



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY !

Addis Ababa University
አዲስ አበባ ዩኒቨርሲቲ



The Effect of Organizational Culture on Employees’ Commitment – the case of Ethiopian Airlines

By: Meseret Getachew

A Thesis submitted to School of Graduate Studies of Addis Ababa University College of Business and Economics in partial fulfillment of the requirements for the Award of Master of Business Administration in Management

ADVISOR:

Jemal Mohammed (Dr.)

**June, 2019
Addis Ababa, Ethiopia**

Addis Ababa University
School of Graduate Studies

This is to certify that the thesis entitled, “**The Effect of Organizational Culture on Employees’ Commitment - in the case of Ethiopian Airlines**” was carried out by **Meseret Getachew** under the supervision of Dr. Jemal Mohammed submitted in partial fulfillment of the requirements for the award of Master of Business Administration in Management which complies with the regulations of the University.

Approved by the Examiners

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

DECLARATION

I, Meseret Getachew, declare that the thesis entitled ‘**The Effect of Organizational Culture on Employees’ Commitment – the Case of Ethiopian Airlines**’ is my original work that is done under the guidance and support of my advisor, **Dr. Jemal Mohammed**.

Moreover, this study has not been submitted before by any other researcher and the source materials used for this research paper have been duly acknowledged and proper recognition is also given.

This study has been done in partial fulfillment for Master of Business Administration (MBA) in Management.

Declared by:

Name: _____

Signature: _____

Date: _____

CERTIFICATION

This is to certify that **Meseret Getachew** has carried out her research work on the topic entitled **‘The Effect of Organizational Culture on Employees’ Commitment in the Case of Ethiopian Airlines’**.

This thesis is suitable to be submitted to Addis Ababa University, Master of Business Administration for Management with my approval as a university Advisor.

Advisor: Jemal Mohammed (Dr)

Signature: _____

Date: _____

ACKNOWLEDGEMENT

First of all, I would like to praise God for giving me the health, strength, patience and perseverance to carry out this research. I am also greatly indebted to thank my advisor **Dr. Jemal Mohammed** for his diligent academic guidance, inputs and unreserved support in conducting this thesis.

My sincere thanks also goes to Yididya Esayas who gladly provided the necessary materials and unreserved support in all aspects to make this research paper a reality.

I sincerely appreciate all my families and friends who supported me to make this paper a success. Moreover, I would like to acknowledge Ethiopian Airlines employees who extended their support by filling the questionnaire and coordinating to get it filled, the participants and individuals who have been contributing to the study for their willingness, participation and valuable information, which without their support this study would have been null.

Most importantly, immeasurable thanks goes to my mom W/ro Haregewoin Nadew, my lovely Husband Elias Debebe and my dear brother Robel Getachew who have paid the biggest price to support me. It's their loving support and encouragement which brought me here.

Finally, those individuals who have been contributing a lot for the entire work deserve to be acknowledged.

Abstract

The objective of this study was to assess and examine the relationship between organizational culture and employees' commitment. The researcher used explanatory research design with quantitative research approach in order to meet the objective of the study. The target population for this study was professional employees of Ethiopian Airlines located in Addis Ababa, Head Quarter. Out of which 364 respondents were selected using Stratified Random Sampling Technique. A structured and self-administered questionnaire was developed based on Denison's organizational culture dimensions (involvement, consistency, adaptability and mission) and employees' commitment, and distributed to the target respondents. A total of 331 questionnaires were used for this study and the data were analyzed using descriptive and inferential statistics. Pearson Correlation analysis shows that there was statistically significant positive relationship between all the four organizational dimensions (i.e. involvement, consistency, adaptability and mission) and employees' commitment. Moreover, mission had stronger positive and statistically significant correlation with employees' commitment than the other dimensions. Relatively, involvement had less positive correlation with employees' commitment. The result of multiple regression Analysis revealed that 23.7% of the variation of employees' commitment can be predicted by the independent variables i.e. involvement, consistency, adaptability and mission. In addition, the two organization culture dimensions (i.e. adaptability and mission) had significant contribution to employees' commitment at 95% confidence level. However, involvement and consistency had a positive but statistically insignificant contribution towards employees' commitment. Accordingly maintaining the organizational culture with significant contribution towards commitment (i.e. Identification with mission and adaptability) by communicating its mission and vision to the newly hired employees consistently and rewarding innovation to encourage employees for further creativity is recommended by the researcher. The need to establish clearly defined and visible expression of organizational culture is also recommended by the researcher.

Keywords: *Organizational culture, employees' commitment and Ethiopian Airlines*

TABLE OF CONTENTS

Acknowledgement	v
Abstract	vi
List of Tables	ix
List of Figures	ix
List of Acronyms	ix

CHAPTER ONE - INTRODUCTION

1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Research Objectives.....	7
1.3.1 General Objective	7
1.3.2 Specific Objective.....	7
1.4 Scope of the Study	7
1.5 Limitation of the Study	8
1.6 Significance of the Study	8
1.7 Operational definition of Terms.....	9
1.8 Organizationn of the Study	10

CHAPTER TWO - REVIEW OF RELATED LITRATURE

2.1 The concept of organizational culture.....	11
2.2 Importance of organizational culture	13
2.3 Models of organizatioal culture	15
2.4 The concept of employees' commitment.....	18
2.5 Types of employees' commitment.....	20
2.6 Research Hypothesis	22
2.7 Conceptual Framework.....	29

CHAPTER THREE - RESEARCH METHODOLOGY

3.1 Research Design.....	30
3.2 Source of Data.....	31
3.3 Background of the Company	31
3.4 Target Population.....	32
3.5 Sampling Design and Sample Size	33
3.6 Data Collection Instruments	34
3.7 Method of Data Analysis	35
3.8 Validity and Reliability of the Instrument	36
3.9 Ethical Consideration	37

CHAPTER FOUR - RESULTS AND DISCUSSION

4.1 Response Rate.....	38
4.2 Descriptive Analysis on Demographic Characteristics of Respondents.....	39
4.3 Descriptive Analysis on Organizational Culture Measures	40
4.4 Descriptive Analysis of Employees' Commitment.....	50
4.5 Preliminary Test for Multiple Regression Model Assumptions	53
4.6 Analysis of Inferential Statistic Results.....	56

CHAPTER FIVE - SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings.....	64
5.2 Conclusion	66
5.3 Recommendations	67

References

Annex I

LIST OF TABLES

Table 3.1: Number of Employees by Location and Gender	32
Table 3.2: Professional Employees Located in Addis Ababa Head Quarter	33
Table 3.3: Sample size distribution.....	34
Table 3.4: Result of Reliability Test for the Questionnaire	37
Table 4.1: Response Rate	38
Table 4.2: Descriptive Analysis on demographic characteristics of respondents	39
Table 4.3: Descriptive Analysis of involvement	41
Table 4.4: Descriptive Analysis of consistency	44
Table 4.5: Descriptive Analysis of adaptability	46
Table 4.6: Descriptive Analysis of mission	48
Table 4.7: Descriptive Analysis of employees' commitment	50
Table 4.8: Heteroskedasticity Test: Breusch-Pagan-Godfrey	53
Table 4.9: Breusch-Godfrey serial Correlation LM Test.....	54
Table 4.10: Correlation matrix between explanatory variables	56
Table 4.11: Correlation matrix of organizational culture and employees' commitment	57
Table 4.12: Model Summary	58
Table 4.13: ANOVA Table.....	59
Table 4.14: Coefficients	60

LIST OF FIGURES

Figure 2.1: Denison's Cultural Model	16
Figure 2.2: Conceptual Framework	29
Figure 4.1: Normality Test Result	55

LIST OF ACRONYMS

ANOVA: Analysis of Variation

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The concept of organizational culture had been given attention since late 1980s and early 1990s (Okocha, 2016). Organizational culture affects the way in which people behave in an organization. It can be viewed as the unique pattern of shared values, attitudes, rituals, beliefs, norms, expectations, socialization, and assumptions of employees in the organization (Schein, 1992). Schein also defined organizational culture as it is a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problem of external adaptation and internal integration. These values are then taught to new members in the organization as the correct way to think and feel in relation to those problems. Organizational culture is either the glue that bonds people to an organization or what drives them away. Therefore, the purpose of this study is to assess the relationship between organizational culture with employees' commitment in the case of Ethiopian Airlines.

Denison and Neale (2011:1-3) defined organizational culture as “the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles”. These authors further explain the visible and invisible aspect of organizational cultures. The visible aspect includes working hard, proper attire, acting friendly to customers etc. In contrast, the invisible assumptions are value and core beliefs which are harder to observe including honesty, integrity, being ethical, going beyond expectations to satisfy customers.

Dolan and Lingham (2012) also defined organizational culture as a set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group, countries, religious and ethnic groups, and organizations all have cultures. They have also summarized some of the prominent organizational culture models as Edgar Schein Model, Deal and Kennedy Model and Charles Handy Model. In addition, Denison model of organization culture is also part of this research paper. The four cultural dimensions depicted by Denison

model are involvement, consistency, adaptability and mission which were considered for this research paper. Involvement is building human capability, ownership, and responsibility in an organization. It also ensures the participation of employees in decision making; relies on team effort to get work done and continual investment in the development of employee's skills. The second one is consistency which deals with defining the values and systems that are the basis of a strong culture. Consistency also provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support. They have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of do's and don'ts. The third one is adaptability which deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development.

On the other hand, employees' commitment which is defined as the degree to which an employee identifies with the organization and wants to continue actively participating in it (Newstrom and Davies, 2002) is an interesting topic in the field of organizational behavior. Mowday et al. (1979) define Organizational Commitment as the relative psychological strength of an individual's identification with, and involvement in a particular organization. This can be characterized by three related factors: a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.

Allen and Meyer (1990) also proposed a three-component model of commitment, which integrated Affective Commitment, Continuance Commitment and Normative Commitment. The Affective Commitment refers to employee's emotional attachment to, identification with, and involvement in the organization. In other words, it refers to the extent of emotional attachment of a person to the organization. This attachment could be due to one's role in relation to the organizational goals and values, or to the organization for its own sake. The Continuance Commitment refers to commitment based on the costs the employees associate with leaving the organization. The last one which is, Normative commitment, refers to employees' feelings of

obligation to remain with the organization. This type of commitment will be influenced by an individual's experience both prior to cultural socialization and following organizational socialization entry into the organization. For this study we use the definition of Allen and Meyer which is found more suitable.

Many researchers, in their respective studies have found out that organizational culture was related with employees' commitment. Among them, Lau and Idris (2001) found that organizational commitment is influenced by cooperate culture because it reflects the relative strength of employees' attachment or involvement with their organization.

Deal and Kennedy (1982) also argue that corporate culture affects the commitment of employees within the organization and the strength of organizational commitment is correlated with the strength of corporate culture. A strong corporate culture enables employees understand the goals of the organization, and as they work towards organizational goals, their level of commitment increases. According to Drenth, Thierry and Wolff (1998), a positive relationship exists between a high level of organizational commitment and organizational culture. Nystron (1993) in his study also found that a significant correlation exists between organizational culture and organizational commitment.

This study was conducted with the objective of assessing the organizational culture based on Denison's cultural model which involve the four cultural dimensions (involvement, consistency, adaptability and mission) and its relationship with employees' commitment in the case of Ethiopian Airlines. It is also intended to identify which organizational culture dimension/s was/were significantly correlated with employees' commitment by keeping in view of understanding the concept of organizational culture and employees' commitment and, the positive relationship between culture and commitment asserted by different researchers.

1.2 Statement of the Problem

Ethiopian Airlines is one of the largest Airline in the world and it is a flag carrier Airline for the past 70 plus years. The strength of organizational culture can be measured by the homogeneity and stability of group of employees and the length and intensity of shared experience of the employees.

A study by Nongo and Ikyanyon (2012) proved that corporate culture is important in improving the level of employees' commitment to the organization but not all corporate cultural measures have effect on employees' commitment. They used survey research design and also adopted Denison's cultural model using involvement, consistency, adaptability and mission. The result of their study shows a significant and positive relationship between involvement and commitment; and the relationship between consistency and commitment was however not significant but positive. There was also a significant and positive relationship between adaptability and commitment, while the relationship between mission and commitment was not significant and negative. Accordingly, these researchers concluded that consistency and mission are not significantly correlated with organizational commitment.

To the contrary, Asghar, Mojtaba and Sadeghi (2015); Ghader and Afkhami (2014); Azadi, Bagheri, Eslami and Aroufzad (2013) research finding depict that there is significant relationship between organizational culture components and employees' commitment. The study design by Asghar, Mojtaba and Sadeghi was correlation research design and based on the limited study population, total count sampling was used. The model used by them was Denison's cultural model using the four cultural dimensions i.e. Involvement, Consistency, Adaptability and Mission which is similar with this research work and the data collection instrument was also using standard questionnaire. Therefore, they concluded that all organizational culture components are significantly correlated with employees' commitment.

In line with this, further research is needed to identify the organizational cultures in the company under study and its relationship with organizational commitment; and also to maintain the most important organizational culture with high correlation and greater effect on employees' commitment; which may help the organization to keep professional employees and to increase the number of committed employees by minimizing employees' turnover.

According to Mowday et al (1979), organizational commitment is viewed as the psychological strength of an employee's attachment and involvement with the organization. A committed employee is determined to stay with the organization irrespective of whether the organization is in a favorable or unfavorable state (Allen and Meyer, 1990). For employees, corporate culture is either the glue that binds employees to the organization or the wind that blows them away. Therefore, corporate culture is important in enhancing organizations' key capabilities and how they function (Chen, 2004; Nazir, 2005).

Culture is also essential in determining how well an employee fits into the organizational context. Deal and Kennedy (1982) argue that corporate culture affects the commitment of employees within the organization and the strength of organizational commitment is correlated with the strength of corporate culture. A strong corporate culture enables employees understand the goals of the organization, and as they work towards organizational goals, their level of commitment increases. Corporate culture is vital in developing and sustaining employee commitment and intensity levels that is often characteristic of successful organizations (Deal and Kennedy, 1982).

Although empirical research has been carried out on corporate culture and employee commitment to the organization, there has been little evidence to prove the effect of corporate culture on organizational commitment (McKinon et al., 2003). In a study of Hong Kong and Australian managers, Lok and Crawford (2004) found a positive effect of corporate culture on organizational commitment on which he used leadership style and innovative culture as a components of organizational culture. Similarly, Mahmudah (2012) depicted a significant relationship between corporate culture and organizational commitment on which the study was designed as an explanatory research whereby it was conducted to examine and analyze the influence of organizational culture and ability on organizational commitment and performance. Whereas, research by Lahiry (1994) showed only a weak association between corporate culture

and organizational commitment. On his study, he used an exploratory research to look at the nature and degree of relationship between various elements of organizational culture (Constructive cultures, passive/defensive cultures, Aggressive/defensive cultures)\ and the three components of organizational commitment (Affective commitment, Continuance commitment and Normative commitment).

Considering the company under study, even though it has strong organizational cultures maintained by the senior employees obtained through experience, it is observed that there is absence of clearly defined and visible expression of organizational culture which needs to be passed on to the new hires. As it is obvious that very senior employees will separate from the company one way or the other, there is no doubt for the need of clearly defined and visible expression of organizational culture. This will help to increase the number of committed young employees throughout the company.

Therefore, studying the organizational culture based on Denison's cultural model dimensions (involvement, consistency, adaptability and mission) and its relationship with employee commitment and their effect on it, is required in Ethiopian Airlines. This might help the organization to enrich its organizational culture practice and adjust its focus on the most important organizational culture dimension/s that can bring employees' commitment. Therefore, this study was conducted to identify the relationship of each selected organizational culture dimensions (involvement, consistency, adaptability and mission) with employee commitment and the study is conducted to address the following research questions:

- ❖ Which organizational culture dimensions (involvement, consistency, adaptability, mission) are related with employees' commitment?
- ❖ Which type of selected organizational culture has statistically significant contribution to employees' commitment?

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study is to assess and examine the relationship between organizational culture and employees' commitment in Ethiopian Airlines Company.

1.3.2 Specific Objective

The study has the following specific objectives:

1. To explore the existing organizational culture in the Company.
2. To assess the relationship between Involvement and Employees' Commitment.
3. To assess the relationship between Consistency and Employees' Commitment.
4. To assess the relationship between Adaptability and Employees' Commitment.
5. To assess the relationship between Employees' identification with Mission and Employees' Commitment.

1.4 Scope of the Study

This study focused on assessing organizational culture and its relationship with employees' commitment in the organization under study, Ethiopian Airlines. In this study, self-administered and closed-ended or structured questionnaire was used to collect data from professional employees located in Addis Ababa, Head Quarter. Therefore, non-professional employees and employees located in domestic stations and international offices were not part of this study.

Even though there are different work related factors such as job satisfaction, employee reward system, employees' motivation, employees' engagement and others which might have either positive or negative relationship with employees' commitment and influential impact on it, this research work assessed only one factor, i.e. organizational culture. Besides, Denison's cultural model with the four dimensions: involvement, consistency, adaptability and mission is considered for this research work to see their relationship with employees' commitment while there are different cultural models which are beyond the scope of this study but should be covered by other research works.

1.5 Limitation of the Study

This research work is carried out based on the responses obtained from the sample employees of Ethiopian Airlines who are working at Addis Ababa, Head Quarter only. However, Ethiopian Airline is one of the continent's leading carriers in the Airline business which have large number of Ethiopian Domestic Stations and Outstations International offices. Due to the time constraint and Geographical limitation to cover all Ethiopian offices, this research work generalizes the result based on the sample employees at Head Quarter.

1.6 Significance of the study

The research outcome is expected to benefits Ethiopian Airlines to direct its attention as it highlights organization's current position in terms of organizational culture and employees' commitment. This study might also help the company to enrich its organizational culture practice and adjust its focus on most important organizational culture type that can improve employees' commitment.

It is the researcher's belief that identifying the existing organizational culture in Ethiopian Airlines and its relationship with employees' commitment may help the company in increasing the number of committed employees.

On the other hand, the study may also help similar organizations that operate in the same industry to get a glimpse of information on organizational culture which is related to employees' commitment and might use the recommendations given by the researcher for further study to investigate more on the area in a broader and wider scope. Furthermore, the study might contribute towards the advancement of theoretical knowledge and serves as a preliminary basis and reference material for future studies. It may also contribute to the existing literatures through identifying the significance relationship between the selected organizational culture and employees' commitment.

1.7 Operational definition of Terms

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

Organizational culture

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

Involvement

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

Consistency

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

Adaptability

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

Mission

Mission is defining a meaningful long-term direction for an organization. A mission provides purpose and meaning by defining a social role and external goals for the organization. It also provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members (Denison and Neale, 2011)

Employees' Commitment

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

1.8 Organization of the study

This paper is organized in to five chapters. The first chapter includes background of the study, statement of the problem, research objectives, Scope of the study, limitation of the study, significance of the study and definition of terms.

The second chapter contains review of different related literatures on organizational culture and employees' commitment. In this section, the concepts of organizational culture and employees' commitment and their relationship were discussed in view of the related literatures.

The third chapter discuss on the research methodology used in conducting the research. This part presents the chosen research design, ways of information gathering, how questionnaires was constructed and how it was distributed for the determined target sample employees and how the results were collected.

The fourth chapter is about results and discussion of the study. Finally, the last chapter contains Summary of findings, conclusion and recommendations based on the findings of the research.

CHAPTER 2

REVIEW OF RELATED LITERATURE

Introduction

This chapter presents the review of related literature conducted on the relationship between organizational culture and employees' commitment. In line with this, the chapter covers the concepts and definitions of organizational culture and employees' commitment, the importance of organizational culture, the research hypothesis and finally the conceptual framework of the study is developed at the end of this chapter.

2.1. The concept of organizational culture

Organizational culture can be viewed in many ways, it has been defined by different authors and majority of them defined the concept of culture as a set of values, beliefs, behavioral patterns and norms that form the core identity of organizations and help in shaping the employees' behavior (Deal and Kennedy, 1982, Schein, 1992, Kotter and Heskett, 1992).

The following paragraphs stated the different definitions of organizational culture obtained from various studies and literatures by different Authors.

Mullins (1999) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Kaplan and Norton (2004) also viewed culture as the humanizing element of corporate business, which helps to establish expectations between an employee and the organization the employee works for, foster trust, facilitate communications, and build organizational commitment.

In common, both definitions of organization culture by Mullins (1999) and Kaplan and Norton (2004) focused on the characteristics of an employee who will have fostered in an organization.

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

According to Kondalrk, (2007), organizational culture is not inborn; it has to be invented over a period of time and nurtured by all members of the organization. Organizational culture is required to be passed on to new members as correct way of thinking, perceiving and behaving. And hence, organizational culture originates from the founders of the organization based on value system held by them. As supported by Schein (2004) the individual founder will have certain personal visions, goals, beliefs, values, and assumptions about how things should be. Thus, the founder will initially impose these on the group and/or select members on the basis of their similarity of thoughts and values.

The above definitions have something in common which explains organizational culture as it is a system which incorporates shared values, norms, beliefs, attitudes and assumptions that are held by members of the organization. Not only this but also organizational culture encompasses a set of management practices behavior that reinforce organization's basic principles.

Moreover, Robbins and Judge (2013), have identified the three ways that culture can be created. First, founders hire and keep only employees who think and feel the same way they do. Second, they indoctrinate and socialize these employees to their way of thinking and feeling. Finally, the founders' own behavior encourages employees to identify with them and internalize their beliefs, values and assumptions. They also defined organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. Moreover, Kondalrk (2007) and Robbins & Judge (2013) incorporate topics on how organization sustain and transmit organizational culture. Thus, selection practices, the actions of top management and socialization methods are the three forces that play important part in sustaining culture. The authors also stated that many organizations use stories, rituals, material symbols and language as means to transmit culture to employees.

Despite the variety of definitions and types of organizational culture, similar descriptions and characteristics can be found. In general, it can be said that organizational culture comprises some sort of values, beliefs, norms and attitudes that are owned by individuals and the organization as a whole.

2.2 Importance of organizational culture

Robbins and Judge (2013) asserted as that culture has a boundary-defining role: it creates distinctions between one organization and others. It also conveys a sense of identity for organization members. In addition, 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.

Mullins (1999) also attested that culture helps to account for variations among organizations and managers, both nationally and internationally. It also helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture can help to reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, coordination and control.

Saiyadin (2003:258) explains that culture performs the following functions: -

- ✚ **Culture supplements rational management:** creation of work culture is a time- consuming process. Therefore, organization culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure;
- ✚ **Culture facilitates induction and socialization:** induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization; its cultural norms, and undefined conduct. The new comer imbibes the culture of the organization, which may involve changing his / her attitudes and beliefs to achieve an internalized commitment to the organization;

✚ **Culture promotes a code of conduct:** a strong culture in an organization explicitly communicates modes of behavior so that people are conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way. Where culture has been fully assimilated by people, they persistently indulge in a typical behavior in a spontaneous way. Promotion of the culture of quality can help achieve good business results.

According to Schein (1999), organizational culture becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others.

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

According to Denison and Neale (2011) a clear understanding of organizational culture is important for all leaders because it influences the way their organizations react to the changing demands of the business environment. As Kondalrk (2007) outlined, culture gives members of an organizational identity: Sharing norms, values, and perceptions which give people a sense of togetherness that helps to promote a feeling of common purpose. Then, it facilitates collective commitment. The common purpose that grows out of shared culture tends to elicit strong

commitment from all those who accept the culture as their own. It also promotes system stability by encouraging a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. It also shapes behavior by helping members make sense of their surroundings. An organization culture serves as a source of shared meaning that explains why things occur the way they do. It also helps organizational members stick to conformity and expected mode of behavior. Culture also ensures that everyone thinks and behaves in a prescribed manner.

The preceding paragraphs explain how culture benefits organizations as well as employees, as culture is a sense of making and controlling mechanisms that guides and shapes employees' attitude, behavior and brings organizational commitment from all those who accept the expected mode of behavior.

2.3. Models of organizational culture

Multitude of organizational culture Models were developed by different researchers which incorporate different dimensions driven by beliefs and assumptions that create an organizational culture. Accordingly, Dolan and Lingham (2012) have summarized some of the prominent organizational culture models as Edgar Schein Model, Deal and Kennedy Model and Charles Handy Model. In addition, Denison model of organization culture is also part of this section. Common to all models of culture and the linkages to organizational success assert that values of employees need to be aligned with vision and mission of the company.

2.3.1 Edgar Schein Model

Dolan and Lingham (2012) tried to summarize Edgar Schein Model as it is described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. These includes facilities, offices, furnishings, visible awards and recognition, the way that its members dress, and how each person visibly interacts with each other and with organizational outsiders.

The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely expressed within the organization. Finally, the third and deepest level depicts the organization's tacit assumptions. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these unspoken rules exist without the conscious knowledge of the membership.

2.3.2 Deal and Kennedy Model

The second model that Dolan and Lingham (2012) discussed in detail is Deal and Kennedy Model. This model measured organization in terms of feedback or instant response. Accordingly, four type of organizational culture which are Tough-Guy Macho Culture, Work Hard / Play Hard Culture, Bet your Company Culture & Process Culture were developed.

To start with Tough-Guy Macho Culture, it is where by feedback is quick and the rewards are high. This often applies to fast moving financial activities such as brokerage and it is very stressful culture in which to operate. Secondly, The Work Hard/ Play Hard Culture is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service. The third one which is Bet your Company Culture in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation. The last one, which is Process Culture occurs in organizations where there is little or no feedback. People become suspicious with how things are done not with what is to be achieved. This is often associated with bureaucracies.

2.3.3 Charles Handy Model

The last organizational culture model that Dolan and Lingham (2012) discussed is Charles Handy Model. Organizational structure is the base for this model to classify organizational culture in to four: Power Culture, Role Culture, Task Culture and Person Culture.

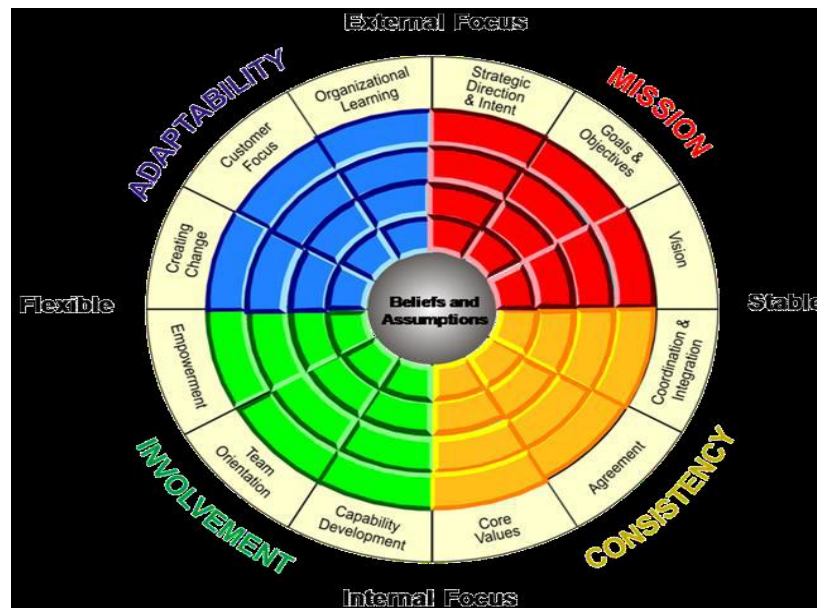
- ✚ A Power Culture in which power concentrates among a few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy.
- ✚ A Role Culture characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations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

The above three models encompass organizational culture dimensions from psychological or personality perspective and mainly the first is designed and created within the academic environment which uses non-business language. To the contrary, Denison's organizational culture model, which is discussed in the subsequent paragraphs, is behaviorally designed and created within the business environment. It is also applicable to all levels of the organization in which business language is used to examine business results. Therefore, the researcher is interested and preferred to conduct the research using the Denison's model.

2.3.4 Denison's Model

Denison and Neale (2011) identifies four cultural dimensions: involvement, consistency, adaptability and mission. These underlying dimensions were expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model (Denison & Neale, 2011). These four organizational culture dimensions and their respective indices were clearly seen on the below figure and were briefly discussed on the below paragraphs.

Fig. 2.1 Denison Cultural Model



Source: Denison organizational culture Survey Facilitator Guide page 2-1

2.4 The concept of employees' commitment

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

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

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

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

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

In trying to measure commitment, Allen and Meyer (1990) also proposed a three-component model of commitment, which integrated Affective Commitment, Continuance Commitment and Normative Commitment. The Affective Commitment refers to employee's emotional attachment to, identification with, and involvement in the organization. In other words, it refers to the extent of emotional attachment of a person to the organization. This attachment could be due to one's role in relation to the organizational goals and values, or to the organization for its own sake. The continuance commitment refers to commitment based on the costs the employees associate with leaving the organization. As such, in this type of commitment, the fewer viable alternatives

employees have, the stronger will be their continuance commitment to their current employer. The Normative commitment refers to employees' feelings of obligation to remain with the organization. This type of commitment will be influenced by an individual's experience both prior to cultural socialization and following organizational socialization entry into the organization. For this study we use the definition of Allen and Meyer which is found more suitable.

2.5 Types of employees' commitment

According to the preceding paragraph, Allen and Meyer (1990), proposed three-component types of employees' commitment as Affective Commitment, Continuance Commitment and Normative Commitment. Below is the detail:

2.5.1 Affective commitment

It describes an employee's emotional attachment to, identification with, and involvement in the organization and its goals. It results from and is induced by individual and organizational value congruency. Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to (Meyer & Allen, 1991). Mowday, Porter and Steers, (1982) also said that an individual who is affectively committed or emotionally attached to the organization, (i) believe in the goal and values of the organization, (ii) works hard for the organization and (iii) intend to stay with the organization. Robbins and Judge (2008) also defined affective Commitment as the degree to which an individual is psychologically bound to an organization that employs it through feelings such as loyalty, affection, as it agrees with organizational goals.

Based on his definition, the affective commitment of an individual relates to the emotional bond or identification with the organization, assumes that the problem faced by the employee is an employee's own problem, and the employee feels part of the organization. Thus, employees with strong affective commitment will continue to work within the organization because they want to do so.

2.5.2 Continuance Commitment

Continuance Commitment exhibits the individual's awareness of the costs of leaving an organization. Non-transferable personal investment, such as close working relationships with other employees, community involvement, acquired job skills being unique to the organization, and monetary investments, such as contributions to pension funds or stock options, can make it look too costly for an employee to leave and seek employment somewhere else. In other words, according to Allen and Meyer (1990), when employees enter into the organization, they are bound to maintain a link with the organization or committed to remain with the organization because of lack of alternative opportunity or awareness of the costs associated with leaving the organization. Meyer and Allen (1991) also specified that individuals whose most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice. Whereas affective commitment is, where individuals remain with an organization because they want to and because they are familiar with it and they have emotional attachment with it. Robbins and Judge (2008) also defined Continuous Commitment as it is based on losses when leaving the organization, which is often interpreted as a calculative commitment. In other words, an employee has a strong continuous commitment because they feel they need it and there is considerable loss of costs when leaving (such as retirement, status, seniority), or difficulty finding alternative employment elsewhere.

2.5.3 Normative Commitment

Normative Commitment reflects the sense of moral obligation to remain in an organization, an old-style value of loyalty and duty. It is expressed by the extent to which an employee feels obliged to make personal sacrifices and not criticize the organization Meyer and Allen (1997, p11) explains Normative commitment as “a feeling of obligation to continue employment”. On the other hand, Marsh & Mannari (1977) defined Normative aspect as it develops individual's perception of their moral obligation to remain with a specific organization, irrespective of how much status

improvement or fulfillment the organization gives the individual over the years. Suliman (2000) also said that the strength of Normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members.

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

2.6 Research Hypothesis

2.6.1 The relationship between involvement and employees' commitment

Involvement is building human capability, ownership, and responsibility in an organization. It also ensures the participation of employees in decision making; relies on team effort to get work done and continual investment in the development of employee's skills. Organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. Out of this sense of ownership grows a greater commitment to the organization and an increasing capacity for autonomy. Receiving input from organizational members increases the quality of the decisions and improves their implementation.

According to Denison's Cultural Model, the indices of the involvement were Empowerment, Team Orientation and Capability Development. Empowerment deals with Individuals authority, initiative, and ability to manage their own work. Team Orientation focuses on working cooperatively toward common goals for which all employees feel mutually accountable. Finally, Capability Development explains on the organization continually invests in the development of employees' skills in order to stay competitive and meet ongoing business needs.

Empirical Evidence

An empirical study conducted on the employees of Pre-hospital Emergency Medical System (PEMS) affiliated to Kashan University of Medical Sciences shows that 160 employees were enrolled in the study using a census method. A direct significant correlation was found between involvement and organizational commitment of employees in Kashan pre-hospital emergency medical system (Alireza R., Hosein S. Mohsen A., and Majid R 2014).

Moreover, a study carried out on 210 selected full-time employees who worked for an Iranian bank named Bank Saderat Iran shows that there were positive relationship between Involvement and Employees' Commitment (Bani et al. 2014).

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

Theoretical Base

According to Asghar, Mojtaba and Sadeghi (2015), Involvement is one of the most important dimensions of organizational culture and it has great role in fulfillment of organizational commitment of employees. This shows that people participation in work helps their intention to stay in work place. The employees' Involvement means using them in decision making and this leads to the stability of their commitment.

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

Similarly, Singh and Verghese (2015) investigated the impact of employee empowerment; a process in which power is transferred from the managers to their subordinates, on organizational commitment. The researcher found out that there is a significant positive relationship between employee empowerment and organizational commitment. Seeking suggestion from employees, listening to their grievances and by involving them in the decision-making process of the organization to a certain extent can ensure employee's continuous involvement thus employees feel to be participative in the organization and stay longer. Hence,

H1: There is significant relationship between Involvement and Employees' commitment

2.6.2 The relationship between consistency and employees' commitment

Consistency deals with defining the values and systems that are the basis of a strong culture. Consistency also provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support. They have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of do's and don'ts.

Furthermore, consistency creates a "strong" culture based on a shared system of beliefs, values and symbols that are widely understood by members of an organization. Implicit control systems based on internalized values can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations.

The indices of the consistency according to Denison's Cultural Model are Coordination and Integration, Agreement and Core values. Coordination and Integration deals with different functions and units of the organization which are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done. The second index is Agreement which is the underlying level of agreement and the ability to reconcile differences when they occur. The last index is Core Values in which members of the organization share a set of values which create a sense of identity and a clear set of expectations.

Empirical Evidence

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

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

Theoretical Base

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

To the contrary, research finding by Asghar, Mojtaba and Sadeghi (2015), Ghader and Afkhami (2014) revealed that there is positive relationship between consistency and organizational commitment in which coordination and integration, agreement and fundamental values as a component of consistency increase employee commitment to provide efficient and effective work. Similarly, Hakim (2015) asserted that an indicator of the most powerful in shaping the organizational culture variable is stability (consistency). It means that, cultural values that received the most attention in the activities of the organization, which emphasizes the maintenance of the status quo as a contrast to the growth will have positive effect on organizational commitment. Hence,

H2: There is significant relationship between consistency and employees' commitment

2.6.3 The relationship between adaptability and employees' commitment

The third dimension of organizational culture is adaptability which deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development.

According to Denison's Cultural Model, the indices of the adaptability were Creating Change, Customer Focus and Organizational Learning. First, Creating Change deals with the ability of organization to create adaptive ways to meet changing needs. In this regard, the organization is able to read the business environment, quickly, react to current trends, and anticipate future changes. The second index is Customer Focus in which the organization understands and reacts to their customer, and anticipates their future needs. It also reflects the degree to which the organization is driven by a concern to satisfy their customer. The last one is Organizational Learning which is reflected when the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.

Empirical Evidence

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

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

Theoretical Base

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

Similarly, employees exhibited the highest organizational commitment when they perceived higher learning culture (i.e. Adaptability) which includes culture of creating acquiring, and transferring knowledge and also quickly react to current trends, and anticipate future changes (Ghader & Afkhami (2014), Azadi, Bagheri, Eslami and Aroufzad (2013). Hence,

H3: There is significant relationship between organization adaptability and employees' commitment

2.6.4 The relationship between identification with mission and employees' commitment

The last trait of organizational culture is mission in which organization devises a meaningful long-term direction for the organization. A mission provides purpose and meaning by defining a social role and external goals for the organization. It also provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short and longterm commitment to the organization. Success is more likely when individuals and organizations are goal directed.

According to Denison's Cultural Model, Strategic Direction and Intent, Goals and Objectives and Vision were the indices of Mission. Strategic Direction and Intent deals with the clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute, and "make their mark" in the industry. The second index, which is Goals and Objectives, deals with a clear set of goals and objectives which can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. The last one which is Vision is whereby organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

Empirical Evidence

A study made on 134 employees from 18 selected small and medium scale enterprises (SMEs) in Makurdi metropolis in Nigeria shows that there was a significant and negative relationship between Mission and Employees' Commitment (Ezekiel S. and Darius N. 2012).

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

Theoretical Base

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

In contrary, Nongo and Ikyanyon (2012) found out no significant relationship between mission and employees' commitment. This means that employees' identification with the purpose, mission, and goals of the organization does not bring commitment to the organization. But companies should define the mission of their organization clearly and communicatesame to employees at all times.

H4: There is significant relationship between employees' identification with organizational mission and employees' commitment

2.7 Conceptual Framework

It is the area of interest of employers to have committed employees who will stay as a member of the company through the favorable and unfavorable conditions. Therefore, strong organizational culture will have an influential relationship with employees' commitment. Accordingly, the researcher selected Denison's cultural model with its four dimensions (involvement, consistency, adaptability and mission) as it is behavioral based, designed and created within the business environment. It is also applicable to all levels of the organization in which business language is used to explore business-level issues.

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

Denison model of organizational culture is a base to select the four cultural dimensions emphasized under this study and has been aligned to see the influential relationship of the four cultural dimensions with employee commitment. Therefore, the aligned conceptual framework is shown as below:

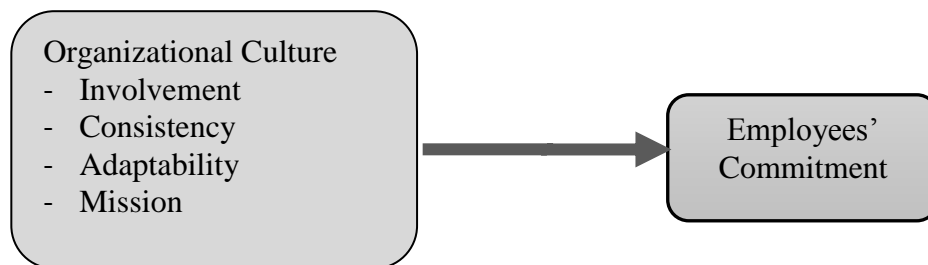


Fig. 2.2 Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter deals with the Research design, Source of data, Target population, Sampling design and sample size, data collection instruments and methods of data analysis of the study. Moreover, Validity and Reliability of the instrument and ethical consideration are also discussed in detail.

3.1 Research Design

The objective of this study was to assess the organizational culture and its relationship with employees' commitment in Ethiopian Airlines. In order to achieve the study objectives, the researcher used Explanatory research type in determining their relationship. Different literatures were reviewed to gain insights and background information about the relationship of organizational culture and employees' commitment. This also helped in designing the questionnaire and also to better understand the problem of the study. Accordingly, self-administered and close ended questionnaire with pre-determined 5-point Likert scale for response was distributed for the target sample employees of Ethiopian Airlines; for which the research used Stratified random sampling technique to select the sample employees.

The researcher used quantitative research design by examining the relationship among the variables. So that numbered data was analyzed using quantitative data analysis. Therefore, the demographic information of the study sample was analyzed using descriptive statistics such as frequencies, percentage, means and standard deviation. On the other hand, data collected on the study variables which were rated based on a 5-point Likert scale was analyzed using inferential statistics i.e. Pearson Correlation and Multiple Regression Analysis. Pearson Correlation has been used to identify relationship that exist between dimensions of organizational culture (i.e. involvement, consistency, adaptability, and mission) and employees' commitment. Furthermore, regression analysis was also used to test the hypothesis and to achieve the study objective that focuses on identifying an organizational culture dimension with higher contribution to employees' commitment.

3.2 Source of Data

The researcher used both primary and secondary data to conduct the study. The primary data was collected through the use of questionnaire. The researcher designed and distributed a self-administered and structured questionnaire to the target sample employees located in Addis Ababa, Head Quarter. The secondary data obtained from Ethiopian Airlines HR Head Count Analysis reports, Ethiopian Airlines fact sheet, published and unpublished information about the study area, Books and Journals.

3.3 Background of the Company

Ethiopian Airlines which is 100% owned by the government was established in 1945 G.C as Ethiopian Airlines Inc., a joint venture with American Airline, TWA (Trans World Airlines). Ethiopian Airlines (Ethiopian) is the flag carrier of Ethiopia. During the past seventy plus years, Ethiopian has become one of the continent's leading carriers and unrivalled in Africa for efficiency and operational success for almost all the years of its existence. Operating at the forefront of technology, the Airline has become one of Ethiopia's major industries and a veritable institution in Africa. It commands a lion's share of the pan African network including the daily and double daily east-west flight across the continent. The company is currently implementing a 15-year strategic plan called 'Vision 2025' which helps to become the leading Airline group in Africa.

Ethiopian has become a Star Alliance Member, the world's largest Airline Network, in the year 2011. It currently serves 119 international, 22 domestic and 46 Cargo Destinations operating with the Young and most modern fleet. (Ethiopian fact sheet as of February 2019 on <https://www.ethiopianairlines.com/corporate/media/media-relations/Ethiopian-Factsheet>)

3.4 Target Population

According to Babbie & Mouton (2006), the population for a study is the group usually of people about whom we want to draw conclusions. As per the Head Count Analysis report from Human Resource Management department of Ethiopian Airlines, there are a total of 13215 employees working for the organization as of December 31, 2018, as shown in the table below.

Table 3.1: Number of employees by Location & Gender as of December 31, 2018

Location	Male	Female	Total	Percentage
Ethiopia – ADD	7498	4166	11664	88.26%
Domestic-Ethiopia	677	242	919	6.95%
Outstations-International	455	177	632	4.78%
Total	8630	4585	13215	100%

Source: Ethiopian Airlines Headcount Status Report, 2018

Per the above table, 11,664 (88.26%) of the workforce are located in Addis Ababa Head Quarter, the remaining 919 (6.95%) and 632 (4.78%) employees are located in Ethiopia domestic stations and international offices respectively.

For this research paper, employees located in Ethiopia domestic stations and those located in international offices were not part of the study as it was difficult to contact them due to the geographical limitation.

The researcher has grouped Ethiopian Airlines employees as Professional and Non-professional employees. Professional employees refer to employees who have supervisory or administrative exposure in the business. Therefore, responses from each diverse professional employee on the relation between organizational culture and employees' commitment enables to have more reliable data. On the other hand, those employees who are engaged in low level tasks with limited or no administrative exposures in the organization were labeled as Non-professional employees. Hence, these employees were not part of this study due to the fact that they have limited or no involvement in Administrative matters.

Table 3.2: Professional Employees Located in Addis Ababa Head Quarter as of December 31, 2018

Profession	Number of Employees	Percentage
Marketing Personnel	1212	30%
Aviation Academy staff (Instructor)	225	6%
IT personnel	215	5%
Corporate Finance Personnel	477	12%
Ground services Personnel	1922	47%
Total	4051	100%

Source: Ethiopian Airlines Headcount Status Report, 2018

Therefore, among the employees who are located in Addis Ababa Head Quarter, 4051 professional employees were the target population for this study.

3.5 Sampling Design and Sample Size

The sample for this study has been selected using Stratified Sampling technique using the divisions in Ethiopian Airlines as a stratum. Stratified sampling is used to distribute the survey questionnaires to acquire employee perception towards organizational culture and their commitment to the company. Stratified sampling was also considered in order to ensure the sample includes representative study units from each strata or division.

Out of the total employee of Ethiopian Airlines, the study focusses on professional staffs who are located in Addis Ababa, Head Quarter as the questionnaires need higher level of literacy of understanding and it was difficult to access staffs out of Addis Ababa, Head Quarter due to Geographical location.

Thus, as shown on the above table, the target populations for the study (4051) are professional employees who are located in Addis Ababa, Head Quarter. Accordingly, the researcher used confidence interval of 95%, which is the level of certainty whether the response for each question is the true answer or not. 5% margin of error is the amount of error from difference in the responses the researcher can tolerate when drawing a conclusion from the data.

The sample size was determined by applying the below sample size calculator formula:

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

n = Required sample size

*e*² = error rate which is 0.05

N = Target population

$$N = 4051, \text{ therefore; } n = \frac{4051}{1 + 4051(0.05)^2} = \mathbf{364}$$

Therefore, 364 was the representative sample size of the target population for the subject study.

The below table shows the sample size distribution which is used to distribute the representative sample size (364) to each division

Table 3.3: Sample Size Distribution

Division	Percentage	Sample Size distribution
Marketing	33%	121
Ethiopian Aviation Academy	3%	11
IT	3%	11
Corporate Finance	8%	29
Ground services	53%	192
Total	100%	364

Source: Ethiopian Airlines Headcount Status Report, 2018

3.6 Data collection Instruments

For this research, the primary data was collected through the use of self-administered questionnaire from Professional Ethiopian Airlines employees who were located in Addis Ababa, Head Quarter. After identifying the sample respondents, the questionnaire was provided to them by the researcher and enough time has been given to respond on all of the items in the questionnaire carefully. The questions in the questionnaire were closed-ended or structured with pre-determined 5-point Likert scale for response in order to ease the process of analyzing the data from the respondents.

According to Babbie & Mouton (2006), the use of questionnaires is advantageous because questionnaires are economical, speedy, there is no bias (as in interviewee: interviewer bias), and the possibility of anonymity and privacy encourages participants to be willing to respond on

sensitive issues, and do so honestly. The questionnaire is preferred because it translates the research objectives into specific questions that was asked to the respondents.

The Research Questionnaire used in this research has three parts. The first part assesses the general demographic information about the participants in accordance with their educational background, work experience, marital status, gender and employment group. Questions on study variables on the second part and the last part of the questionnaire, which were the main focus of this study, were prepared to measure the dimensions of organizational culture and the level of employees' commitment in Ethiopian Airlines, respectively.

On part one of the questionnaire which was about their demographic information, respondents were required to select their best answer from the given choices and make a '√' mark accordingly. On part two and part three of the questionnaire, respondents were asked to show their level of agreement on a 5-point Likert scale ranging from strongly agree, agree, neither agree nor disagree, disagree, to strongly disagree which have a numeric value assigned from 5-1 respectively. Strong agreement indicates the most favorable attitude on the statement. A Likert scale is a method of summated ratings that asks respondents to indicate the extent to which respondents agree or disagree with a statement or series of statements about an object of interest. It ranges from very positive to very negative attitude towards some object (Zikmund et al, 2013 and Cooper & Schindler, 2003).

On the other hand, the secondary data which was used throughout the research obtained from Ethiopian Airlines HR Count analysis reports, Ethiopian Airlines fact sheet, published and unpublished information about the study area, books and journals.

3.7 Methods of Data Analysis

Data collected were summarized and analyzed using descriptive and different inferential statistics using Statistical Package for the Social Sciences (SPSS). Descriptive statistics such as frequencies, percentage, means and standard deviations were used to analyze the demographic information of the study sample. Tables were also used to increase the understanding and facilitate easy comparison of the data collected from the survey. On the other hand, the data collected from part two and part three of the questionnaire, which was rated based on a 5- point Likert scale were analyzed using Inferential statistics i.e. Pearson correlation and regression analysis. The researcher used Pearson Correlation to identify relationship that exist between

dimensions of organizational culture (i.e. involvement, consistency, adaptability and mission) and employees' commitment. Furthermore, regression analysis was also used to test the hypothesis and to achieve the study objective that focuses on identifying an organizational culture dimension with higher contribution to the employees' commitment. When analyzing the data, organizational culture dimensions (involvement, consistency, adaptability and mission) are considered as the independent variables whereas employees' commitment is the dependent variable.

3.8 Validity and Reliability of the Instrument

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

Validity concerns with the degree to which a question measures what it is intended to measure. To assure the validity of the study, the researcher took the comment from the advisor and also discussed with Ethiopian Airlines senior management staffs about the questionnaires before it was distributed. The questionnaire prepared includes standard questions for the main variables; study questions on organizational culture by Denison's Cultural Model (Denison and Neale 2011) and questions on employees' commitment by Allen and Meyer (1990). The questionnaire was evaluated by examining feasibility during questionnaire pre-testing. Feasibility of the questions was evaluated by examining study participant acceptability, and the time & ease of administration.

Reliability was also checked for the survey instrument. As stated by Hair et al., (2007) reliability indicates the extents to which some variables or set of variables are consistent in what they are intended to measure. Reliability analysis used to measure the internal consistency of a questionnaire. There are different methods of reliability test and for the purpose of this study Cronbach's alpha is considered to be suitable. Cronbach's alpha is the most common measure of internal consistency or reliability. According to George & Mallery (2003), the value of Cronbach's alpha coefficient should be more than 0.7 which is an acceptable level of internal consistency or reliability.

Responses to the questionnaire were measured using 5- point Likert scale (i.e. Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree). On part III of the questionnaire which was about employees' commitment, the negatively worded items (5 questions) were reverse coded. The alpha coefficients for the study dimensions and the overall scale calculated as a reliability indicator was presented in the following table.

As it can be seen below, the coefficient for the dimensions i.e. involvement, consistency, adaptability, mission and employees' commitment were 0.836, 0.840, 0.841, 0.870 and 0.738 respectively. Overall, it shows a good reliability and internal consistency for which all were > 0.7.

Table 3.4: Result of Reliability Test for the Questionnaire

Indicators	Number of Attributes	Cronbach's Alpha
Involvement	9	0.836
Consistency	8	0.840
Adaptability	9	0.841
Mission	8	0.870
Employees' commitment	18	0.736

Source: SPSS Reliability Test (2019)

3.9 Ethical Consideration

There were certain ethical protocols that has been followed by the researcher. The first is soliciting explicit consent from the respondents. This ensured that their participation to the study was not out of their own volition. The researcher also ensured that the respondents were aware of the objectives of the research and their contribution to its completion. Before conducting this study, the researcher ensured that all participants were fully informed of what the study is about and were requested for their willingness to take part in the research. The other ethical measure which were exercised by the researcher was treating the respondents with respect and courtesy. This has been done so that the respondents were at ease and more likely to give honest responses to the questionnaire.

The researcher also respected the privacy of the participants. The information that has been gathered from the research participant were analyzed with its full confidentiality and used for the intended purpose only.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the analysis of the research findings obtained from the data collected through questionnaire using Descriptive and Inferential statistics in order to assess the relationship between organizational culture and employees' commitment and also to identify which organizational culture dimension has significant contribution towards employees' commitment in the case of Ethiopian Airlines. Descriptive statistics on demographic information and on the study variables were presented. Pearson correlation among the variables in the study, multiple regression analysis and one-way analysis of variance (one-way ANOVA) were also used for this study. The responses were summarized and presented using the below tables.

4.1 Response Rate

The researcher distributed 364 questionnaires and 340 questionnaires were collected. In order to make the raw data that was collected through questionnaire ready for conducting statistical analysis, the researcher conducted data checking for completeness. Thus, out of the collected 340 questionnaires, 9 questionnaires were rejected due to incompleteness of some part of the survey sections. Thus, a total of 331 questionnaires were used for this study with a return rate of 90.9%.

Table 4.1: Response Rate

Total Questionnaires Distributed	Questionnaires Returned	Questionnaires rejected	Usable Questionnaires	Response Rate
364	340	9	331	90.9%

4.2. Descriptive Analysis on Demographic Characteristics of Respondents

Under this section, the selected demographic characteristics of the study respondents such as Age, Gender, Level of Education, Work Experience, Employment Group and Marital Status were presented. The purpose of the demographic analysis in this research was to describe the characteristics and background of the sample employees such as the proportion of male and female employees in the sample, range of Age, Level of Education, Marital status and Employment Group, so that the analysis could be more meaningful. The results obtained from the collected structured questionnaire were presented on the below table.

Table 4.2: Descriptive Analysis on Demographic Characteristics of respondents

Demographic Characteristics					
Group	Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Age	18-25	81	24.5	24.5	24.5
	26-35	131	39.6	39.6	64
	36-45	83	25.1	25.1	89.1
	46 and above	36	10.8	10.8	100
	TOTAL	331	100.0	100.0	
Gender	Male	197	59.5	59.5	59.5
	Female	134	40.5	40.5	100
	TOTAL	331	100	100	
Highest level of Education	College	72	21.8	21.8	21.8
	Bachelor degree	228	68.9	68.9	90.6
	Second degree	31	9.3	9.3	100
	TOTAL	331	100	100	
Work Experience	1-3	103	31.1	31.1	31.1
	3-5	87	26.3	26.3	57.4
	6-10	54	16.3	16.3	73.7
	10 and above	87	26.3	26.3	100
	TOTAL	331	100	100	
Employment Group	Management	98	29.6	29.6	29.6
	Non-Management	233	70.4	70.4	100
	TOTAL	331	100	100	
Marital status	Single	159	48.0	48.0	48
	Married	172	52.0	52.0	100
	TOTAL	331	100.0	100.0	

Source: Own Survey data (2019)

As shown in the table above, 197 (59.5%) of the respondents were male and the remaining 134 (40.5%) of the respondents were female out of the total 331. When we summarize Age of the respondents, 81(24.5%) of them were between 18-25 years of age, 131 (39.6%) of them were between 26-35 years of age, 83 (25.1%) of them were between 36-45 years and the remaining 36 (10.9%) of them were at the age of 46 and above. Regarding Marital Status of the respondents, 159 (48%) of them were single and the remaining 172 (52%) were married.

When we see the year of service of respondents, 103 (31.1%) of the respondents served the Airline between 1 Year to 3 Years, 87 (26.3%) of the respondents served the Airline between 3 Years to 5 Years, 54 (16.3%) of the respondents served the Airline between 6 Years to 10 Years and the rest 87 (26.3%) of the respondents served the Airline for more than 10 Years. In General, 57.4% of the respondents were employees who served the Airline for less than 5 years.

Regarding Level of Education of the respondents, most of the respondents i.e. 228 (68.9%) were university graduates with Bachelor degree, 72 (21.8%) of them were College graduates with Diploma/Level IV Certificate and the remaining 31 (9.3%) of them were Second Degree holders (i.e. MA/MS/MBA).

Furthermore, majority of the respondents i.e. 233 (70.4%) were in Non-management group and the remaining 98 (29.6 %) of the respondents were management position holders which include Team Leaders, Managers and Directors.

To summarize, more than half of the respondents were male employees who were married and most of them are between 18-25 years of age. Besides, 57.4% of the respondents were employees who served the Airline for less than 5 years and this shows that there was relatively younger workforce group in the case company, Ethiopian Airlines. When we summarize education further, majority from the sample employees were a holder of Bachelor Degree and 70.4% of the respondents are working in Non-Management group.

4.3. Descriptive analysis on organizational culture measures

In order to see the general perception of the respondents regarding the organizational culture dimensions (i.e. involvement, consistency, adaptability and mission), the researcher has summarized the cultural dimensions using frequency, percentage, mean and standard deviation using 5 - point Likert scale. The 5- point with their respective numeric value were: 1: Strongly Disagree; 2: Disagree; 3: Neither Agree nor disagree, 4: Agree and 5: Strongly Agree.

Thus, the mean indicates to what extent the sample group on average agrees or disagrees with the different statements. According to Marczyk, Dematteo and Festinger (2005), the lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement.

Thus, the bench mark for the descriptive analysis of this study was a mean score of 3 which is the midpoint indicates ambivalence, a mean score below 3 indicates lower agreement and a mean score above 3 and below 4 indicates moderate (medium) agreement and a mean score of 4 or above indicates strong agreement (Best and khan, 1995). The mean values were presented in table 4.3 below, together with standard deviation values for each variable.

4.3.1 Descriptive analysis on involvement

In this section, the responses of the respondents on the first dimension of organizational culture, i.e. Involvement, were evaluated as below, using the 5 - point likert scale.

Table 4.3: Descriptive analysis on involvement

Involvement									
Items		1	2	3	4	5	Total	Mean	Standard Deviation
In my company, decisions are usually made at the levels where right information is available	Number	9	48	72	144	58	331	3.59	1.024
	%	2.7	14.5	21.8	43.5	17.5	100		
I believe that I can have a positive impact	Number	0	6	21	198	106	331	4.22	0.639
	%	0	1.8	6.3	59.8	32	100		
I can get the information I need as Information is widely shared	Number	0	22	61	165	83	331	3.93	0.836
	%	0	6.6	18.4	49.8	25.1	100		
Cooperation across different parts of the organization is actively encouraged	Number	6	21	53	177	74	331	3.88	0.888
	%	1.8	6.3	16	53.5	22.4	100		
In my company, Teamwork is used to get work done, rather than hierarchy	Number	6	33	31	149	112	331	3.99	0.998
	%	1.8	10	9.4	45	33.8	100		
I work like I am part of a team	Number	0	3	24	142	162	331	4.40	0.664
	%	0	0.9	7.3	42.9	48.9	100		
In my Company, there is a continuous investment to develop the skills of employees	Number	12	50	63	149	57	331	3.57	1.055
	%	3.6	15.1	19	45	17.2	100		
The capabilities of employees are viewed as an important source of competitive advantage in my Company	Number	15	31	76	140	69	331	3.66	1.051
	%	4.5	9.4	23	42.3	20.8	100		
In my company, authority is delegated so that employees act on higher positions by their own	Number	24	45	57	137	68	331	3.54	1.17
	%	7.3	13.6	17.2	41.4	20.5	100		
Group Mean Score and SD of involvement								3.86	.618

1 – Strongly Disagree, 2 - Disagree, 3 - Neither agree nor disagree, 4 - Agree, 5 - Strongly agree
Source: Own Survey data (2019)

As shown in the above table, 202 (61%) of the respondents agreed & strongly agreed that decisions were usually made at the level where right information is available in the company. Its mean score of 3.59 also implies that the sample group on average moderately agreed on the first item under involvement. When employees were requested if they believe they can have a positive impact, 304 (91.8%) of the respondents agreed & strongly agreed and the mean score of 4.22 implies that the sample employees on average strongly agreed that they can have a positive impact in the company.

Therefore, the researcher generalized that majority of the respondents agreed on the item “I believe that I can have a positive impact” under Involvement which is to mean that they believe they have an impact which is important for the company.

When employees were asked if they can get the information they need as information is widely shared, 248 (74.9%) of the respondents agreed & strongly agreed that and the mean score of 3.93 implied that the sample employees on average agreed that they can get the information they need as information is widely shared in the company. On the other hand, the mean score of 3.88 on average showed that and also 251 (75.9%) of the respondents agreed & strongly agreed on the active encouragement of cooperation across different parts of the organization. Mean Score of 3.99 implied that and 261 (78.8%) of the respondents agreed & strongly agreed that Team work is used to get work done, rather than hierarchy in Ethiopian Airlines.

In line with this, the researcher summarized that majority of the respondents in the company under study, Ethiopian Airlines, agreed that they can get the information they need on time, agreed also on the existence of active encouragement of cooperation across different parts of the company and also agreed on the utilization of Team work to get the work done, rather than hierarch.

The highest mean score for responses on the item under involvement was 4.40, on “I work like I am part of the team” which implies that employees were exerting team effort to get work done and it indicates the existence of team work spirit in the company. When the researcher further analyzed, 304 (91.8%) of the respondents agreed & strongly agreed on the importance of Team Work Spirit in order to get work done.

Furthermore, mean score of 3.57 on the item requesting if there is a continuous investment to develop the skills of employees in Ethiopian Airlines implies that, respondents on average moderately agreed on the existence of continuous investment on the development of skills and knowledge of employees in the company. Moreover, 206 (62.2%) of the respondents agreed & strongly agreed on the existence of continuous investment to develop employees' skill in the case company, Ethiopian Airlines. Therefore, the researcher can generalize that majority of the respondents believe that attention is being given on the development of employees' skill and knowledge in different aspects so that employees stay updated for better performance in the competitive market. In addition to that, the mean score of 3.66 implied that respondents on average moderately agreed and 209 (63.1%) of the respondents agreed & strongly agreed on the consideration of employees' capabilities as an importance source of competitive advantage in Ethiopian Airlines. At last, the mean score of 3.54 implies that; and 205 (61.9%) of the respondents agreed & strongly agreed on the existence of delegation of Authorities to employees to act on higher positions by their own.

Therefore, the group mean score of 3.86 implies that employee moderately agreed on that Involvement is an important dimension of organizational culture and it helps in building human capability, ownership and responsibility in Ethiopian Airlines. It also moderately ensures the participation of employees in decision making, relies on team effort to get work done and continual investment in the development of employee's skills. In general, they moderately agreed that there are encouraged employee involvement which creates a sense of ownership and responsibility, in the case company Ethiopian Airlines.

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

4.3.2 Descriptive analysis on consistency

Discussion were made here below on the responses obtained from the respondents through the structured questionnaire on the second dimension of organizational culture, i.e. consistency, in the case company Ethiopian Airlines.

Table 4.4: Descriptive analysis on consistency

		consistency					Total	Mean	Standard Deviation
Items		1	2	3	4	5			
There is a clear and consistent set of values that govern the way the company do its business	Number	6	9	36	183	97	331	4.08	0.819
	%	1.8	2.7	10.9	55.3	29.3	100		
There is an ethical code that guides employees' behavior and tells right from wrong	Number	3	25	25	146	132	331	4.15	0.916
	%	0.9	7.6	7.6	44.1	39.9	100		
When disagreements occur, employee work hard to achieve a "win-win" solutions	Number	7	42	75	163	44	331	3.59	0.944
	%	2.1	12.7	22.7	49.2	13.3	100		
In my Company, there is a clear agreement about the right way and the wrong way to do things	Number	13	18	53	128	119	331	3.97	1.046
	%	3.9	5.4	16	38.7	36	100		
It is easy to reach consensus, even on difficult issues	Number	12	40	101	148	30	331	3.44	0.943
	%	3.6	12.1	30.5	44.7	9.1	100		
Employees from different parts of this organization share a common perspective	Number	3	24	64	168	72	331	3.85	0.873
	%	0.9	7.3	19.3	50.8	21.8	100		
It is easy to coordinate projects across different parts of the organization	Number	6	58	64	145	58	331	3.58	1.028
	%	1.8	17.5	19.3	43.8	17.5	100		
In my Company, the approach to do business is very consistent and predictable	Number	8	33	51	153	86	331	3.83	1.003
	%	2.4	10	15.4	46.2	26	100		
Group Mean score and SD of consistency								3.81	.652

1 – Strongly Disagree, 2 - Disagree, 3 - Neither agree nor disagree, 4 - Agree, 5 - Strongly agree
Source: Own Survey data (2019)

As indicated on the above table, the mean score of 4.08 implies that the respondents on strongly agreed on the existence of clear and consistent set of values and also 280 (84.6%) of the respondents agreed & strongly agreed that there is a clear and consistent set of values that govern the way the company do its business. On the other hand, the highest mean score, 4.15 among the eight items under consistency indicates that respondents on average strongly agreed that there is an ethical code that guides employees' behavior and tells right from wrong. Besides 278 (84%) of the respondents agreed & strongly agreed that there is an ethical code that guides employees' behavior and tells them right from wrong in Ethiopian Airlines.

On the other note, the mean score of 3.59 on the third item under consistency indicates, and 207 (62.5%) of the respondents agreed & strongly agreed on that employees work hard to achieve a “win-win” solutions when disagreement occur. 247 (74.7%) of the respondents agreed & strongly agreed and also Mean Score of 3.97 implies that there is a clear agreement about the right and the wrong way to do things.

The relatively least mean score of 3.44 under consistency implies that the respondents on average moderately agreed on the item “It is easy to reach consensus, even on difficult issues” and 178 (53.8%) of the respondents agreed & strongly agreed that it is easy reaching to consensus even on difficult issues and challenging situations in the company. On the other hand, the mean score of 3.85 implies that and 240 (72.6%) of the respondents agreed & strongly agreed on the sharing of common perspective among employees from different parts of the organization. This implies the high-level existence of shared common perspective among employees, from different parts in Ethiopian Airlines. On the other hand, the mean score under consistency i.e. 3.58 and 203 (61.3%) of the respondents agreed on the item “it is easy to coordinate projects across different parts of the organization”. The mean score of the last item under consistency, 3.83 implies that and 239 (72.2%) of the respondents shows their agreement on the consistency and predictability of the approach to do business in Ethiopian Airlines.

To summarize, majority of the respondents agreed on the existence of a clear and consistent set of values and also on the presence of ethical code that guides employees’ behaviour in Ethiopian Airlines. Besides, they also agreed on that employees work hard to achieve a win-win solution when disagreement occur. The researcher also summarized that majority of the sample employees know what is right to do and what is wrong not to do as they believe that there is a clear agreement.

Considering the aggregate (group) mean of consistency, i.e. 3.81 (which is lesser in comparison with the aggregated mean of the other dimensions) implied that and 70.7% of the employees agreed & strongly agreed that consistency is less important dimension of organizational culture in Ethiopian Airlines. The remaining 11.5% of the respondents disagree on the existence of defined values and systems, distinct method of doing business, a clear set of do’s and don’ts in the company and 17.7% of the respondents were neutral.

4.3.3 Descriptive analysis on adaptability

The responses on the next dimension of organizational culture i.e. adaptability using the 5-point likert scale was also evaluated here below.

Table 4.5: Descriptive analysis on adaptability

adaptability									
Items		1	2	3	4	5	Total	Mean	Standard Deviation
In my company, new and improved ways to do work are continually adapted	Number	0	15	55	159	102	331	4.05	.809
	%	0.0	4.5	16.6	48	30.8	100		
Different parts of the organization often cooperate to create change	Number	0	37	49	167	78	331	3.86	.903
	%	0.0	11.2	14.8	50.5	23.6	100		
My company respond to competitors actions and other changes in the business	Number	0	12	46	164	109	331	4.12	.775
	%	0.0	3.6	13.9	49.5	32.9	100		
Customers comment and recommendations lead to changes	Number	3	7	27	148	146	331	4.29	.779
	%	.9	2.1	8.2	44.7	44.1	100		
I understand customers wants and needs	Number	0	6	19	151	155	331	4.37	.678
	%	0.0	1.8	5.7	45.6	46.8	100		
Customers inputs directly influences my company's decisions	Number	0	6	49	123	153	331	4.28	.779
	%	0.0	1.8	14.8	37.2	46.2	100		
In my company, Innovation and risk taking are encouraged and rewarded	Number	14	21	80	140	76	331	3.73	1.019
	%	4.2	6.3	24.2	42.3	23	100		
Learning is an important objective in a day-to-day work of this company	Number	0	19	34	144	134	331	4.19	.839
	%	0	5.7	10.3	43.5	40.5	100		
My company view failures as an opportunity for learning and improvement	Number	27	49	69	116	70	331	3.46	1.209
	%	8.2	14.8	20.8	35	21.1	100		
Group Mean Score and SD of adaptability								4.03	.583

1 – Strongly Disagree, 2 - Disagree, 3 - Neither agree nor disagree, 4 - Agree, 5 - Strongly agree

Source: Own Survey data (2019)

When employees were asked if new and improved ways to do work were continually adapted in the company, 261 (78.8%) of the respondents agreed & strongly agreed and the mean score of 4.05 implied that the sample respondents on average agreed that Ethiopian Airlines continually adapted new and improved ways to do work which helped the company to stay fit in the competitive global market. 245 (74.1%) of the respondents agreed & strongly agreed that and also the mean score of 3.86 implied that the respondents on average agreed on which different parts of the organization

often cooperate to create changes in the company. On the other hand, the mean score of 4.12 implied that the respondents on average agreed and 273 (82.4%) of the respondents agreed & strongly agreed that the company responds to competitor's actions and other changes in the business environment. Furthermore, 4.29 mean score and 294 (88.8%) of the respondents agreed that customers comment, suggestions and recommendations lead the company to changes.

The highest mean score i.e. 4.37 among the nine items under adaptability indicates that the respondents on average agreed and 306 (92.4%) of the respondents agreed & strongly agreed on the item "I understand customers wants and needs". This implies that majority of the respondents understand what the customers' needs and wants are. This shows that customer is highly respected in the case company, Ethiopian Airlines, and employees work hard to satisfy customer's needs and wants. When employees were also requested on the item "customer inputs directly influence the company's decision" 276 (83.4%) of the respondents agreed & strongly agreed and the mean of 4.28 implied that respondents on average agreed on that customer's input directly influence the company's decision. The rest 6 (1.8%) of the respondents disagreed while 49 (14.8%) of the respondents neither agreed nor disagreed.

The relatively least mean score from the items under adaptability is 3.46 on "my company view failures as an opportunity for learning and improvement" and 186 (56.1%) of the respondents agreed & strongly agreed that the company view failures as an opportunity for learning and improvement.

In general, the aggregated (group) mean score of 4.03 implies that the respondents on average agreed and 78.4% of the respondents also agreed & strongly agreed that the company is translating the demand of business environment and also the demand of internal customer in effect had positive effect on level of employees' commitment in the organization. The rest 7.2% of the respondents disagree and the remaining 14.4% of the respondents were neutral (Neither agree nor disagree) on the item.

To summarize, majority of the respondents strongly agreed that Ethiopian Airlines continually adapted new and improved ways to do work. The analysis also shows that changes were welcomed in Ethiopian Airlines and different parts of the organization cooperate and create changes for improvement. Furthermore, 88.8% of the respondents agreed that customers comment, suggestions and recommendations lead the company to changes and this implies that

the company take comments and suggestions from customers to work more on the improvement. As its Customers are the back bone for the success of Ethiopian Airlines, majority of the respondents agreed on the understanding what the customers' needs and wants are and work hard to meet their needs accordingly.

4.3.4 Descriptive analysis on mission

Discussion made here below on the responses obtained from the respondents through the structured questionnaire on the last dimension of organizational culture, i.e. mission, in the case company Ethiopian Airlines.

Table 4.6: Descriptive analysis on mission

		mission					Total	Mean	Standard Deviation
Items		1	2	3	4	5			
In my company, there is a clear mission that gives meaning and direction to work	Number	0	12	37	109	173	331	4.34	.817
	%	0	3.6	11.2	32.9	52.3	100		
My company's strategic direction is clear to me	Number	3	16	32	138	142	331	4.21	.871
	%	0.9	4.8	9.7	41.7	42.9	100		
In my company, there is a long term purpose and direction	Number	0	12	21	133	165	331	4.36	.760
	%	0	3.6	6.3	40.2	49.8	100		
Leaders set goals that are ambitious, but realistic	Number	6	24	60	155	86	331	3.88	.939
	%	1.8	7.3	18.1	46.8	26	100		
There is widespread agreement about the goals of this company	Number	0	12	45	169	105	331	4.11	.767
	%	0	3.6	13.6	51.1	31.7	100		
I have a shared vision of what my company will look like in the future	Number	0	9	34	137	151	331	4.30	.762
	%	0	2.7	10.3	41.4	45.6	100		
In my company, Leaders have a long-term viewpoint	Number	4	28	61	161	77	331	3.84	.918
	%	1.2	8.5	18.4	48.6	23.3	100		
My company's vision creates excitement and motivation for me	Number	6	28	40	118	139	331	4.08	1.02
	%	1.8	8.5	12.1	35.6	42	100		
Group Mean Score and SD of mission								4.14	.623

1 – Strongly Disagree, 2 - Disagree, 3 - Neither agree nor disagree, 4 - Agree, 5 - Strongly agree
Source: Own Survey data (2019)

The highest mean score of 4.36 implied that the respondents on average strongly agreed on the existence of long-term purpose and direction in Ethiopian Airlines. Besides, 298 (90%) of the respondents agreed & strongly agreed on the existence of long-term purpose and direction in Ethiopian Airlines. When employees requested on the existence of clear mission that gives

meaning and direction to work 282 (85.2%) of the respondents agreed & strongly agreed and mean score of 4.34 implied that the respondents on average strongly agreed that there is a long-term direction along with a clearly stated mission that gives meaningful direction to work. This implies that the company has a clearly stated mission which involves a clearly stated goals & objectives and vision. On the other hand, the mean score of 4.21 implies that the respondents on average agreed and 280 (84.6%) of the respondents agreed & strongly agreed on the item “My Company’s strategic direction is clear to me” under Mission. On the other hand, 241 (72.8%) of the respondents agreed & strongly agreed that Leaders set goals which were ambitious but realistic. This implies that the goals set by Leaders were achievable and realistic. Mean score of 4.30 implies that the respondents on average agreed; and 288 (87%) of the respondents agreed & strongly agreed that employees have a shared vision of what the company will look like in the future. Furthermore, the mean score of 4.08 and 257 (77.6%) of the respondents agreed & strongly agreed on the item “My company’s vision creates excitement and motivation for me” under mission.

In general, the group mean score for mission i.e. 4.14 (which is the highest in comparison with the aggregated mean of the other dimensions) indicates that the respondents on average strongly agreed that mission is the major driver of organizational culture. As measured using 5- point Likert scales, mission has the highest group mean score from the organizational culture dimensions which indicate the existence of a long-term purpose and direction and majority of the respondents agree that the company has clear mission and vision for which the implementation status is checked periodically.

To summarize, majority of the respondents strongly agreed on the existence of clearly stated mission, long term purpose and direction in the company under study, Ethiopian Airlines. The analysis also implies that the goals set by Leaders were achievable and realistic. Moreover, majority of the respondents also agreed that employees have a shared vision of what the company will look like in the future.

4.4. Descriptive analysis on employees' commitment

In this section, the responses obtained from the sample employees through the structured questionnaire on employees' commitment were discussed here below. There are eighteen items included on the survey questionnaire to measure employees' commitment. Among the eighteen, five questions which includes negative wordings were reverse coded.

Thus, respondents were requested to rate them from Strong Disagreement to Strong Agreement according to the 5 – point Likert Scale.

Table 4.7: Descriptive analysis on employees' commitment

employees' commitment									
Items		1	2	3	4	5	Total	Mean	Standard Deviation
I would be very happy to spend the rest of my career with this company	Number	39	46	71	118	57	331	3.33	1.247
	%	11.8	13.9	21.5	35.6	17.2	100		
I really feel as if this Company's problems are my own	Number	12	15	36	146	122	331	4.06	.992
	%	3.6	4.5	10.9	44.1	36.9	100		
I do not feel like 'part of the family' in this company (R)	Number	45	49	48	94	95	331	3.44	1.392
	%	13.6	14.8	14.5	28.4	28.7	100		
I do not feel 'emotionally attached' to this company (R)	Number	45	83	39	88	76	331	3.20	1.394
	%	13.6	25.1	11.8	26.6	23	100		
This company has a great deal of personal meaning for me	Number	21	37	61	149	63	331	3.59	1.109
	%	6.3	11.2	18.4	45	19	100		
I don't feel a 'strong' sense of belonging to my company(R)	Number	46	42	57	93	93	331	3.44	1.379
	%	13.9	12.7	17.2	28.1	28.1	100		
It would be very hard for me to leave my company right now, even if I wanted to	Number	22	54	71	102	82	331	3.51	1.214
	%	6.6	16.3	21.5	30.8	24.8	100		
Too much in my life would be disrupted if I decided to leave my company now	Number	34	58	84	95	60	331	3.27	1.237
	%	10.3	17.5	25.4	28.7	18.1	100		
Right now, staying with my company is a matter of necessity as much as desire	Number	16	48	77	133	57	331	3.5	1.085
	%	4.8	14.5	23.3	40.2	17.2	100		
I feel that I have very few options to consider leaving this company	Number	40	48	75	134	34	331	3.22	1.183
	%	12.1	14.5	22.7	40.5	10.3	100		
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	Number	40	58	85	106	42	331	3.16	1.211
	%	12.1	17.5	25.7	32	12.7	100		
One of the major reasons I continue to work for this company is that leaving would require considerable personal sacrifice	Number	39	57	81	112	42	331	3.18	1.208
	%	11.8	17.2	24.5	33.8	12.7	100		

I think that people these days move from company to company too often	Number	18	31	46	156	80	331	3.75	1.089
	%	5.4	9.4	13.9	47.1	24.2	100		
I don't believe that a person must always be loyal to his/her organization (R)	Number	47	56	82	69	77	331	3.22	1.354
	%	14.2	16.9	24.8	20.8	23.3	100		
One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain	Number	22	48	57	134	70	331	3.55	1.168
	%	6.6	14.5	17.2	40.5	21.1	100		
If I got another offer for a better job elsewhere, I would not feel it was right to leave my company	Number	40	87	64	71	69	331	3.13	1.336
	%	12.1	26.3	19.3	21.5	20.8	100		
I believe in the value of remaining loyal to one company	Number	25	27	58	147	74	331	3.66	1.137
	%	7.6	8.2	17.5	44.4	22.4	100		
Things were better in the days when people stayed in one company for most of their careers	Number	39	40	60	115	77	331	3.46	1.291
	%	11.8	12.1	18.1	34.7	23.3	100		
Group Mean and SD of employees' commitment								3.42	.524

1 – Strongly Disagree, 2 - Disagree, 3 - Neither agree nor disagree, 4 - Agree, 5 - Strongly agree

Source: Own Survey data (2019)

The employees' commitment survey tool uses 5-Point likert scale (1: Strongly Disagree 2: Disagree, 3: Neither agree nor disagree, 4: Agree and 5: Strongly Agree). Thus, a mean score of 3 which is the mid-point indicates ambivalence, a mean score below 3 indicates lower commitment and a mean score above 3 and below 4 indicates moderate commitment and a mean score of 4 or above indicates higher commitment.

Thus, as depicted on the above table, the mean score of 3.33 on the item "I would be very happy to spend the rest of my career with this company" shows that the sample respondents moderately agreed on the item but 175 (52.8%) of the respondents i.e. more than half of the sample size, agreed & strongly agreed that they would be very happy to spend the rest of their career with the subject Company, Ethiopian Airlines. The remaining 85 (25.7%) and 71 (21.5%) of the respondents were disagree and neutral on the item respectively.

In line with this, the researcher summarized that more than half of the respondents would be very happy to spend the rest of their career with the subject company, Ethiopian Airlines, and willing to stay as a committed member for the company.

The highest mean of 4.06 is on the item “I really feel as if this company’s problems were my own” shows that the sample respondents strongly agreed on the item. 146 (44.1%) and 122 (36.9) of the respondents were agreed and strongly agreed on the item respectively. The remaining 12 (3.6%) of the respondents strongly disagreed, 15 (4.5%) of the respondents disagreed and the remaining 36 (10.9%) of the respondents neither agreed nor disagreed on the item.

On the other hand, according to table 4.7, 94 (28.4%) of the respondents agreed on the reverse coded item “I do not feel like ‘part of the family’ in this case company Ethiopian Airlines and 95 (28.7%) of the respondents were strongly agreed. In addition, 164 (49.6%) and 186 (56.2%) of the respondents agreed on the reverse coded items “I do not feel emotionally attached to this company” and “I don’t feel a strong sense of belongingness to my company” respectively.

When employees were requested if the company has a great deal of personal meaning for them, 212 (64%) of the respondents agreed & strongly agreed and the remaining 58(17.5%) of the respondents disagreed & strongly disagreed and 61(18.4%) of the respondents neither agreed nor disagreed on the item.

In general, as depicted on the above table, the group mean score of 3.42 (moderate level for employees’ commitment measure) and 58% of the respondents agreed & strongly agreed on employees’ commitment measures and the remaining 22.7% of the respondents disagreed & strongly disagreed and the remaining 19.3% of the respondents neither agreed not disagreed. Therefore, Mean score of employees’ commitment (3.42) implies that respondents agree moderately on the commitment measures.

To summarize, majority of the respondents moderately agreed that they feel as if the problem of Ethiopian Airlines, the company under study, were their own. They also agreed that the company has a great deal of personal meaning for them. Besides, only 26.6% of the respondents agreed on the presence of emotional attachment with the company while majority of the respondents agreed on the feeling of emotional attachment they have with the Company.

4.5. Preliminary Tests for Multiple Regression Model Assumptions

In order to make the data ready for analysis and to get reliable results from the research, the model of this research paper was tested for five multiple linear regression model assumptions. Among them the major ones are: Homoscedasticity test, Autocorrelation, Multicollinearity test, Normality test and constant variable. Accordingly, the following sub-sections present the tests in detail.

Assumption one: The errors have zero mean ($E(\epsilon) = 0$) or constant variable

This assumption states that the average value of the errors should be zero. According to Brooks (2008), if the regression equation contains a constant term, this presumption will never be breached. Therefore, since from the regression result table the constant term (i.e. β_0) was included in the regression equation; this assumption holds good for the model.

Assumption two: homoscedasticity (variance of the errors is constant ($Var(\mu_t) = \sigma^2 < \infty$))

Heteroskedasticity is a systematic pattern in the errors where the variances of the errors are not constant. When the variance of the residuals is constant, it is referred as homoscedasticity, which is desirable. To test for the absence of Heteroskedasticity, Breusch-Pagan-Godfrey test was used in this study. In this test, if the p-value is very small, i.e. less than 0.05, it is an indicator for the presence of heteroscedasticity (Gujarati, 2004).

Table 4.8 below presents three different types of heteroskedasticity tests. Since the p-values of all the three tests are considerably greater than 0.05, it's a clear indicator that there is no evidence for the presence of heteroscedasticity. Hence, the model fulfills the second test.

Table 4.8: Heteroskedasticity Test: Breusch-Pagan-Godfrey:

F-statistic	1.025090	Prob. F(4,326)	0.3943
Obs*R-squared	4.111537	Prob. Chi-Square(4)	0.3911
Scaled explained SS	4.064106	Prob. Chi-Square(4)	0.3974

✚ Assumption three: covariance between the error terms over time is zero ($\text{cov}(u_i, u_j) = 0$)

This assumption states that covariance between the error terms over time or cross-sectionally for same type of data is zero. That is, the errors should be uncorrelated with one another. If the errors are not uncorrelated with one another, it is an indicator for the presence of Auto correlation or serial correlation (Brooks, 2008).

According to Brooks (2008), the presence or absence of autocorrelation is identified by using the Breusch–Godfrey test as shown in table 4.9. The result of the statistic labeled “obs*R-squared”, which is the LM test statistic for the null hypothesis of no serial correlation shows a p-value of 0.2210 (i.e. by far greater than 0.05) on which it strongly indicates the absence of autocorrelation.

Table 4.9. Breusch-Godfrey Serial Correlation LM Test

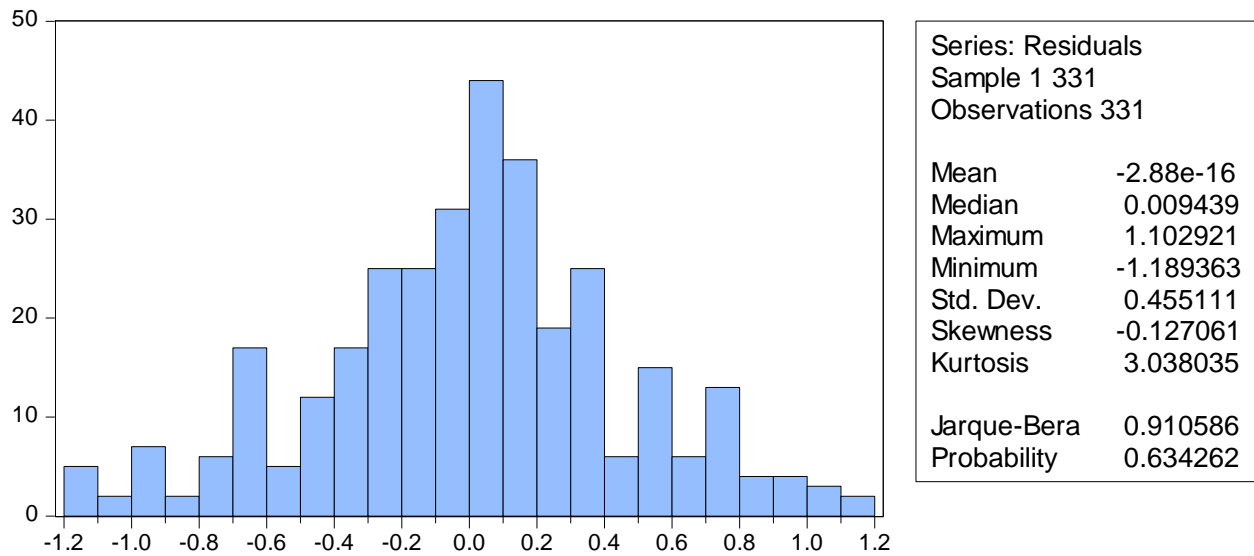
F-statistic	1.491466	Prob. F(2,324)	0.2266
Obs*R-squared	3.019577	Prob. Chi-Square(2)	0.2210

✚ Assumption four: Normality (errors are normally distributed $\mu_t \sim N(0, \sigma^2)$)

A normal distribution is not skewed and is defined to have a coefficient of kurtosis 3. Jarque-Bera formalizes this by testing the residuals for normality and testing whether the coefficient of skewness and kurtosis are zero and three respectively. Normality assumption of the regression model can be tested with the Jarque- Bera measure. If the probability of Jarque - Bera value is greater than 0.05, it’s an indicator for the presence of normality (Brooks 2008).

The normality tests for this study as shown in Figure 4.1 indicates the kurtosis is close to 3, skewness close to 0 and the Jarque-Bera statistic has a p-value of 0.634262 which is well over 0.05 implying that the data were consistent with a normal distribution assumption.

Figure 4.1 Normality Test result



Source: Normality test, 2019

Assumption five: Multicollinearity Test

According to Churchill and Iacobucci (2005), Multicollinearity is concerned with the relationship which exists between explanatory variables. When there exists the problem of multicollinearity, the amount of information about the effect of explanatory variables on dependent variables decreases and as a result, many of the explanatory variables could be judged as not related to the dependent variables when in fact they are. How much correlation causes multicollinearity, however, is not still clearly defined. Many authors have suggested different level of correlation to judge the presence of Multicollinearity. While Hair, et al. (2006) argued that correlation coefficient below 0.9 may not cause serious multicollinearity problem and the presence of high correlation (generally 0.9 and higher) is the indication of multicollinearity. Whereas, Malhotra (2007) also stated that multicollinearity problem exists when the correlation coefficient among variables is greater than 0.75. This indicates that there is no consistent agreement on the level of correlation that causes Multicollinearity.

Therefore, in this study correlation matrix for the four independent variables is shown below in Table 4.10. The result of the estimated correlation matrix shows that the highest correlation of 0.831 which is between Consistency and Involvement. Since there is no correlation above 0.9 according to Hair, et al. (2006), it can be concluded that there is no problem of Multicollinearity.

Table 4.10: Correlation matrix between explanatory variables

	Involvement	Consistency	Adaptability	Mission
Involvement	1			
Consistency	.831**	1		
Adaptability	.678**	.738**	1	
Mission	.589**	.695**	.649**	1

Source: SPSS Correlation matrix output, 2019

4.6 Analysis of Inferential Statistics Results

One of the major objectives of the study is to assess the relationship that the selected organizational cultures (i.e. involvement, consistency, adaptability and mission) have with employees' commitment and its effect on it. For this purpose, inferential statistics of correlation and regression analysis have been used and the results were presented in the below sections.

4.6.1 Correlation Analysis

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

The strength of the relationship between the variables is obtained through Pearson product-moment correlation coefficient 'r'. The value of Pearson product-moment correlation coefficient 'r' normally varies between -1.0 to 1.0. The coefficient (r) revealed the magnitude and direction of relationships. The sign indicates whether there is a positive correlation (as one variable increase, the other also increase) or negative correlation (as one variable increase, the other decrease) and it also shows the intensity of the relationship. Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo and Festinger, 2005).

4.6.1.1 Pearson Correlation analysis

The relationship of the variables is expressed by value within the range of -1.00 to + 1.00 as Pearson product–moment correlation technique indicates. Pearson correlation coefficient will be +1 in the case of a perfect increasing (positive) linear relationship (correlation), -1 and 1 in all other case indicating the degree of liner dependency between variables. To determine the relationship between the four cultural dimensions (i.e. involvement, consistency, adaptability and mission) and employees’ commitment, Pearson correlation was computed. Table 4.11, presents the results of Pearson correlation matrix on the relationship between the organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) and employees’ commitment.

Table 4.11. Correlations matrix for the four organizational culture dimensions (involvement, consistency, adaptability and mission) and employees’ commitment

		Employees’ Commitment	Involvement	Consistency	Adaptability	Mission
Employees’ Commitment	Pearson Correlation	1				
Involvement	Pearson Correlation	.396**	1			
Consistency	Pearson Correlation	.429**	.831**	1		
Adaptability	Pearson Correlation	.439**	.678**	.738**	1	
Mission	Pearson Correlation	.449**	.589**	.695**	.649**	1

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

Source: SPSS Correlation result output, 2019

As per Table 4.11 above, there were statistically significant positive relationship between employees’ commitment and all the four organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) at $p < 0.01$ level. Therefore, we can say that employees’ commitment had statistically significant positive correlation with all the four cultural dimensions. Moreover, mission had stronger positive and statistically significant correlation with $r = 0.449$ with employees’ commitment than the other cultural dimensions. Following to mission, adaptability had also strong and positive correlation with $r = 0.439$ to employees’ commitment. Similarly, consistency had also strong positive correlation with $r = 0.429$ to employees’ commitment.

However, involvement as cultural dimension was less positively correlated with $r=0.396$ to employees' commitment than other cultural dimensions. In general, the above correlation result shows that all the selected cultural dimensions based on Denison's cultural model i.e. involvement, consistency, adaptability and mission had positive correlation to employee's commitment. Moreover, mission had stronger positive and statistically significant correlation with employees' commitment. Whereas, involvement has less positive correlation with employees' commitment.

4.6.2 Multiple Regression Analysis

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

In order to see the contribution of organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) on employees' commitment, Multiple Regression Analysis was employed. The following table presents the results of Multiple Regression Analysis. The squared multiple correlation coefficients (R^2) tells us the level of variance in the dependent variable (employees' commitment) which is explained by the model.

Table 4.12. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.496 ^a	.246	.237	.45813

a. Predictors: (Constant), involvement, consistency, adaptability, mission

Source: SPSS Regression results output, 2019

The model summary on table 4.12 provides the values of R, R^2 and adjusted R^2 for the model that has been derived. For this data R which is the degree of association between organizational culture dimensions and employees' commitment has a value of 0.496, the value of R^2 is 0.246 and the adjusted R^2 has a value of 0.237.

The results of Multiple Regression analysis, as presented on the above table, revealed that the adjusted R^2 of 0.237 indicates that 23.7% of the variation of employees' commitment can be predicted by the independent variables i.e. involvement, consistency, adaptability and mission. This implied that employees' commitment is influenced by 23.7% of the organizational culture in Ethiopian Airlines. The remaining 76.3% of the variation of the employees' commitment can be explained by other variables.

Table 4.13. ANOVA Table

ANOVA analysis is normally used to compare the mean scores of more than two groups or variables. It is also called analysis of variance because it compares the variance between groups. (Pallant, 2005).

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.341	4	5.585	26.611	.000 ^b
	Residual	68.423	326	.210		
	Total	90.764	330			

a. Dependent Variable: employees' commitment

b. Predictors: (Constant), involvement, consistency, adaptability, mission

The ANOVA table 4.13 shows that the p-value for F-Statistics (0.000) is less than the significance level 0.05 ($p < 0.05$). This is to mean that the model is significant/acceptable from a statistical perspective. To explain more, accepting at least one of the cultural dimensions (i.e. involvement or consistency or adaptability or mission) had a significant influential relationship on employees' commitment.

Table 4.14: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.472	.196		7.501	.000
Involvement	.070	.074	.082	.935	.350
Consistency	.045	.082	.056	.548	.584
Adaptability	.166	.068	.185	2.457	.015
Mission	.203	.059	.242	3.466	.001

a. Dependent Variable: employees' commitment

Source: SPSS Regression results output, 2019

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

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

Table 4.14 above indicates that adaptability and mission had statistically significant contribution to employees' commitment at 95% confidence level, since their p-values are 0.015 and 0.001 respectively and the significance level for them were less than 0.05 ($p <0.05$). But consistency and involvement had statistically insignificant contribution to employees' commitment since their p-value i.e. 0.584 and 0.350 respectively, are greater than the significance level 0.05 ($p >0.05$). In general, mission is the most significant independent variable which have significant statistical contribution to employees' commitment with p-value of 0.001.

From the above explanation on the contribution of the cultural dimensions (i.e. involvement, consistency, adaptability and mission) to employees' commitment, the value for regression weights were as follows:

$$Y=1.472+0.070X_1+0.045X_2+0.166X_3+0.203X_4+e \text{ where:}$$

Y= the dependent variable (employees' commitment)

X₁ = the first independent variable (involvement)

X₂ = the second independent variable (consistency)

X₃= the third independent variable (adaptability)

X₄ =the fourth independent variable (mission)

e = Standard Error

4.6.2.1 Hypothesis Testing

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

Hypothesis 1: There is significant relationship between involvement and employees' Commitment

The results of Multiple Regression, as presented on table 4.14 above, revealed that Involvement has a positive but insignificant influential relationship (contribution) to employees' commitment with $\beta= 0.070$, at 95% confidence level ($p >0.05$). The Beta value (β) i.e. 0.070 shows that if there is one unit increase in involvement, there will be 7% increase on employees' commitment. Therefore, the researcher rejects the hypothesis. This indicates that Involvement has a positive but statistically insignificant influential relationship (contribution) to employees' commitment.

Hypothesis 2: There is significant relationship between consistency and employees' commitment

The results of Multiple Regression, as presented in table 4.14 above, revealed that consistency has a positive but statistically insignificant influential relationship (contribution) to employee's commitment with $\beta= 0.045$, at 95% confidence level ($p >0.05$). The Beta value (β) i.e. 0.045 shows that if there is one unit increase in consistency, there will be 4.5% increase on employees' commitment. Therefore, the researcher rejects the hypothesis. This indicates that consistency has a positive but statistically insignificant influential relationship (contribution) to employees' commitment.

Hypothesis 3: There is significant relationship between adaptability and employees' commitment

The results of Multiple Regression, as presented in table 4.14 above, revealed that adaptability has a positive and significant influential relationship (contribution) to employee's commitment with $\beta = 0.166$, at 95% confidence level ($p < 0.05$). The Beta value (β) i.e. 0.166 shows that if there is one unit increase in adaptability, there will be 16.6% increase on employee's commitment. Therefore, the researcher accepts the hypothesis, and this indicates that adaptability has a positive and statistically significant influential relationship (contribution) to employees' commitment.

Hypothesis 4: There is significant relationship between employees' identification with organizational mission and employees' commitment

The results of Multiple Regressions, as presented in table 4.14 above, revealed that employees' identification of organizational mission have a positive and significant influential relationship (contribution) to employee's commitment with $\beta = 0.203$, at 95% confidence level ($p < 0.05$). The Beta value (β) i.e. 0.203 shows that if there is a one unit increase in employees' identification of organizational mission, there will be 20.3% increase on employees' commitment. Therefore, the researcher accepts the hypothesis. This indicates that employees' identification with organizational mission has statistically significant influential relationship (contribution) to employees' commitment.

Hence, the above alternative hypotheses related to adaptability and mission were accepted and to the contrary, alternative hypothesis which is related with consistency and involvement were rejected as significance level of consistency and involvement were 0.584 and 0.350 respectively ($p > 0.05$).

In general, the two cultural dimensions i.e. adaptability and mission have statistically significant influential relationship (contribution) to employees' commitment. But consistency and involvement have positive but statistically insignificant influential relationship (contribution) to employees' commitment according to this study. This means that consistency and involvement don't have significant effect on employees' commitment as it is explained by the significance level $p > 0.05$. This indicates that, though the company tries to maintain a strong culture by being highly consistent, this doesn't significantly contribute to the level of employees' commitment based on this study. Besides, the participation of employees on decision making and continual investment on skill development doesn't have significant contribution towards employees' commitment.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS & RECOMMENDATIONS

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

5.1 Summary of Findings

This section summarized the core points and major findings which were obtained from data analysis of survey questionnaire. This paper was analyzed using 331 questionnaires which were collected and completely filled by the sample respondents. The researcher used descriptive analysis such as Mean, Standard Deviation & percentages and also inferential analysis to get the perception of the respondents on the relationship between organizational culture and employees' commitment in the case of Ethiopian Airlines. The summaries of findings from the analysis are presented as below:

- ✚ The mean score for the measures of mission was relatively high (4.14), followed by adaptability (4.03). However, consistency and involvement scores a mean of 3.81 and 3.86 respectively which is lower in comparison with the other two dimensions. This indicates that, consistency and involvement are less important dimension of organizational culture in Ethiopian Airlines.
- ✚ The mean score of employees' commitment (3.42) implies that respondents agree moderately on the commitment measures.
- ✚ There is no evidence for the presence of heteroskedasticity as the p-value of the tests are considerably greater than 0.05.
- ✚ The result of the statistic labeled "obs*R-squared", which is the LM test statistic for the null hypothesis of no serial correlation shows a p-value of 0.2210 (i.e. by far greater than 0.05) which strongly indicates the absence of autocorrelation.

- ✚ The Normality tests indicates the kurtosis is close to 3, skewness close to 0 and the Jarque-Bera statistic has a p-value of 0.634 which is well over 0.05 implying that the data were consistent with a normal distribution assumption.
- ✚ There is no problem of Multicollinearity among the variables as the correlation matrix shows the highest correlation of 0.831 which is between consistency and involvement.
- ✚ Pearson coefficients implies that there were statistically significant positive relationship between employees' commitment and all the four organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) at $P < 0.01$ level. Moreover, mission had stronger positive and statistically significant correlation with employees' commitment than the other cultural dimensions. Following to mission, adaptability and consistency had also strong and positive correlation with employees' commitment. Relatively, involvement has less positive correlation with employees' commitment.
- ✚ The results of Multiple Regression analysis, revealed that the adjusted R^2 of 0.237 indicates that 23.7% of the variation of employees' commitment can be predicted by the independent variables i.e. involvement, consistency, adaptability and mission. This implied that employees' commitment is influenced by 23.7% of the organizational culture in Ethiopian Airlines. The remaining 76.3% of the variation of employees' commitment can be explained by other variables.
- ✚ The ANOVA table shows that the p-value for F-Statistics (0.000) is less than the significance level 0.05 ($p < 0.05$). This is to mean that the model is significant/acceptable from a statistical perspective.
- ✚ Adaptability and mission had significant contribution to employees' commitment at 95% confidence level, since their p-values were 0.015 and 0.001 respectively and the significance level for them were less than 0.05 ($p < 0.05$).
- ✚ Consistency and Involvement had a positive but statistically insignificant contribution on employees' commitment since their p-value i.e. 0.584 and 0.350 respectively, which were greater than the significance level 0.05 ($p > 0.05$).

- ✚ Mission is the most significant independent variable which have significant statistical contribution to employees' commitment with p-value of 0.001.
- ✚ Alternative hypotheses related to adaptability and mission were accepted. To the contrary, alternative hypotheses which is related with consistency and involvement were rejected as their significance level were .584 and 0.350 at $p > 0.05$. This implies that consistency and involvement don't have significant effect on the level of employee commitment.

5.2. Conclusion

The objective of this study was to assess the relationship between organizational culture based on Denison's cultural dimensions (involvement, consistency, adaptability and mission) with employees' commitment in Ethiopian Airlines Company.

Based on the above findings, mission had stronger positive and statistically significant correlation with employees' commitment. The other three organizational culture dimensions; adaptability, consistency and involvement were ranked depending on their correlation level from most correlated to the least correlated. Relatively, involvement was less positively correlated with employees' commitment. Besides, the highest aggregated mean score of mission also revealed that employees strongly agreed with the measure of mission.

Hence, the researcher concluded that mission is the most significant independent variable which have significant statistical contribution to employees' commitment. The more employees identify mission of the company, the more they become committed to the company. When employees internalize and identify the long-term direction, purpose, goals and objectives of the company, it significantly contributes to employees' commitment to the company.

Next to mission, adaptability is the significant predictor of employees' commitment and has significant contribution towards employees' commitment. Therefore, it can be concluded that the more the organization adapt to changing circumstances, the more employees are committed to the company. Thus, employees believe that the organization ability to respond to internal customers has significant effect on their commitment. Furthermore, organization's capacity to restructure a set of behaviors, ability to perceive and respond to the external environment enhances employees' commitment.

However, the result from multiple regression analysis indicates that consistency had positive but statistically insignificant contribution on employees' commitment. Even though, the company tries to maintain a strong culture by being highly consistent, this does not have significant contribution to the level of employees' commitment. This led to the conclusion that employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner. So, while organizations need to maintain a strong organizational culture, they need to be flexible. Similarly, the regression analysis result indicates that involvement had positive but statistically insignificant contribution towards employees' commitment. This also implies that, the participation of employees on decision making and continual investment on skill development doesn't have significant contribution towards employees' commitment.

Therefore, according to the findings of this study, it can be concluded that organizational culture is important in improving the level of employees' commitment which is asserted by the statistically significant contribution of mission and adaptability towards employees' commitment. However, consistency and involvement have positive but statistically insignificant contribution towards employees' commitment with $p > 0.05$. Finally, we can conclude that not all cultural measures have significant contribution towards employees' commitment.

5.3 Recommendations

Based on the conclusions drawn from the study, the following recommendations were made by the researcher.

- ✚ As it is observed from the result of this research paper, 23.7% of the variation of employees' commitment is predicted by the independent variables of the study (i.e. involvement, consistency, adaptability, and mission). This implies that there were also other contributing factors (indicated by the remaining 76.3% of variation) which were related to employees' commitment. These may be job satisfaction, employee rewards, employees' motivation, employees' engagement etc. Therefore, the company has to assess those contributing factors not covered on this research work; i.e. job satisfaction of employees using employees' survey, review employees' motivational factors including incentives and salary scales based on bench marks, and to review engagement practices through social gatherings and get together programs and others which may have significant contribution towards employees' commitment.

- ✚ There is also a need for further research to investigate the contribution of those factors (indicated by the remaining 76.3% of variation) towards employees' commitment, which is beyond the scope of this study.
- ✚ Further study is also recommended to assess the relationship between and also to review effects of organizational culture on Employees' Performance, Job Satisfaction, organizational effectiveness etc as this research work covers only employees' commitment as a dependent variable.
- ✚ As majority of the respondents were employees who served the Airline for less than five years, the company has to establish clearly defined and visible expression of organizational culture which enables to pass on the most important organizational cultures to the new hires.
- ✚ Research finding shows that consistency and involvement have positive but statistically insignificant contribution on employees' commitment. In contrary, mission and adaptability have statistically significant contribution to employees' commitment. Hence, the researcher recommended that the company has to maintain the significant cultural dimensions i.e. mission and adaptability, which have significant positive contribution towards employees' commitment. To explain further, the group mean of mission is the highest, which asserted that employees' already identified the long term plan of the company. Therefore, the company has to continue in communicating its mission and vision to newly hired employees consistently and ensure employees understand, internalize and work towards the achievement of the goals of the organization. Considering Adaptability, the organization should reward innovation to encourage employees for further creativity also continue responding to internal customers and also for the changing external environment.

References

- Allen, N. and Meyer, J. (1990). *The measurement and antecedents of affective, normative and continuance commitment to the organization*. Journal of Occupational Psychology, Vol. 63, pp, 1-18.
- Asghar, A., Mojtaba, F. and Sadeghi. B. (2015). *A survey of the effect of Organizational culture on organizational commitment*. International Journal of Academic Research in business and social science. 5(1);1-9.
- Azadi, A., Bagheri, S., Eslami M. and Aroufzad, S. (2013). *Relationship between organizational culture and organizational commitment among women physical teachers*. European Journal of experimental Biology. 3(1); 531-535.
- Babbie, E. & Mouton, J. (2006). *the practice of social research*: Oxford University Press, New York.
- Bani, M. Yasoureini M. and Mesgarpour A. (2014). *A study on relationship between employees' psychological empowerment and organizational commitment*. Management Science Letters, 4(6) 1197-1200
- Best, J.W. & Khan, J.V. (1995). *Research in Education (7th Edition)*. Prentice Hall press board, New York.
- Brooks, C. (2008). *Introductory of Econometrics for Finance, 2nd Edition*. New York: Cambridge University Press
- Cooper, D. R. & Schindler, P. S. (2003). *Business Research Methods*. New Delhi: Tata McGraw-Hill Publishing Limited Company.
- Chen, Y. L. (2004). *Examining the effect of organization culture and leadership behaviours on organizational commitment, job satisfaction and job performance at small and middle firms of Taiwan*. The Journal of American Academy of Business, 5(2-2), 432-438.
- Churchill, G., and D. Iacobucci. (2005). *Marketing Research: Methodological Foundations, 9th Edition*. USA: Thomson South-Western.
- Deal, T.E. and Kennedy, A.A. (1982). *Corporate Cultures*. Addison-Wesley, Reading, MA.
- Denison, R.D. and Neale, S.W. (2011). *Denison organizational Survey Facilitator Guideline*. Denison consulting LLC

- Dolan, S. and Lingham, T., (Ed). (2012). *Introduction to International Organizational Behavior*. Logan Ltd.
- Drenth, P.J.D.,Thierry, C. & Wolff, C.J.(1998). *Organizational psychology*. 2nd Edition. London: Psychology Press.
- Ezekiel, S. and Darius, N.(2012). *The Influence of Corporate Culture on Employee Commitment to the Organization*. International Journal of Business and Management; Vol. 7, No. 22; 2012 ISSN 1833-3850 E-ISSN 1833-8119
- George, D.& Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and* (4th ed.). Boston: Allyn & Bacon.
- Ghader, S. and Afkhami,M.(2014).*Effect of Organizational Culture on Organizational Silence*.3(10);3306-3313.
- Gujarati, D.(2004). *Basic Econometrics*. Boston: McGraw Hill Companies Incorporated.
- Ethiopian Airlines Company, *Ethiopian Fact Sheet on February, 2019*. Addis Ababa; Ethiopian Airlines Company, viewed from <https://www.ethiopianairlines.com/corporate/media/media-relations/Ethiopian-Factsheet>)
- Hair et al (2006). *Multivariate Data Analysis*. New Jersey: Pearson Education limited.
- Hair et al.(2007). *Marketing Research: Within a Changing Information Environment*, Boston: McGraw-Hill.
- Hakim, A.(2015). *Effect of Organizational Culture, Organizational Commitment to Performance*.The International Journal of Engineering And Science (IJES).4(5);33-41.
- Herscovitch, L. &Meyer, J. (2002). *Commitment to organization change: extension of three component model*. Journal of Applied Psychology, 87 pp 474-478.
- Kaplan, R.S. and Norton, D.P. (2004). *Organization capital: supporting the change agenda that supports strategy execution, Balanced Scorecard*. Vol. 6 No. 1, pp. 1-5.
- Kondalkar, V.G. (2007). *Organizational Behavior*. New Age International (P) Ltd.
- Kotter, J.P and Heskett, J.L. (1992).*Corporate Culture and Performance*. Free Press, New York, NY.
- Lahiry, S. (1994). *Building commitment through organizational culture*. Training and Development, 3, 50-52.
- Lau, H.C. &Idris, M.A. (2001). *Research and concepts: The soft foundation of the critical success factors on TQM implementation in Malaysia*. *The TQM Magazine*, 13(1),pp. 51-60.

- Lok, P., & Crawford, J. (2004). *The effects of organizational culture and leadership style on job satisfaction and organizational commitment*. Journal of Management Development, 23(4), 321-338. <http://dx.doi.org/10.1108/02621710410529785>.
- Luthans, F. (1995). *Organizational Behavior*. 7th Edition. Singapore: McGraw Hill.
- Mahmudah, E. W. (2012). *Effects of organizational culture and ability on organizational commitment and performance in Ibnu Sina hospital, Gresik*. Academic Research International, 2(1), 349-355.
- Malhotra, N. (2007). *Marketing Research: An applied Orientation*, 5th Edition. New Delhi: PHI.
- Marczyk, Dematteo and Festinger, (2005). *Essentials of research design and methodology*. Johnwiley and Sons, Inc, Hoboken, Newjersey and Canada
- Marsh, R.M. and Mannari, H. (1977). *Organizational commitment and turnover: A prediction study*. Administrative Science Quarterly, 22 (1), 57-75.
- Mckinnon, J. L., Harrison, G. L., Chow, C. W., & Wu, A. (2003). *Organizational culture: Association with commitment job satisfaction, propensity to remain, and information sharing in Taiwan*. International Journal of Business Studies, 11(1), 25-44.
- Meyer, J. and Allen, N. (1997). *Commitment in the Workplace: Theory, Research and Application*. Sage, London.
- Meyer, J. and Allen, N. (1991). *A three-component conceptualization of organizational Commitment*; Human Resource Management Review. Vol. 1, pp. 61-89.
- Mowday, R.T., Porter, L.W. and Steers, R.M. (1982). *Employee-organization linkages: the psychology of commitment, absenteeism, and turnover*. London: Academic Press.
- Mowday, R., Steers, R., & Porter, L. (1979). *The measurement of organizational commitment*. Journal of Vocational Behaviour, 14, 224-227. [http://dx.doi.org/10.1016/0001-8791\(79\)90072-1](http://dx.doi.org/10.1016/0001-8791(79)90072-1)
- Mullins, L. (1999). *Management and Organizational Behavior*. 5th Edition. Portsmouth: Pitman Publishing.
- Nazir, N. A. (2005). *Person – culture fit and employee commitment in banks*. Vikalpa, 30(3), 39-51.
- Needle, D. (2004). *Business in Context: An Introduction to Business and Its Environment*. ISBN 978-1861529923.
- Newstrom, J. W. and Davis, K. (2002). *Organizational Behavior. "Human Behavior at Work."* 11th Edition: New Delhi Tata Mcgraw - Hill Publishing Company Limited.

- Nongo, E.S. and Ikyanyon, D.N. (2012). *The Influence of Corporate Culture on Employee Commitment to the organization*. International Journal of Business and Management.7(22);1-8.
- Nystrom, P.C. (1993). *Organizational cultures, strategies and commitments in the health care organization*, Healthcare Management Review, 18(1): 43-49.
- Okocha, B.(2016). *Corporate Culture and Employees' Commitment*. International Journal of Advanced Academic Research ISSN: 2488-9849 Vol. 2, No.11
- Pallant, J (2005).*SPSS Survival Manual*. Second edition, Ligare Pty Ltd, Sydney.
- Robbins, S.P. and Judge T.A (2013). *Organizational Behavior*. Pearson Education, Inc, Prentice Hall.
- Robbins, S.P., dan Judge. (2008). *Perilaku Organisasi: Organizational Behaviour*. Edisi 12. Jakarta: Salemba Empat.
- Saiyadin, M S. (2003). *Human Resource Management*. Tata McGraw-Hill Publishing Company Ltd, New Delhi.
- Schein, E.H. (1992). *Organizational Culture and Leadership: A Dynamic View*. San Francisco, CA: Jossey-Bass.
- Schein, E. H. (1999). *Organization Culture*. American Psychologist, vol. 45,pp.109 . 118.
- Schein, E.H. (2004).*Organizational culture and leadership*. John Wiley & Sons, Inc.
- Singh, D. and Verghese, M. (2015). *Impact of Employee Empowerment on Job Satisfaction And Organizational Commitment*. International Journal In ManagementAnd Social Science.3(3); 280-286.
- Suliman, A.M. (2000). *The multi-dimensional nature oforganizational commitment in a nonwestern context*. Journal of Management Development,19(1), 71-83.
- Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., & Griffin, M. (2013). *Business ResearchMethods* (8th ed.). Delhi, India: Cengage Learning India Pvt. Ltd

ANNEX I

Addis Ababa University College of Business and Economics

Questionnaire on ‘Organizational Culture and Employees’ commitment’

Dear Respondents:

This research is conducted as a partial fulfillment for Masters of Business Administration (MBA) at Addis Ababa University and focuses on assessing ‘The Relationship between Organizational Culture and Employees’ Commitment in Ethiopian Airlines’. To ensure the success of the research, I would like to seek your support and cooperation in responding the questionnaire as soon as possible.

The information that you are providing in this questionnaire will be used for academic purpose only and will be kept confidential. The soundness and the validity of the findings is highly depending on your reliable and genuine responses.

Thank you in advance for your valuable time and cooperation!

Note:

- ✚ Please put a ‘√’ mark on your choice on the space provided.
- ✚ You don’t need to write your name on the questionnaire.

Part I: Demographic Information

1. Age: 18-25 Years 26-35 Years 36-45 Years 46 and above
2. Gender: Male Female
3. Highest Level of Education:
 College Diploma/Level IV Certificate Second Degree (MA/MSc/MBA)
 Bachelor Degree Others _____
4. How many years did you work in Ethiopian Airlines?
 1-3 years 6-10 years
 3-5 years Above 10 years
5. Marital Status:
 Single Married Divorced Widowed
6. Employment Group:
 Management Non Management

Part II: Organizational Culture

Please indicate the degree of your agreement/disagreement with the following statements associated with the four dimensions of organizational culture: Involvement, Consistency, Adaptability and Mission in Ethiopian Airlines Company. Please read carefully and indicate the magnitude by putting a ‘√’ mark on the number that best describes your view.

Dimensions of Organizational Culture	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I. INVOLVEMENT	1	2	3	4	5
In my company, decisions are usually made at the levels where right information is available					
I believe that I can have a positive impact					
I can get the information I need as Information is widely shared					
Cooperation across different parts of the organization is actively encouraged					
In my company, Teamwork is used to get work done, rather than hierarchy					
I work like I am part of a team					
In my Company, there is a continuous investment to develop the skills of employees					
The capabilities of employees are viewed as an important source of competitive advantage in my Company					
In my company, authority is delegated so that employees act on higher positions by their own					
II. CONSISTENCY	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
There is a clear and consistent set of values that govern the way the company do its business					
There is an ethical code that guides employees’ behavior and tells right from wrong					
When disagreements occur, employee work hard to achieve a “win-win” solutions					
In my Company, there is a clear agreement about the right way and the wrong way to do things					
It is easy to reach consensus, even on difficult issues					
Employees from different parts of this organization share a common perspective					
It is easy to coordinate projects across different parts of the organization					
In my Company, the approach to do business is very consistent and predictable					

III. ADAPTABILITY	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
In my company, new and improved ways to do work are continually adapted					
Different parts of the organization often cooperate to create change					
My company respond to competitors actions and other changes in the business environment					
Customers comment and recommendations lead to changes					
I understand customers wants and needs					
Customers inputs directly influences my company's decisions					
In my company, Innovation and risk taking are encouraged and rewarded					
Learning is an important objective in a day-to-day work of this company					
My company view failures as an opportunity for learning and improvement					
IV. MISSION	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
In my company, there is a clear mission that gives meaning and direction to work					
My company's strategic direction is clear to me					
In my company, there is a long term purpose and direction					
Leaders set goals that are ambitious, but realistic					
There is widespread agreement about the goals of this company					
I have a shared vision of what my company will look like in the future					
In my company, Leaders have a long-term viewpoint					
My company's vision creates excitement and motivation for me					

Part III. Employees' Commitment

The following questions are about employees' commitment to the organization. Please indicate the magnitude of your agreement/disagreement by putting '√' mark on the number that best describes your view.

Employees' Commitment	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
I would be very happy to spend the rest of my career with this company					
I really feel as if this Company's problems are my own					
I do not feel like 'part of the family' in this company - R*					
I do not feel 'emotionally attached' to this company R*					
This company has a great deal of personal meaning for me					
I don't feel a 'strong' sense of belonging to my company R*					
It would be very hard for me to leave my company right now, even if I wanted to					
Too much in my life would be disrupted if I decided to leave my company now					
Right now, staying with my company is a matter of necessity as much as desire					
I feel that I have very few options to consider leaving this company					
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives					
One of the major reasons I continue to work for this company is that leaving would require considerable personal sacrifice					
I think that people these days move from company to company too often					
I don't believe that a person must always be loyal to his/her organization R*					
One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain					
If I got another offer for a better job elsewhere, I would not feel it was right to leave my company R*					
I believe in the value of remaining loyal to one company					
Things were better in the days when people stayed in one company for most of their careers					