. The information from this step helps in designing questionnaire and to better understand the problem of the study.

Accordingly, case study research technique with quantitative research design, where by close ended questions with pre-determined scale for response were collected from ANRSCPA employees. This cross sectional data / single point in time responses were analyzed and interpreted mainly using SPSS.

3.3 Target population

According to Cooper and Emory (1995), a population is the total collection of elements about which one wishes to make inferences. Saunders (2007) defined research population as the full set of cases from which a sample size can be taken. Cohen (2000) also stated that population is a

group of people who are subject to a pace of research. Based on this, the target population for this research was all the 52 employees working in ANRSCP Agency.

3.4 Sample size and Sampling Techniques

As of June 30, 2017, Amhara National Regional State Cooperative Promotion Agency has a total of 52 permanent employees. These employees are situated in a regional office in which the agency operates. Thus, the researcher in the study uses all the 52 employees as a sample. Because of this, the researcher didn't use sample size calculation formula instead use a census of the entire workforce.

Table 3.1 Organization's employee distribution based on department/Core Process

Core Process	Percentage from total employee	No. of employee
Cooperatives promotion Core Process	31.8%	16
Audit and legal Core Process	17.3%	9
Financial cooperatives and development Core Process	15.4%	8
Public relation Core Process	11.5%	6
Managers, Secretaries, store man, Drivers and Libertarian	25%	13
Total	100%	52

Source; Agency's Human Resource Report of July 2017

3.5 Data Collection Instrument

As indicated in different literature reviews, there are various methods of collecting data that are employed by social scientists. Among these the researcher of this study used survey method from primary sources. The primary data were collected from research participants through cross-sectional survey to measure independent and dependent variables at the same point in time using close-ended and structured questionnaires. Even though it suffers respondent bias, the survey method has an advantage for their external validity/generalization since data is collected in the organizational setting. It has also an advantage to capture and control for a large number of variables and their ability to study a problem from multiple perspectives or using multiple theories. The questionnaire was developed by the researcher based on the past literature and

already used before. It was addressed and collected from the respondent by printed hard copy with instructions regarding how they fill the questionnaires. The respondents were expected to answer the questions on their own.

The primary instrument for collecting data in this research was structured questionnaire that have three parts. Part one includes different personal and demographic variables. The main parts of the questionnaire (part 2 and 3) measure the organizational cultures of the case organization and commitment of its employees respectively. Thus, organizational culture was measured using some items adapted from the Denison organizational culture survey (Denison, 2011). (The questionnaire is attached on the appendix).

The instrument has three sub 27 scales, measuring the three main organizations' cultural traits namely: organizations' communication culture, trust culture and innovative culture. So, using a 5 - point Likert scale, on which label given for respondent to express their level of agreement for each item among the scales and then the average score on each trait were used during data analysis and interpretation. In addition, organizational commitment was measured by using organizational commitment questionnaire. The instrument contains 8 items that measure the employees' level of identification with their organizations on a 5-point Likert type scale ranging from 1-strongly agree to 5-strongly disagree. Finally, the sum of the total score was divided by 8 to arrive at a summary indicator of employee commitment.

3.6 Data Analysis Tools and Interpretation

After the data collected, the researcher used in-house editing before coding, data entry and analysis has made. The purpose of editing is to check and adjust the data for omission, legibility and consistency. After editing, the data is coded, entered and analyzed using statistical techniques based on the information. Therefore, the survey data is processed using a Statistical Package for Social Science (SPSS) software. The data obtained through questionnaire are presented and analyzed by using descriptive and inferential statistics such as Pearson coefficient correlation for testing the relationship among variables and multiple regressions to analyze the contribution of each independent variable to the dependent variable. For the purpose of descriptive analysis, for each and every item the Frequency, mean, percentage and standard deviation are employed under

study. Also, tables are used to increase understanding and facilitate easy comparison of the data collected from the survey. Lastly, major findings are interpreted based on the result.

Regression model used:

$$EC = \beta_0 + \beta_1 COC + \beta_2 TRC + \beta_3 INC + e(\text{Organizational culture})$$

Where:

EC = Employee commitment

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$ = Beta coefficients

COC = Communication Culture

TRC = Trust Culture

INC = Innovation Culture

e = error term (residual term that includes the net effect of other factors not in the model and measurement errors in the dependent and independent variables).

3.7. Reliability, Validity and Ethicality of the Study

In order to ensure the quality of research design, this study used reliability and validity analysis techniques.

3.7.1 Reliability Test Analysis

In order to test the correlation coefficient for the independent and dependent variables, the study used the common method of reliability test namely cronbach's alpha coefficient for assessing the internal consistency/reliability of the scale whether the entire items within instrument can measure the same thing or not. Ideally this coefficient should be above 0.7 (Pallant, 2005).

Table 3.2 Reliability Analysis of Variance

Variables	Cronbach's Alpha Coefficient	Number of Items
Communication Culture	0.774	9
Trust Culture	0.741	9
Culture of innovation	0.781	9
Employee Commitment	0.665	8

Source; own Survey data (2017)

3.7.2. Validity Test Analysis

Validity indicates the degree to which the instrument measures the constructs under investigation Mugenda & Mugenda (1999). Of the three types of validity test, (content, criterion and related construct validity), this study used content validity because the appropriateness of the questionnaire and the scales of measurement were looked by the advisor of this research and with peer discussion to measure the degree to which the sample of the items represents the content. An instrument is said to be valid to the degree that it measures what it claimed to measure or the extent which it predicted accurately such types of behavior as better service delivery (Best & Khan, 2004).

3.7.3. Ethical consideration

The researcher followed a code of ethics throughout the research process that included the following: (a) protecting the privacy rights of the participants in the study; (b) following ethical practices when conducting the study; (c) ensuring all participants are safe from any harmful conditions or practices; and (d) conducting and reporting the research data and findings with integrity, validity, and credibility (Cooper & Schindler, 2008). These commitments were the responsibility of the researcher and are continually modeled and practiced.

In addition, all reference materials are acknowledged with proper citation and confidentiality of data is maintained throughout the process.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSION

This chapter presents the data analysis and discussion of the research findings obtained from data collected from the survey questionnaire that was held on 52 employees' of ANRS Cooperative promotion Agency. Respondents for the measures on the questionnaire are summarized and presented using tables to facilitate easy understanding.

The demographic profiles of the study have been described using descriptive statistics and also different inferential statistics were employed in order to analyze data obtained from the survey. Accordingly, standard multiple regressions were used to test hypothesis and achieve the study objective that focuses on identifying an organizational culture trait with higher contribution to the dependent variable. Furthermore, Pearson correlation coefficient and Cronbach's Alpha coefficient were used to test goodness and internal consistency of the measure. All of the 52 questionnaires distributed were collected which gives a response rate of 100%.

4.1 Descriptive Analysis

4.1.1. Demographic Profile of Respondents

This section summarizes the demographic characteristics of the respondent, which includes age of the respondent, gender, education level, work experience, and employment group. The purpose of the demographic analysis in this research is to describe the characteristics of the respondent such as the proportion of males and females, range of age, education level, and employment group. The Personal and demographic characteristics of the respondents are presented in the tables below.

1. Gender of Respondent

Regarding gender distribution of sample respondents, 37(71.2%) of respondent were male and 15(28.8%) of respondent were female respondent as show table 4.1. This shows that the majority of respondents were male.

Table 4.1: Gender of Respondents

Variables	Categories	Frequency	Percent
Sex	Male	37	71.2
	Female	15	28.8
	Total	52	100

Source: own survey data, 2017

2. The Age of Respondent

The data presented in table 4.2 below shows that age of the sample respondents lies between four age categories. From 52 respondents, 1(1.9%) of respondents is below the age of 25 years old, 11(21.2%) respondents are under age group of 25-35 years old, 25(48.1%) respondents are under age group of 35-45 old years and the remaining 15(28.8%) respondents are above the age of 45 years old.

Table 4.2: Age of Respondents

Variables	Categories	Frequency	Percent
Age of respondent	Less than 25 years	1	1.9
	25-35 years	11	21.2
	35-45 years	25	48.1
	More than 45 years	15	28.8

Source: own survey data, 2017

This shows that majority of the respondents are young and on productive age that can enhance the organization's development if they are committed.

3. Educational Level of the respondents

Regarding the educational level of respondents from 52 respondents, 6(11.5%) respondents had secondary school, 2(3.8%) respondents are certificates, 9(17.3%) respondents are Diploma, 29(55.8%) respondents have first Degree and 6(11.5%) respondents have second degree.

As show in table 4.3 below, majority of the respondents have first degree who can work professionally if they are committed to work.

Table 4.3: Educational level of Respondents

Variables	Categories	Frequency	Percent
Educational level of Respondents	Secondary school(grade 9-12)	6	11.5
	Certificate	2	3.8
	Diploma	9	17.3
	Degree	29	55.8
	Post graduate	6	11.5
	Total	52	100

Source: own survey data, 2017

4. Service years of the respondents in the organization

As shown in table 4.4, from 52 respondents, 2(3.8 %) respondent have service years of less than 16 months who are recruited recently, 2(3.8 %) respondent have service year range from 6 months to 11 months, 7(13.5%) respondent are from 1 year to 2 years and 41(78.8%) respondent have more than 2 years of service years.

Table 4.4 Service years of the respondents

Variables	Categories	Frequency	Percent
Respondent Service year in the Organization	Less than 6 month	2	3.8
	6months - 11 months	2	3.8
	1-2 years	7	13.5
	More than 2 years	41	78.8
	Total	52	100

Source; own Survey data (2017)

As show in table 4.4 above, majority of the respondents have service years of more than 2 years. This indicates that they have wider understanding about the culture of the case organization to respond in formations provide by the research questionnaire.

5. Department/core process of the respondent

As shown in table 4.5, from respondent are 52, 16(30.8%) respondents are from promotion department, 8(15.4%) respondents are from RUFIP department, 9(17.3%) respondent are from audit and legal department, and 6 (11.5%) respondents are from public relation core process and 13(25%) respondents are from supports/administrative staffs which includes accountants, secretaries and drivers.

Table 4.5 Department/Core process of the respondents

Variables	Categories	Frequency	Percent
Department/core process	promotion	16	30.8
	RUFIP	8	15.4
	Audit and legal	9	17.3
	Public relation	6	11.5
	Support	13	25.0
	Total	52	100

Source; own Survey data (2017)

4.1.2 Descriptive Analysis of Independent and Dependent Variable Measures

The descriptive statistics was used as a way of examining valid (N), mean and standard deviation in this study. It was needed to determine the respondents' perception of organizational culture and its effect on employee's commitment.

4.1.2.1. Mean Scores of the organizational culture

Table 4.6 indicated descriptive data valid N, mean and standard deviations for the three organizational culture traits that included communication culture, trust culture and innovative culture. The sample size for all organizational culture variables valid (N) was 52 by considering all the employees of the case study. In computing of the results, due to the assignment of the likert scale that represents 1 for "strongly agree", 2 for "agree", 3 for "neutral", 4 for "disagree" and 5 for "strongly disagree", the lower the mean, the more the respondents agree with the statements. The higher the mean, the more the respondents disagree with the statement. On the other hand, standard deviation shows the variability of an observed response from a single

respondent Marczyk, Dematteo and Festinger (2005). The mean values are presented in table 4.6 together with standard deviation values for each variable.

Preliminary sample t-test technique developed by one sample t-test –SPSS library guide at Kent state university (2017), is used to calculate the t- value to determine whether the sample mean is statistically different from a known or hypothesized population mean. This sample t-test can only compare a single sample mean to a specific constant. For this study the researcher use the sample mean of trust culture and the result is 3.3 which is used as a recommended t-value.

Table 4.6 Mean score and Standard deviation for independent and dependent variables

	N	Mean	Std. Deviation
Communication Culture	52	2.6239	.65685
Trust Culture	52	2.8013	.65544
Culture of Innovation	52	2.8483	.67318
Employees Commitment	52	2.4159	.57932
Valid N (listwise)	52		

Source: own survey data, 2017

As indicated on the table 4.6, the mean score and standard deviation of organizational culture indicate the level of the different dimensions of organizational culture range from 2.624 to 2.848 and .655 to .673 respectively. The highest the mean score is communication culture (COC) (M=2.624, SD= 0.659). This indicates that employees give more value and agree with the measuring statements of culture of communication. Although, Clearness of duties and responsibilities scores a higher mean, the other items that measure communication culture also contributes to the grand mean. This implies the majority of the respondents agree that information is widely shared to employees in order to achieve their full potentials. Next to communication culture, trust culture has high mean score and standard deviation (TRC) (M=2.801, SD= 0.655). Out of the nine items that measures trust culture, the measuring statements of managers "practice what they preach" contributes a higher score to the overall mean. This result indicates the majority of the respondents perceived that managers are

willing to practice the demand of business environment and also the demand of internal customer in effect there will be positive effect on level of employee commitment to the organization.

The other variable that scores relatively lower mean score and standard deviation is culture of innovation(CUI)(M=2.848, SD=0.673). This implies that most respondents have slight agreement on the measures of culture of innovation in practice. Specifically, continuous investment to develop skills of employees have lower mean score (3.52). This result indicates that the organization doesn't emphasize acquiring new resources to encourage and reward innovations.

The study also examined comparison of the current organizational culture practice by ANRSCP Agency with research recommended mean scores. It was taken as an ideal suggested level for effective organizational culture and should be greater than or equal to 3.3Communication culture, trust culture and innovative culture.

For communication culture (COC), the research recommended mean scores 3.3 and the mean score obtained in this study was 2.624. This dimension identifies top managements are able to encourage communication practice. Even though the mean score is 2.624 in this study, the top managementswere exercised in this dimension of organization of communication cultureis less than the ideal level that was suggested.

The research recommended mean scores for trust culture (TRC) was 3.3 and the mean score obtained in this study is 2.801. This dimension identifies that management who inspire shared vision to others. This implies that managements exercised this dimension of organizational culture less than the ideal level of this dimension that was suggested.

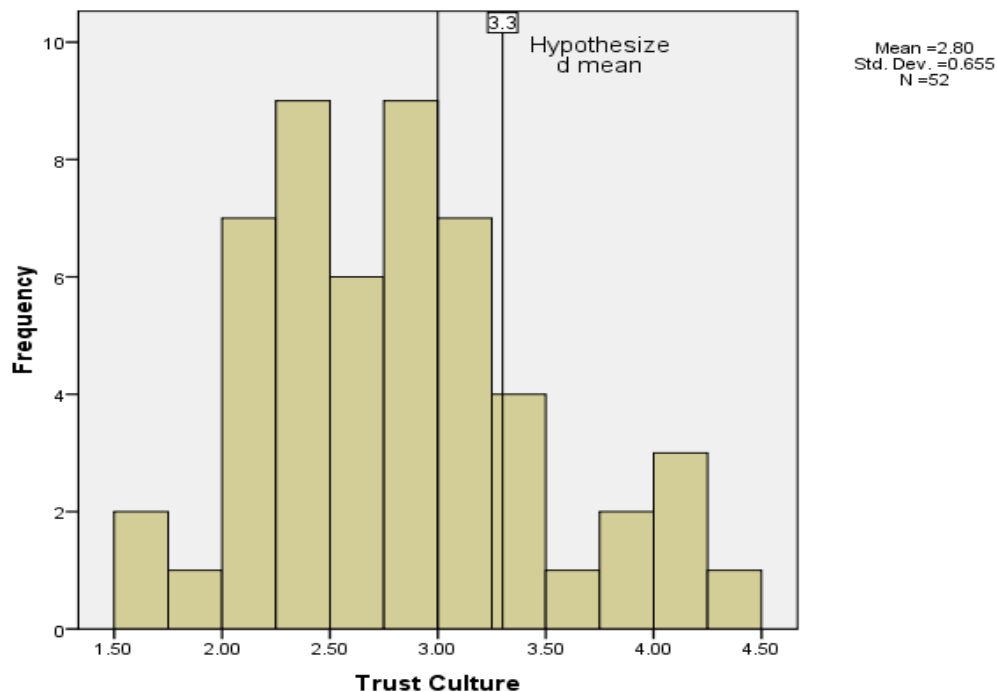
The research recommended mean scores for innovative culture (INC) was 3.3 and the mean score obtained in this study is 2.848. This dimension identifies that management who encourage innovative thinking. This implies that managements exercised this dimension of organizational culture less than the ideal level of this dimension that was suggested

In general, the current research result mean score of overall dimensions of organizational culture was less than research recommended mean score suggested by the statistical result of one sample t-test –SPSS library guide at Kent state university. This implies that there was difference between mean score obtained in this study and research recommended mean score in all dimension of organizational culture. From this, it can be said that the “ideal” suggested levels of organizational culture are not applying equally as level of suggested in the ANRSCP Agency.

4.1.2.2.The compression of mean score between organizational culture dimension and ideal suggested mean

4.1.2.2.1 Statistical analysis of hypothesis t- value

Fig.4.1. Hypothesized mean of Trust culture



Source: Own survey data, 2017

The one sample t-test determines /compares a sample mean that is statistically different from a known or hypothesized population mean. In a one sample t- test, the test variable is compared against a “test value” which is known or hypothesized value of the mean in the population. The test statistics for a one sample t-test (t) is calculated using SPSS and the test value hypothesis result (3.3) is obtained as shown in the Figure 4.1 above.

4.1.2.2.2 One Sample t-Test Value

Table.4.7 One sample t-test for organizational culture dimensions

One-Sample Test						
	Test Value = 3.3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Communication Culture	-7.422	51	.000	-.67607	-.8589	-.4932
Trust Culture	-5.487	51	.000	-.49872	-.6812	-.3162
Culture of Innovation	-4.839	51	.000	-.45171	-.6391	-.2643

Source: own survey data, 2017

Based on the table 4.7, that communication culture significance(2-tailed)p-value less than 0.05($p < 0.05$), $p = 0.000$, the mean score is statistically significantly lower than by 0.67607 of mean difference than ideal suggested mean score of 3.3, $t(51) = -7.422, p = 0.000$), trust culture significance(2-tailed)p-value less than 0.05($p < 0.05$), $p = 0.000$, the mean score e is statistically significant and it is lower than by 0.49872 of mean difference than ideal suggested mean score of 3.3, $t(51) = -5.487, p = 0.000$) and innovative culture significance(2-tailed)p-value less than 0.05($p < 0.05$), $p = 0.000$, the mean score was statistically significantly lower than by 0.45171 of mean difference than ideal suggested mean score of 3.3, $t(51) = -4.839, p = 0.000$).

4.1.2.3 Descriptive statistic result of Employees commitment

Table 4.8 Descriptive analysis of employees' commitment

Items	Mean	Std. Deviation
Employees are highly committed	1.88	.832
Employees feel a deep sense of their responsibility	1.71	.696
Self-management are more than written documents	1.98	.939
Employees talk about the greatness of the organization	2.21	.997
The Best of the organization to work	2.50	1.11

Inspiration of the organization to employees	3.21	1.29
Gladness of employees to choose the organization	3.06	1.29
Employees are motivated to work	2.77	1.25
Employees Commitment	2.416	.579

Source: own survey data, 2017

Note: 1=strongly agree, 2=Agree, 3=Neutral, 4=Disagree and 5=Strongly Disagree

Table 4.8 indicates that eight items were included on the survey questionnaire to measure employees' commitment.

As shown on the result, mean score of 2.416 implies that the responses are mostly inclining to agree on commitment measures. Specifically, mean score of 1.71 was obtained from statement which inquires the level of employees feeling to a deep sense of their responsibility in order to help the organization to be successful.

4.2 Relation and Effects analysis of Statistic Results

One of the major objectives of the study is to assess the relationship between the dependent variable (employees' commitment) and independent variables (communication culture, trust culture and culture of innovation) in the case of ANRSCP Agency. For this purpose, relation and effect analysis have been used and the results are presented below.

4.2.1. Relational analysis

The Pearson Product-Moment Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables.

As per Marczyk, Dematteo and Festinger, (2005) correlations of .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large. Accordingly, the below Pearson correlation coefficients shows that the three factors measuring organizational culture were all

positively related with employees commitment within the range of 0.468 to 0.594, all were significant at $p < 0.01$ level. All the independent variables i.e. communication culture, trust culture, and culture of innovation show a moderate level of positive relation with the dependent variable (employees commitment)

Table 4. 9 Correlation analysis between the independent and dependent variable

	Pearson correlations	Communication Culture	Trust Culture	Culture of Innovation	Employees Commitment
Communication Culture	Pearson Correlation	1			
	Sig. (2-tailed)				
Trust Culture	Pearson Correlation	.603**	1		
	Sig. (2-tailed)	.000			
Culture of Innovation	Pearson Correlation	.626**	.626**	1	
	Sig. (2-tailed)	.000	.000		
Employees Commitment	Pearson Correlation	.468**	.525**	.594**	1
	Sig. (2-tailed)	.000	.000	.000	

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

N=52

Source; own Survey data (2017)

4.2.1.1 The Relationship between Organization's Communication culture and Employees' commitment

The first research question was to examine the effect of organization's communication culture on employees' commitment through its direct relation. As we can observe in the above table, there is possible to say that there is substantial relationship between employees' commitment and organizational communication culture ($r = 0.468$, $p < 0.01$). This indicates that employees' commitment score of ANRSCP Agency correlated with organization's communication culture score at 0.468. That is, both employees' commitment score correlated with organization's communication culture have positive relation though it is substantial. This can be interpreted as employees' commitment score correlated with organization's communication culture.

4.2.1.2 The Relationship between Organization's Trust Culture and Employees' commitment

The second research was to examine the effect of organization's trust culture on employees' commitment through its direct relation. The result in the above table showed that there is substantial association between the employees' commitment and organization's trust culture at ($r=0.525$, $p<0.01$). That is, employees' commitment score is correlated with organization's trust culture score at 0.525. This implies that employees' commitment has positive relationship with organization's trust culture. This can be interpreted as employees' commitment score might increase if they score higher on organization's trust culture.

4.2.1.3 The Relationship between Organization's Trust Culture and Employees' commitment

The last research question deals with examining the effect of organization's innovative culture on employees' commitment through its direct relation. According to the above table it showed that there is substantial association between employees' commitment and organization's innovative culture ($r=0.594$, $p<0.01$). That is, employees' commitment score correlated with organization's innovative culture score at 0.594. This implies that they have positive relationship between them. This can be interpreted that employees' commitment score might increase if they scored higher on organization's innovative culture.

In sum, all the variables treated in the study were positively related to each other though most of them have low relationship. In turn, most variables show that a change in one variable may contribute to a change in other variable in same direction. Evidence suggests that when two variables or sets of data fluctuate in the same direction, i.e., as one increases so does the other, or as one decreases so does the other, a positive relationship is said to exist. For example, as Table 4.9 above reveals a change in organizational communication culture, trust culture and innovative culture may bring change in employees' commitment scores. Therefore, all variable have positive and significant relationship.

4.2.2 Regression analysis

4.2.2.1 Assumptions of Multiple linear Regression

4.2.2.1.1. Multi-Co linearity

Checking co- linearity problem with the assumption of tolerance and VIF statistics is important before regressing. Andy (2006) suggested that a tolerance value less than 0.1 almost certainly indicates a serious co-linearity problem. Liu (2010) also suggested that a VIF value greater than 10 there is also serious co-linearity problem. Therefore, the tolerance values of the independent variables of this research are 0.747, 0.793 and 0.899 for organization's communication culture, organization's trust culture, and Innovative culture of the organization respectively. Likewise, the variance inflation factors (VIF) are 1.338, 1.262 and 1.112 for organization's communication culture, organization's trust culture and Innovative culture of the organization. Based on the result, there was no co-linearity in factors affecting employees' commitment.

Table 4.10 Correlations between dependent and independent variables

Independent variables	Co-linearity Statistics	
	Tolerance	VIF
(Constant)		
Communication Culture	.747	1.338
Trust Culture	.793	1.262
Culture of Innovation	.899	1.112

a. Dependent Variable: Employees Commitment

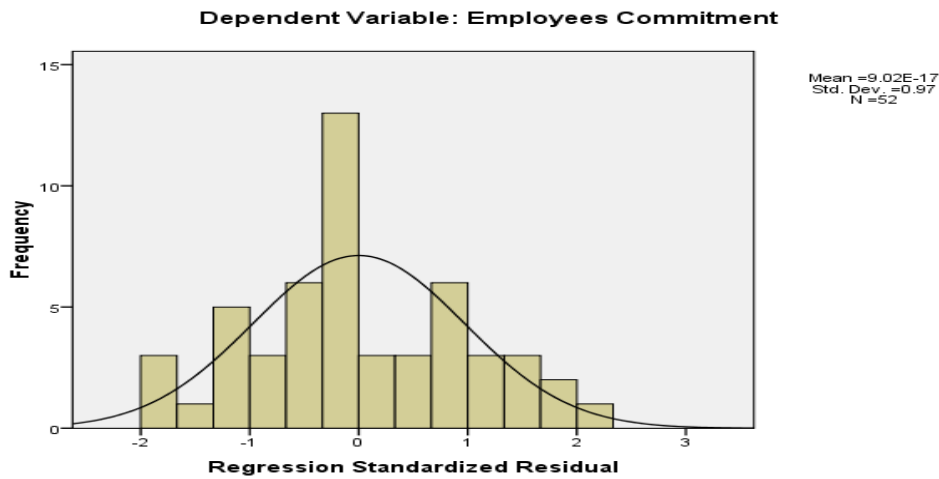
Source; own Survey data (2017)

4.2.2.1.2. Normality Test

The other important assumption in regression analysis is also that the dependent variable should be tested for normal distribution. Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes (Pallant, 2005). The dependent variable in this case is employees' Commitment. If the dependent variable is not normally distributed, there is little point in performing regression analysis because a major assumption of the model is violated.

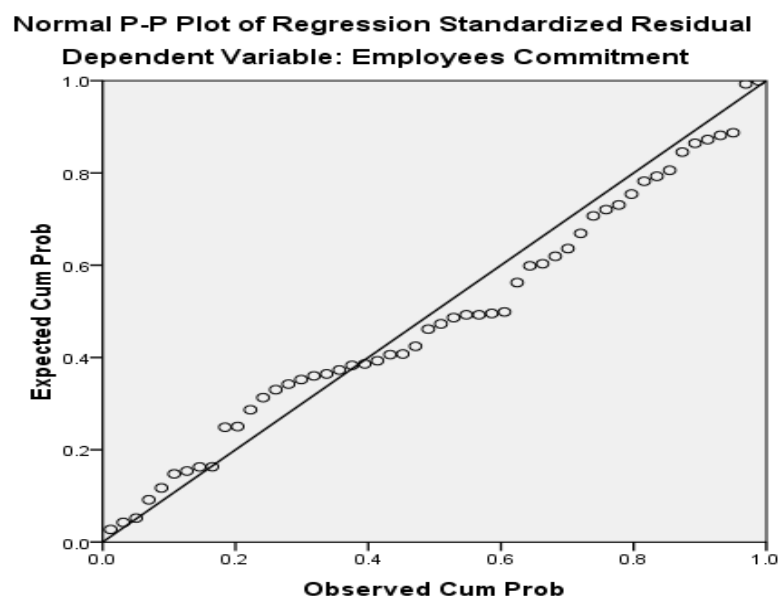
Therefore, the normal distribution test computed for the dependent variable in this case is shown by the following histogram.

Fig.4.2 Histogram as Test of Normality for Employees' commitment



Source; own Survey data (2017)

FIG 4.3 Normal P-P Plot of Regression Standardized Residual of Employees' commitment



Source: own survey data, 2017

The other checking mechanism to test the normal distribution of scores on the dependent variable is the kurtosis and skewness value which is computed by using SPSS. According to IBM SPSS statistics, about Skewness and Kurtosis; skewness is the measures of the asymmetric. The normal acceptable distribution of symmetric has a zero skewness value. However, the standard error greater than 2 indicates a normality problem. Kurtosis on the other hand is a measure of the extent to which observation cluster around a central point. For a normal distribution the value of the kurtosis is zero. The information in table below shows that the coefficient of skewness (0.330) and kurtosis (0.650) is not far from zero. Thus for this research, the histogram and the ratio of skewness to kurtosis were checked and the result indicates that data used in the study is normally distributed.

Table 4.11 Descriptive statistics for normality

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Communication Culture	52	2.7009	.69599	.375	.330	-.304	.650
Trust Culture	52	2.8782	.67434	.371	.330	-.212	.650
Culture of Innovation	52	2.8483	.67318	.313	.330	-.121	.650
Employees Commitment	52	2.4928	.64901	.046	.330	.043	.650
Valid N (listwise)	52						

Source; own Survey data (2017)

4.2.2.1.3. Linearity test

The linearity test is requirement in the correlation and linear regression analysis in good research. In the regression model, there should be a linear relationship between the free variable and dependent variable (www.spss tests.com/2015/03/). If the value of sig. deviation from linearity > 0.05, then there is relationship between the independent variable are linearly dependent. If the value of sig. deviation from linearity < 0.05, then the relationship between the independent variable with the dependent is not linear.

Table 4.12 Linearity test

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Employees Commitment * Trust Culture	Between Groups	(Combined)	10.105	20	.505	2.234	.022
		Linearity	4.710	1	4.710	20.825	.000
		Deviation from Linearity	5.395	19	.284	1.256	.280
	Within Groups		7.011	31	.226		
	Total		17.116	51			

Source: own survey data, 2017

Based on the ANOVA out put on table 4.12, value sig. deviation from linearity is $0.280 > 0.05$, it can be concluded that there is a linearity relationship between the variables of organizational culture dimension with employee commitment.

4.2.2.2. Multiple Linear Regression Analysis: The effect of organizational culture on employees' commitment.

One of the objectives of this research work was to examine the predictive power of organizational communication culture, trust culture, and innovative culture to employees' commitment of ANRSCP Agency. Multiple regression analysis is used to measure the statistical effect of each individual independent variable on the dependent variable. This measurement is made by referring the value of R^2 to explain the magnitude of the effect of the independent variable on the dependent variable. Thus, the model presents how much of the variance in employees' commitment is explained by the selected organizational culture factors: organizational communication culture, trust culture and innovative culture of the organization. The following are tables given in the output of the regression.

The equation of multiple regressions on this study is generally built on the set of variable, employee commitment as dependent variables and communication culture(COC), trust culture(TRC) and innovative culture(INC) as an independent variables of organizational culture.

Model specification:

$$EC = \beta_0 + \beta_1COC + \beta_2TRC + \beta_3INC + e \text{ (organizational culture)}$$

Where:

EC = Employee commitment

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$ = Beta coefficients

COC = Communication culture

TRC= Trust Culture

INC = Innovative Culture

e= error term (residual term that includes the net effect of other factors not in the model and measurement errors in the dependent and independent variables).

Table 4.13 ANOVA regressions for dependent and independent variables
ANOVA ^b

Model		Sum of Squares	d f	Mean Square	F	Sig.
1	Regression	6.752	3	2.251	10.425	.000 ^a
	Residual	10.364	48	.216		
	Total	17.116	51			

a. Predictors: (Constant), Culture of Innovation, Trust Culture, Communication Culture

b. Dependent Variable: Employees Commitment

Source: Own survey data (2017)

The table 4.13 above presented the significant relationship between employees' commitment with organizations' communication culture, trustculture and innovative culture. From the statistic in the model if the value of $F > 1$ and $p < 0.05$, the model is fit to predict the effect of independent variables on dependent variable. The result of the study shown that the prediction power of the model is fit at F- value =10.425, $P = .000$ ($p < 0.01$, $F > 1$). Therefore, the multiple

linear regression model is appropriate to this research to predict the effects of organizations' communication culture, trust culture and innovative culture on employees' commitment.

Table 4.14 Multiple Regression result of selected organizational cultures traits and employee commitment

Model Summary ^b									
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	.628 ^a	.395	.357	.46467	.395	10.425	3	48	.000

a. Predictors: (Constant), Culture of Innovation, Trust Culture, Communication Culture

b. Dependent Variable: Employees Commitment

Source: Own survey data (2017)

As shown on the table 4.14 above, the model summary indicates an overall effect of independent variables on dependent variables simultaneously 35.7% variation in employees' commitment is explained by factors organizational culture (organizations' communication culture, culture of trust and innovative culture where by R square is .395 and adjusted R square is .357) in ANRSCP Agency. The remaining 64.3 % of the variance is explained by other variables not included in this study.

Table 4.15 Unstandardized coefficients for organizational culture dimension

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.687	.321		2.138	.038	.041	1.333
	Communication Culture	.072	.135	.082	.532	.597	-.200	.344
	Trust Culture	.197	.136	.223	1.453	.153	-.076	.470
	Culture of Innovation	.347	.135	.403	2.564	.014	.075	.619

Source: Own survey data (2017)

As it is stated earlier in first chapter, this study aims to identify the effect level of independent variables in the prediction of the dependent variable. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via unstandardized Beta coefficient. Hence, the regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable. It revealed the relative predictive power of each variable independently after the considerations of all other variables in the model were controlled.

In order to determine which of the factors contributed to prediction of employees' commitment, the unstandardized regression coefficients or beta weights (β) were examined in (Table 4.14).

Innovative culture is the most contributing organizational factor in the prediction of employee commitment with beta value 0.347. The results suggest that innovative culture contributes almost 34.7 % to employee commitment in ANRSCO Agency. The second highest value of β is organizational trust culture with 0.197 which contribute 19.7% to employee commitment. The third organizational culture traits, in their descending order of unstandardized coefficients is organizations' communication culture with 0.072 β value which affects employees' commitment by 7.2%.

Hence, sig. Is less than 0.05, it indicates that our model is significant and we can predict employee motivation from the dimensions of leadership styles significant model ($p=0.000$). Based on table 4.16 the regression analysis

$$EC = \beta_0 + \beta_1 TRI + \beta_2 TRIN + \beta_3 TRIP + e(\text{Transformational leadership})$$

$$EC = 0.687 + 0.347(INC)$$

Where,

EC= Employees commitment

INC =Innovative Culture

4.2.2.3 Hypothesis Testing

H1: Shows there is no relationship between Organization communication culture and employee commitment ($b=0.082$, $P>0.05$) and $P=0.597$, the hypothesis of communication culture has been a positive and no significant effect on employee commitment,

H2: There is no positive significant relationship between trust culture and employee commitment ($b=0.223$, $p>0.05$) and $p=0.153$, the hypothesis of the trust culture has been a positive and no significant effect on employee commitment,

H3: There is significant relationship between innovative culture and employee commitment ($b=0.403$, $p<0.05$) and $p=0.014$, the hypothesis of innovative culture has been a positive and significant effect on employee commitment, and then the alternative hypothesis is accepted in ANRSCP Agency.

4.2.3 Discussion on major findings

This section summarized the core points and major findings which were obtained from data analysis of survey questionnaire:

- The numbers of male respondents in the sample population are a bit higher (female 28.8%, male 71.2%) and it is largely dominated by the age group of 35-45 (48.1%).
- The largest group of the population comprises first-degree holders, which is 55.8% of the total respondents. Furthermore, 78.8% of the respondents have more than 2 years of experience in the company and these take the majority.
- The mean score for the measures of communication culture is relatively high (2.624), followed by trust culture (2.801) and innovative culture (2.846). This indicates that, the majority of respondents have slight agreement on all the measures.
- Mean score of employee commitment (2.42) implies that the responses are mostly inclining to agree on commitment measures. Specifically, mean score of 1.71 was obtained from statement which inquires the level of employees feeling to a deep sense of their responsibility in order to help the organization to be successful.

- Pearson coefficients implies that the three factors measuring organizational culture were all positively related with employees commitment within the range of 0.468 to 0.594, all were significant at $p < 0.01$ level.
- Findings from the multiple regression analysis depict, 35.7% variation in employee commitment is explained by organizational culture (where by R square is .395 and adjusted R square is .357%). Furthermore, the significance value of F statistics shows a value .000, which is less than $p < 0.05$, implies the model is significant.
- Innovative culture is the most contributing organizational culture traits in the prediction of employee commitment with beta value .347. The other two organizational culture traits, in their descending order of standardized coefficients, are trust ($B = .197$), and communication culture ($B = .072$).
- There is no possibility of multi co linearity among the variables which is asserted by tolerance values greater than 0.1 and VIF value less than 10.
- Statistically significant of the three organizational culture shows that there is relationship between them and the dependent variable (employee commitment) in which $p < 0.05$. Accordingly, alternative hypotheses related to innovative culture is accepted as significant value is .014. To the contrary, alternative hypotheses which is related with communication culture and trust culture are rejected as significance levels are .597 ($p > 0.05$) and .153 ($p > 0.05$) respectively. It implies that communication culture and trust culture does not have significant effect on the level of employee commitment.
- There is a linearity relationship between the variables of organizational culture dimension with employee commitment that the value sig. deviation from linearity is $0.280 > 0.05$.

4.2.3.1. Alignment of Findings of this Research with Previous Studies

4.2.3.1.1 The Effect of Organizations' Communication Culture on Employees' commitment

As we know from the experience, communication culture in the organizational environment seems to be the back bone of the organizations. The entire process of inputs and outputs of organizations is likely to be mediated through Communication. To support this many researchers have supported the importance of communication culture for organizational

commitment (Li Yueh Chen, 2004). Brewer (1993) suggested that a bureaucratic working environment such as lack of good communication often results in negative employee commitment, whereas, a supportive working environment results in greater employee commitment and involvement.

Other researchers showed ample evidence that organizational communication culture has positive effect on employee's commitment (e.g., Mathieu and Zadjac's meta-analysis, 1990). For instance, De Ridder (2004) discussed that a clear internal communication culture could motivate supportive attitudes from employees, which in turn would lead to create organizational commitment. It is worth noting that employees will be supportive when they see themselves as shared fate within the organization when they affectively committed to (Allen and Meyer, 1996).

Similarly, the Pearson correlation analysis of this study indicates correlation between organizations' communication culture and employees' commitment was $r = 0.468$ and the multiple regression result has $P = 0.597$. This implies organizations' communication culture has no effect on employees' commitment in the case organization.

4.2.3.1.2 The Effect of Organizations' Trust Culture on Employees' commitment

The study also revealed the $r = +.525$ in the Pearson correlation analysis as well as $p = 0.153$ in multiple regression of trust culture. Thus, trust culture has positive relation with 19.7% contribute to employees' commitment. It implies that it has no significant effect on the commitment of employees founded by this research.

In contrast to this result, studies have suggested the potential link between trust culture and employee attitude. For example, Dirks and Ferin (2002) showed that trust in direct leaders such as supervisors have a strongly significant relationship with organizational commitment. They also argued that trust in an organization can enhance employees' commitment through providing confidence that they will perform unexpectedly better in exchange of emotions such as socio-emotional development.

4.2.3.1.3 The Effect of Organizations' innovative Culture on Employees' commitment

Lastly, the result of correlation and regression analyses of the study depicts $r = +.594$ and $P = 0.014$ respectively. This finding implies that there is positive and strong relationship between innovative culture and employee commitment. It contributes about 35.7% for employee commitment. Researchers have suggested that organizational innovative culture influences the way individuals consciously think, create decisions and how they perceive their environment and react to it (Hanson and Wernerfelt, 1989; Schein, 1990). Other scholars have argued that innovative climate or culture is strongly related to organizations performance and commitment. Innovative organizational culture and a style of leadership could have a positive effect on organizational commitment (Lok and Crawford, 2004).

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

This chapter highlight on the general points that the research findings with regard to the objectives of the study and illustrate the conclusions that have been reached. Recommendation that focuses on how the problem identified could be addressed is included in the present chapter. Lastly, limitation faced while conducting the study and suggestion for future researches is included.

5.1 Conclusion

This study was initiated to examine the effect of the selected organizational culture traits on employees' commitment in ANRSCP Agency. In doing so, the relation between independent variable (organizations' communication culture, trust culture and innovative culture) and dependent variable (employees' commitment) and the effect of each independent variable on the dependent variable were examined in the study. In order to answer the research objectives, the following research questions were posed:

At the end of the study, the researcher intends to answer the following research questions:

1. How organizational communication culture effect on employees' commitment in ANRSCP Agency?
2. How organization's trust culture effect on employee's commitment in ANRSCP Agency?
3. How organizational innovative culture effect on employees' commitment in ANRSCP Agency?

The employees' of A NRSCP Agency that count 52 were taken as respondents of the study and all of the participants have fill and return the questionnaire properly. That means rate of return is 100%. The questionnaire was consists of five demographic questions and 35 points Likert type items targeted to examine the effect of organizations' culture on employees' commitment in the ANRSCP Agency.

Based on the findings of the study, the following conclusions are drawn from the result.

With regard to the relation between organizational communication culture and employees' commitment, there is positive relationship between them. This can be interpreted as employees' commitment score correlated with organizations' communication culture. In the same way, the finding of this research is parallel with studies on effect of organization culture on employees' commitment.

In light of organizations' trust culture and employees' commitment relationship, there is substantial relationship. This indicates that both employees' commitment and organization trust culture have positive relationship though it is substantial. This can be interpreted as employees' commitment score might increase if they scored higher on organizations' trust culture.

This study finding also shows that organizations' innovative culture has moderate level of correlation with employee commitment, which means that employees are committed to their organizations when they are involved in creating decisions and how they perceive their environment and react to it.

According to Nongo (2012) examined the impact of organizational culture on the effectiveness of the cement manufacturing industry in Nigeria and found 0.761 by using Spearman's rank order correlation coefficient, which indicates that there is a significant strong positive relationship between variables of the study. So that this findings supports the results of the study mentioned above.

The result of multiple regression noted that innovative culture is the highest predictor of employees' commitment. This indicates that innovative culture has positive effect on commitment. The second organizational culture trait which is organizations' trust culture with $p > 0.05$ has no significant contribution to employee commitment. This implies that organizations' trust culture has no positive influence on employees' commitment.

The last organizational culture trait which is organizations' communication culture with $p > 0.05$ has no significant contribution to employee commitment. That it hasn't also positive effect on employees' commitment.

In general as per the findings of the study, it can be concluded that organizational culture has a positive correlation with employees' commitment indicates it has an effect on improving the level of employee commitment which is asserted by the positive contribution of organizations' innovative culture. The suggestion for management is that they should develop effective employees' commitment by giving attention on developing communication and trust culture.

5.2 Limitation of the Study and Suggestions for Future Studies

In the succeeding paragraphs, potential limitations of the study and suggestions for future research are discussed. The first one is the cross sectional /single point data collection using quantitative research design was used to gather response from employees but this is limited to one point in time. Thus, future researchers could use longitudinal design and incorporate qualitative questions to clarify the effect of each organizational culture traits to employee commitment.

Secondly, the research is done on a single organization which makes it indicative but not fully conclusive. Thus, future studies in this area could be done in a broader & wider scope to include other organizations and increase conclusiveness of the findings.

Thirdly, there is limitation with regard to sampling in which all the target population of the organization was contains only those who are working in the regional office. However, the finding of the research might be different if the zonal and woreda office employees were included.

In addition, further studies should be conducted on the effect of organizational culture on employee commitment in the context of other sector. And also future researchers should investigate other factors that influence employee commitment such as job-related characteristics, personal characteristics, work experiences etc.

5.3 Recommendations

Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations which would help the organization to focus on organizational culture that can contribute to the improvement on level of employee commitment. The recommendations given are the following:

- Although, organizational culture is important in improving the level of employee commitment, the organization is better-off to emphasize on communication culture, trust culture and innovative culture, whose contribution to employee commitment is high. However, among the three organization culture traits selected in this study, organizations' communication culture has relatively less effect on the level of employee commitment. This indicates that employees prefer to get all the necessary information as they need, they should clearly know their duties and responsibilities, there should be two-way communication vertically and horizontally and top management should use employees' feedback for organizations' continuous growth and development.
- Trust culture has the second highest mean score in which most respondents agree on employees' trust culture in practice. Specifically, employees' have knowledge to do in order for the organization to succeed which is asserted by its highest mean score. However, trust culture measure which refers to managers "practice what they preach", has the lowest mean score. As trust culture has a positive predictor of employee commitment, the organization's management should practice what they said to develop the culture of organization's trust and empower employees so as to increase sense of belongingness.
- Thirdly, in order to promote innovation culture across all staffs at the ANRSCP Agency, management must pay particular attention to continuous investment to develop skills of employees by recognition and financial rewards for those who develop and practice creativity to solve problems faced in the organization. Since innovation culture had a

positive correlation with employees' commitment, management at the ANRSCP Agency must promote staffs employees in order to perform their duties.

- On the measure of employee commitment, majority of respondents agree that they feel a deep sense of their responsibility to put in a great deal of effort beyond the normal expected in order to help the organization to be successful. On the other hand, employees' response on one of the measure of organizational commitment that is inspiration of the organization to employees shows least mean value. Therefore, the organization should inspire employees in order to make employees' committed to the success of the organization to have competition advantage.
- Finally, implementing the above listed recommendation, the organization would be able to focus on selected organizational culture and also it would be possible to have improvements in workplaces to help employees become more committed to their jobs.

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Appendix: 1

Descriptive analysis on organizational culture and employees commitment measures

Items	Mean	Std. Deviation
Sharing of Information	2.58	1.073
Clearness of Duties and Responsibilities	1.92	.882
Clearness of Mission	2.35	1.118
Effective Communication	2.96	1.154
Communication b/n Manager and Employees	2.83	1.184
Communication among Employees	2.25	1.082
Frequent one-to-one Discussion with Manager	2.75	1.118
Use of employees feed back	2.69	1.147
Supports of higher officials to employees	3.29	1.126
Communication Culture	2.624	.657
Employees believe by equal treatment for promotion	3.17	1.248
Employees believe there is cooperation b/n departments	2.38	1.157
Capability of employees for competitive advantage	2.54	1.306
Employees know what to do for organizational success	1.69	.612
Managements believe to care employee	3.29	1.091
Managers "practice what they preach"	3.50	1.180
Managements expect employees to work there role honestly	2.73	1.050
Employees contribution is respected by the organization	2.79	1.226
Two-way trust b/n manager & employees to decreases bureaucracy	3.12	1.308
Trust Culture	2.801	.655
Encouragement of creativity	3.10	1.241

Employee's high effort for organizational success	1.90	.799
Adaptation and improvement of works	3.13	1.085
Continuous investment to develop skills of employees	3.52	1.093
New ideas and techniques encouraged by managers	3.25	1.250
Employees generate idea for problems raised by customer	2.17	.923
Searching for opportunities are emphasized	2.83	1.150
There is an easy-to-use system	2.94	1.211
Lesson learnt are shared to others	2.79	1.210
Culture of Innovation	2.848	.673
Employees are highly committed	1.88	.832
Employees feel a deep sense of their responsibility	1.71	.696
Self-management are more than written documents	1.98	.939
Employees talk about the greatness of the organization	2.21	.997
The Best of the organization to work	2.50	1.11
Inspiration of the organization to employees	3.21	1.29
Gladness of employees to choose the organization	3.06	1.29
Employees are motivated to work	2.77	1.25
Employees Commitment	2.416	.579
Valid N (list wise)		

Source: Own survey data, 2017

APPENDIX: 2
SURVEY QUESTIONNAIRE USED

Bahir Dar University School of Graduate Studies
Faculty of Business and Economics
Management Department

Dear Participant,

I am AmogneMengistie, a graduate student at Bahir Dar University, school of Business and Economics. Currently, I am undertaking a research to examine the effect of organizational culture on employee's commitment. The result of the study will assist the case organization (**Amhara National Regional State Cooperative Promotion Agency**) by determining which type of organizational culture has greater effect on employees' commitment and to adjust its focus on the most important organizational culture type. Your participation in this survey is voluntary. The information you provide will be used only for the purpose of the study and will be kept strictly confidential.

Instructions: Each statement is followed by a choice of responses. Please check the response that corresponds to how you feel about each statement. Please tick in the box provided. Don't write your name or contact address on the questionnaire.

Thank you in advance for your kind cooperation.

PART ONE: General profile

Respondent's Department -----

Date of filling the questionnaire -----

(Please put "x" mark in the box that best describes you)

I. Length of service with the current organization

- | | |
|--|---|
| a. Less than 6 months ☐ | b. 6 – 11 months ☐ |
| c. 1 – 2 years ☐ | d. More than 2 years ☐ |

II. Age

- a. Less than 25 ☐
- b. 25 – 35 years ☐
- c. 35 - 45 ☐
- d. More than 40 years ☐

III. Gender

- a. Male ☐
- b. Female ☐

IV. Educational Qualification

- a. Secondary School (Grade9- 12) ☐
- b. Certificate ☐
- c. Diploma ☐
- d. Degree ☐
- e. Post Granulation ☐

PART TWO: Organizational Culture

All the five options provided for the next questions below will count as:

(1) Strongly agree (2) agree (3) Neutral (4) Disagree (5) Strongly Disagree

No	Specific items	options				
		1	2	3	4	5
	A. Organizational Communication culture					
1	Information is widely shared so that employees can get the information as they need					
2	Duties and responsibilities of all employees are clearly mentioned					
3	The organization has clear mission that gives meaning and direction to employee's performances.					
4	The organization communicates effectively and in a timely manner to its employees					

No	Specific items	options				
		1	2	3	4	5
5	There is a two- way communication between top management and employee					
6	There is a two- way communication among employees					
7	Employees have frequent one-to-one discussions with their supervisor to discuss how their goals align with the group and organization goals,					
8	Management uses the employee feedback for Continuous growth and development					
9	Higher officials are helping employees to achieve their full potential by providing ongoing coaching to improve their performance and recognition for their successes.					
	B. Organizational Trust culture					
10	Employees believe that organizations will treat them equally from the perspective promotion and other incentives.					
11	Employees believe that there is cooperation across departments/core processes or functions.					
12	Managements viewed that the capabilities of employees are an important source of competitive advantage					
13	Employees know what to do in order for the organization to succeed.					
14	Top managements believe to share love, warmth and care with employees, because they believe that employees are important for the organization					
15	Managers "practice what they preach"					
16	Top managements expect that every employee will fulfill his/her roles honestly					
17	Every one's contribution is noted and respected by the organization					
18	Because managers and workers are aligned and show two-way trust there is less need for bureaucracy, control and supervision, so workload is decreasing.					
	C. Organizational Innovative culture					
19	The organization encourages and rewards creativity and risk taking.					

No	Specific items	options				
		1	2	3	4	5
20	Employees put a great deal of effort beyond their normal expected in order to help the organization to be successful					
21	Improved ways to do work are continually adapted in the organization					
22	There is a continuous investment to develop the skills of employees					
23	New ideas, innovative techniques and freedom of expression are encouraged by top managements					
24	In the organization, employees generate ideas to problems raised by customers					
25	The organization emphasizes acquiring new resources and creates new challenges, trying new things and searching for opportunities are valued.					
26	There is an easy-to-use system in the organization for simplifying different activities including for reporting purposes.					
27	Lesson learnt from incidences are widely shared to others					

PART THREE: Organizational Commitment

All the five options provided for the next questions below will count as:

(1) Strongly agree (2) agree (3) Neutral (4) Disagree (5) Strongly Disagree

No	Specific items	options				
	D. Organizational Commitment	1	2	3	4	5
28	Employees are highly committed to the success of the organization.					
29	Employees feel a deep sense of personal responsibility for all the things they commit to do.					
30	Employees believe that self-management, encouragement and faithfulness are much more than written documents.					

31	Employees talk about the organization to their friends as a great organization to work for					
32	For employees, it is the best of all possible organizations for which to work					
33	This organization really inspires the very best to employees in the way of the job performance.					
34	Employees are glad that they have chosen this organization to work for over others					
35	Employees are excited and motivated to work for the organization					

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ጥናታዊ ፅሁፍ ለማካሄድ የተዘጋጀ መጠይቅ

ውድ የመጠይቁ ተሳታፊዎች ፡-

አሞኝ መንግስቱ እባላለሁ በባህር ዳር ዩኒቨርሲቲ በቢዝነስና ኢኮኖሚክስ ትምህርት ክፍል የድህረ ምረቃ ትምህርት ስምንት ዓመት የሥራ ምህበራት ማስፋፊያ ኤጀንሲ የተቋሙ የአሰራር ባህል በሰራተኞች የሥራ ተነሳሽነት ላይ ያለውን አስተዋፅኦ ለማረጋገጥ ታስቦ የተዘጋጀ መጠይቅ ነው፡፡

የጥናቱ ውጤት ለኤጀንሲው የትኛው የአሰራር ባህል ለሰራተኞች የስራ ተነሳሽነት የበለጠ አስተዋፅኦ እንዳለው ተረድተው ለወደፊት ትኩረት እንዲያደርጉ በትየሚያመላክት ይሆናል፡፡ ስለሆነም በዚህ ጥናት የእርስዎ ተሳትፎ ሚና ውስጥ ተካትተው በእርስዎ ሙሉ ፈቃድ ኛነት መጠይቁን በመሙላት እንዲተባበሩኝ እየጠየቅኩ የሚሰጡት መረጃ የሚያገለግለው ለዚህ ጥናት ብቻ ነው፡፡ የመረጃው ሚስጢር ዊነቱ የተጠበቀ ነው፡፡

ትዕዛዝ፡-

ለእያንዳንዱ መጠይቅ ከፊት ለፊቱ አማራጭ የመልስ መስጫ ቦታዎች አሉት፡፡ መልስ ይሆናል ብለው የመረጡትን ከክፍት ቦታው በአንዱ “ X ” ምልክት ያድርጉ፡፡ ስምዎንና የስልክ አድራሻዎን መፃፍ አያስፈልግም፡፡ ስለትብብር ወቅት ደሚያ እና መሰግናለን፡፡

ክፍል አንድ፡- አጠቃላይ ሁኔታ /General profile

የሚሰሩበት የሥራ ሂደት ስም -----

መጠይቁን የሞሉበት ቀን -----

I. በዚሁ ተቋም ያገለገሉበት የሥራ ዘመን

ሀ. ከ6 ወርበታችላ.ከ6 እስከ 11 ወር ☐

ሐ. ከ 1 አመትእስከ 2 አመትመ.ከ ☐ መትበላይ ☐

II. ዕድሜ

ሀ. ከ25 ዓመትበታች ☐

ለ. ከ25 እስከ 35 ዓመት ☐

ሐ. ከ36 እስከ 45 ዓመት ☐

መ. ከ45 ዓመትበላይ ☐

III. ፆታ

ሀ. ወንድ ☐

ለ. ሴት ☐

IV. ያለዎትየትምህርትዝግጅት

ሀ. የሁለተኛ ደረጃትምህርት (9- 12) ☐

ለ. ሠርተፊኬት ☐

ሐ. ዲፕሎማ ☐

መ. ዲግሪ ☐

ሠ. ድህረምረቃ ☐

ክፍልሁለት:- የተቋሙየአሠራርባህል/Organizational culture በተመለከተየቀረቡመጠይቆች

እነዚህንመጠይቆችለመመለስከ1 እስከ 5

አማራጭቁጥሮችየቀረቡሲሆንሀሳብምእንደሚከተለውነው::

(1) በጣምእስማማለሁ (2)እስማማለሁ (3) ሀሳብየለኝም (4)አልስማማም (5) በጣምአልስማማም

ተ. ቁ	ዝርዝርመጠይቆች	አማራጮች				
		1	2	3	4	5
	ሀ. የተቋሙየግንኙነትባህል/ Communicational culture					

1	አብዛኛውን ጊዜ መረጃዎች የጋራ ስለሚደረጉ ሠራተኞች በፈለጉ ጊዜ ማግኘት ይችላሉ					
2	ሁሉም ሠራተኞች የስራ ድርሻና ኃላፊነታቸውን በግልጽ ያውቃሉ					
3	የተቋሙ ተልዕኮ ለሠራተኞች የስራ አፈፃፀም በግልፅ አመለካከት ነው					
4	ተቋሙ ከሠራተኞች ጋር ብቁና ወቅታዊ ግንኙነት አለው					
5	በኃላፊዎችና በሰራተኞች መካከል የሁለት የሽግግር ጥያቄ አለ					
6	በራሳቸው በሰራተኞች መካከል የሁለት የሽግግር ጥያቄ አለ					
7	ሰራተኞች ከቅርብ ኃላፊዎቻቸው ጋር የእነርሱ ግብክቡ ድኖችና ከተቋሙ ግብ ጋር የሚዛመድ ስለመሆኑ ተከታታይ ይይዛቸዋል					
8	አመራሩ የሰራተኞችን ግብ ረመል ስለተቋሙ ቀጣይ ዕድገትና ልማት ይጠቀሙበታል					
9	የተቋሙ አመራሮች ሰራተኞች ሙሉ አቅማቸውን አሟጠው በመስራት ውጤታማ እንዲሆኑ በተከታታይ ያግዛሉ የተሻለ የፈፀሙትን ምላሽ ይሰጣሉ					
	ለ. የተቋሙ የትምምንባህል /Trust culture					
10	ሰራተኞች በተቋሙ የደረጃ ዕድገትና ሌሎች ጥቅማጥቅሞችን በፍትሃዊነት እንደሚያገኙ ያምናሉ					
11	ሰራተኞች በተለያዩ የሥራ ሂደቶችና ክፍሎች መካከል ተባብሮና ተግባብቶ የመስራት ባህል እንዳለ ያምናሉ					
12	የሰራተኞች ብቃት ለተቋሙ ተወዳዳሪነት ዋነኛ መንስኤ መሆኑን የሥራ ኃላፊዎች ይገነዘባሉ					
13	ሰራተኞች ተቋሙን ውጤታማ ለማድረግ ምን መስራት እንዳለባቸው በግልፅ ያውቃሉ					
14	የተቋሙ ከፍተኛ አመራሮች ሰራተኞች ለተቋሙ ጠቃሚ መሆናቸውን አውቀው አስፈላጊውን ድጋፍና እንክብካቤ እንደሚያደርጉ ላቸው ሰራተኞች ያምናሉ					

15	አመራሮችየተናገሩትንየመፈጸምልማድረግላቸው					
16	የተቋሙክፍተኛአመራሮችሰራተኞችየስራድርሻናኃላፊነታቸውንበታማኝነት እንደሚተገብሩእምነትእንዳላቸውሰራተኞችይገነዘባሉ					
17	የእያንዳንዱሰራተኛአሰተዋፅኦበተቋሙእውቅናናክብርይሰጣል					
18	በአመራሮችናበሰራተኞችመካከልመተማመንበመኖሮየቁጥጥርናክትትልስራውበመቀነሱየስራጫናንአቅሏል					
	ሐ.የተቋሙአዳዲስአሰራሮችንየማመንጨትናየመጠቀምባህል/ innovative culture					
19	ተቋሙአዳዲስአሰራሮችንየማመንጨትናየመጠቀምሁኔታንያበረታታል					
20	ተቋሙስኬታማእንዲሆንሰራተኞችከሚጠበቅባቸውበላይለመፈፀምክፍተኛጥረትያደርጋሉ					
21	በተቋሙውስጥተከታታይየሆኑየስራማሻሻያዎችይደረጋሉ					
22	የሰራተኞችንእውቀትናክህሎትለማሳደግተከታታይነትያለውየኢንቨስትመንትስራይከናወናል					
23	አዳዲስየሙያፈጠራዎችናሀሳቦችሰራተኛውበነፃነትመግለፅበክፍተኛአመራሮችይበረታታሉ					
24	በተቋሙየሚገኙሰራተኞችደንበኞችለሚያቀርቧቸውችግሮችየመፍትሄሀሳቦችንያፈልቃሉ					
25	ተቋሙበውስጡለሚፈጠሩአዳዲስችግሮችመፍትሄዎችንለመፈለግየሚያስፈልገውንበጀትበመመደብሁኔታዎችንያመቻቻል					
26	በተቋሙውስጥሪፖርትንጨምሮሰራዎችንበቀላሉለማቀላጠፍየሚያስችልአሰራርተዘርግቷል					
27	በተለያዬሁኔታየተገኙተሞክሮዎችተቀምረውለሌሎችይተላለፉሉ					

ክፍልሦስት:- በተቋሙየሰራተኞችንየሥራተነሳሽነትበተመለከተየቀረቡመጠይቆች

እነዚህንመጠይቆችለመመለስከ1 እስከ 5

አማራጭቁጥሮችየቀረቡሲሆንየወከሉትሀሳብምእንደሚከተለውነው::

(1) በጣም እስማማለሁ (2) እስማማለሁ (3) ሀሳብ የለኝም (4) አልእስማማም (5) በጣም አልእስማማም

ተ. ቁ.	ዝርዝር መጠይቆች	አማራጮች				
		1	2	3	4	5
	መ. በተቋሙ የሚታይ የሰራተኞች የስራ ተሳታፊነት/employees' commitment					
28	ለተቋሙ ስኬታማነት የተቋሙ ሰራተኞች የስራ ተሳታፊነት ያሳያል					
29	ሰራተኞች የተሰጣቸውን የሥራ ድርሻ በትጋት ለመወጣት የተቆርቋሪነት ስሜት አላቸው					
30	ሰራተኞች በራስ ተማምኖ መስራትና መበረታታት በተፃፈ ሰነድ ከመተዳደር በላይ እንደሆነ ይረዳል					
31	ሰራተኞች ተቋማቸው ታላቅ መሆኑን ለንደኞቻቸው ይገልጻል					
32	ተቋሙ ሰራተኞች ሰራቸውን በአግባቡ ለመስራት ከሌሎች ተቋማት የተሻለ ነው					
33	ተቋሙ የሰራተኞችን የስራ ተሳታፊነት ለማነቃነቅ ትኩረት ሰጥቶ ይሰራል					
34	ሰራተኞች በዚህ ተቋም መስራት በመቻላቸው ደስተኞች ናቸው					
35	በተቋሙ ለመስራት ሰራተኞች የተነቃነቁ ላላት አላቸው					