



**ADDIS ABABA UNIVERSITY  
SCHOOL OF COMMERCE  
GRADUATE PROGRAM MA IN HRM**

**THE EFFECT OF ORGANIZATIONAL CULTURE ON  
EMPLOYEE ORGANIZATIONAL COMMITMENT: THE CASE  
OF KIFIYA FINANCIAL TECHNOLOGY**

**BY: MARD A MUSEFA  
GSE\5853\2014**

**JULY 2025**

**ADDIS ABABA, ETHIOPIA**



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**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE  
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DEGREE OF MASTER OF ART IN HRM**

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**JULY 2025  
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## DECLARATION

I, declare that this thesis entitled: “**The Effect of Organizational Culture on Employee Organizational Commitment: The case of Kifiya Financial Technology**” is my original work. I have undertaken the research work independently with the guidance and support of the research supervisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis has been duly acknowledged.

**Marda Musefa**\_\_\_\_\_

Name of Student

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

## CERTIFICATE

This is to certify that the thesis entitled: “**The Effect of Organizational Culture on Employee Organizational Commitment: The case of Kifiya Financial Technology**”, submitted in Addis Ababa University School of Commerce in partial fulfillment of the requirements for the award of the Degree of Master of Art in HRM and is a record of original research carried out by Marda Musefa, under my supervision, and no part of the thesis has been submitted for any other degree or diploma. The assistance and help received during the course of this investigation have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

Dr. Abraraw Chane\_\_\_\_\_

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Name of Advisor

Signature

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## CERTIFICATE OF APPROVAL

This is to certify that the thesis prepared by Marda Musefa entitled “**The Effect of Organizational Culture on Employee Organizational Commitment: The case of Kifiya Financial Technology**” and submitted in partial fulfilment of the requirements for the Degree of Master of Art in HRM complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Dean, SGS	Signature	Date

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## **LIST OF ACRONYMS**

ANOVA	Analysis of Variance
CVF	Competing Values Framework
ICT	Information Communication Technology
IT	Information Technology
KFT	Kifiya Financial Technology
OLS	Ordinary Least Square
SPSS	Statistical Package for the Social Sciences
US	United States
VIF	Variance Inflation Factor

## **ABSTRACT**

*This study investigates the effect of organizational culture on employee organizational commitment at Kifiya Financial Technology. Using a quantitative research approach and an explanatory survey design, data were collected from a sample of 210 employees selected through simple random sampling from a total population of 441. The study examined four cultural dimensions—clan, adhocracy, market, and hierarchical—and their influence on employees' commitment to the organization. Validity and reliability of the questionnaire were ensured through expert review, pilot testing, and Cronbach's alpha analysis. Data were analyzed using descriptive statistics, correlation, and multiple regression techniques with SPSS software. Findings reveal that adhocracy culture is the most dominant and has the strongest positive effect on employee commitment, followed by market and clan cultures, while hierarchical culture showed no significant impact. The study concludes that fostering innovative and market-driven cultures enhances employee commitment, offering practical implications for organizational management. Recommendations for improving organizational culture and suggestions for future research are also discussed.*

**Key words:** *Organizational Culture, Organizational Commitment, Clan Culture, Adhocracy Culture, Market Culture, Hierarchical Culture, Kifiya Financial Technology*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

People's working conduct and ways of dealing with problems are mostly brought up by their perspective cultural background. Culture can be known as an important part in socializing the human all around the world; few social elements that culture exposed are habit, native language, value, standard, belief, and sign (Agwu, 2014). According to Schein (2004) culture is a universal observable fact as there is no society in history without a culture, but culture varies from one society to another. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success (Saeed & Hassan, 2015). And studies of formal organizations in both Western and non-Western societies have shown the implications of varying cultures for organizational operations and employee organizational commitment (Rashid & Bin, 2020).

Organizational culture plays a crucial role in shaping employee attitudes, behaviors, and their level of commitment toward organizational goals. It encompasses shared values, beliefs, norms, and practices that define how individuals within an organization interact and achieve objectives. It is commonly referred to as a compelling power that dominates the working life of every employee; just like a string that ties the whole organization altogether (Omoregbe, 2017). A positive organizational culture fosters a sense of belonging and loyalty among employees, which is pivotal for enhancing organizational commitment (Schein, 2010; Naidoo & Martins, 2023).

Organizational commitment, characterized by employees' emotional attachment, identification, and involvement with their organization, is influenced by several cultural dimensions, including leadership style, communication patterns, and opportunities for growth (Irawati, Firdaus, & Prapanca, 2024). Studies have shown that a supportive and adaptive culture enhances job satisfaction, motivation, and employee retention, thus reinforcing organizational commitment (Akbari et al., 2023). For instance, transparent communication, recognition systems, and collaboration-focused environments are linked to heightened organizational commitment and lower turnover rates (Parker & Griffin, 2023).

Leadership's role in nurturing and exemplifying organizational culture is particularly significant. Leaders act as cultural ambassadors by demonstrating the values and behaviors they wish to instill in employees. Their ability to create a culture that prioritizes innovation, inclusivity, and continuous learning directly impacts employee perceptions of their roles and strengthens their commitment (Shoaib, et al. 2013; Masson & Parker, 2024). Conversely, a lack of alignment between organizational culture and employee expectations can result in decreased morale, productivity, and higher attrition rates (Gallagher et al., 2024).

According to Ittner & Larcker (2022), to understand the association between employee's organizational commitment and culture of the organization is an imperative research subject because it is proven by different studies that individual's organizational commitment is crucial for success of organization. Researchers have linked a culture in the organization with many different organizational behaviors. They have also recognized the correlation between culture of organization & employee organizational commitment (Masson & Parker, 2024), and productivity (Akbari, et al. 2023). Naidoo and Martins (2023), also highlights that a positive and adaptive organizational culture fosters enhanced organizational commitment, productivity, and commitment, contributing to improved organizational performance.

Studies indicate that in high-growth sectors like fintech, an engaging organizational culture is critical for ensuring employees remain committed despite challenges posed by rapid technological changes and competitive pressures. Due to rapid level of competitive rivalry and the drive to attain prime over, the fintech industries imperatively conscious of what, why, when, where and how they can best characterize and achieve their set purpose and goal (Nwibere, 2023). The fintech industry is operating in competitive markets and are consistently under pressure to monitor and improve their performance with the goal of meeting the ever-increasing expectations of investors, employees, and customers. Therefore, in balancing the divergent stakeholder interests, fintech companies exhibit different values and practices that define their cultural orientations (Etleva et. al., 2023). Thus, analysis devoted to the major effects of organizational culture on the employee organizational commitment of financial industry in Ethiopia seems to be of great relevance.

In the context of Kifiya Financial Technology, a leading financial technology company operating in a fast-paced and competitive industry, understanding the link between organizational culture and employee commitment is vital. Kifiya Financial Technology is an Ethiopian private company founded in 2010, specializing in financial technology solutions aimed at transforming access to finance and payment systems. The company's core mission is to enhance financial inclusion through innovative digital platforms and services. Kifiya offers a range of solutions including online payment systems, automated ticketing, and fare collection mechanisms, primarily addressing gaps in financial access and efficiency in Ethiopia's economy. Through its diverse and impactful programs, Kifiya has established itself as a leader in Ethiopia's financial technology sector, demonstrating the potential of digital innovations in driving economic development and improving social welfare (Craft.co., 2024).

Organizational culture at Kifiya plays a critical role in shaping employee behaviors, fostering collaboration, and ensuring the company can meet its strategic objectives. The fintech sector demands employees who are not only technically proficient but also deeply committed to the organization's mission. A robust organizational culture can enhance employees' resilience and adaptability, critical traits for thriving in such a dynamic environment. By investigating how Kifiya's cultural attributes influence on employee organizational commitment Kifiya Financial Technology.

## **1.2 Statement of the problem**

Every organization is assumed to have its own culture. However, organizational culture is hidden and difficult to identify (Schein, 2010). According to Naidoo and Martins (2023), culture does not reveal itself easily. It is clearly there, but to articulate it and to describe it requires great patience and effort. However, the ability to identify the culture traits of an organization provides a platform for better understanding of the operations of the organization for a better performance (Gallagher, Brown, & Brown, 2024). Unfortunately, most often organizational cultural issues are disregarded, while attention is directed towards activities that may have little or no positive effect on performance (Davidson 2023). According to Schein (2010) most organizations put more efforts on the focus of only intrinsic and extrinsic reward systems give less concern on the traditional cultural activities. Many factors influence people in organizations, but not all are considered when

trying to understand the behavior of people at work; the most frequently overlooked factor is the effect of organizational culture on employees' performance (Ittner & Larcker, 2012).

In the contemporary business environment, managers have more challenges in establishing an effective organizational culture, which is an essential element to improve performance (Ojo, 2009). Organizations particularly in the fintech industry are struggling with the stiff competition in the market and increase of competition; globalization and alliances have led them to a great need for building a performance based organizational culture (Oyafunke, et. al., 2014). However, they are still facing challenges related to performance: lack of employees' efficiency in productivity, performance, commitment, self-confidence, work habits and profitability (Linnenluecke & Griffiths, 2010). This has become necessary because organizations are encumbered with a lot of management crises that stem from their organizational culture (Ratnawat, 2014). These problems tend to impede progress toward achieving high employees' organizational commitment and performance. In a corporate group, lack of effective organizational culture and poor cultural integration affect organizational performance and decrease shareholders return (Iqbal, 2013). For that reason, more research is needed in understanding and establishing relationship between organizational culture and employees' organizational commitment.

Organizational culture plays a pivotal role in determining organizational commitment, motivation, and commitment. For firms operating in competitive and innovative industries like financial technology, the alignment of organizational culture with employee needs and expectations is essential for sustainable growth (Naidoo & Martins, 2023). Despite its contributions to Ethiopia's financial inclusion and technological transformation, Kifiya Financial Technology faces critical challenges in fostering a culture that supports long-term employee commitment.

From a theoretical perspective, research on organizational culture and its impact on employee commitment in Ethiopian firms, particularly in fintech, is sparse. While global studies emphasize the role of shared values, leadership practices, and communication in shaping employee loyalty (Schein, 2010), there is limited evidence contextualized to Ethiopia's unique socio-economic and cultural landscape. Literature also reveals a gap in understanding how specific dimensions of organizational culture—such as clan culture, adhocracy culture, market culture and hierarchical culture—affect employee outcomes in emerging markets (Parker & Griffin, 2023). Most studies

in this field focus on developed economies, leaving a significant gap in knowledge about the interplay between culture and commitment in developing contexts like Ethiopia.

In practical terms, Kifiya's rapid growth and dynamic operations expose employees to significant pressures, including frequent technological updates, evolving market demands, and regulatory complexities. These factors can lead to stress, misalignment between organizational objectives and employee goals, and a potential decline in organizational commitment (Masson & Parker, 2024). Organizational commitment is especially vital in the fintech industry, where retaining skilled employees is essential for innovation and maintaining competitive advantage. High employee turnover, as noted in other fintech firms, disrupts operations and increases costs related to recruitment and training (Naidoo & Martins, 2023).

In addition to the general challenges faced by Kifiya Financial Technology, the company has specific issues related to its business operations that significantly impact employee organizational commitment. One of the critical problems lies in the company's overemphasis on taking advanced payments from customers for projects or services, without adequately following through on delivering these projects. While securing advanced payments might initially appear as a strategy to ensure financial stability and cash flow, the lack of project completion creates a series of negative consequences that affect both employees and organizational performance.

Employees are frequently caught in the crossfire of this practice. As the company takes payments upfront, expectations from customers rise, but there is often a disconnect when it comes to project delivery. This results in employees working under high levels of pressure, with insufficient resources or unclear direction, leading to job-related stress. The pressure to meet client demands, without the organizational systems to support project completion, exacerbates stress levels. Employees often find themselves in situations where they are asked to deliver on promises that were made without proper planning or feasibility, creating an environment of frustration and burnout.

Moreover, when these projects remain incomplete or delayed, employees begin to feel a lack of accomplishment, which directly impacts their motivation and commitment to the organization (Suradi, 2019). A decline in employee morale can, in turn, result in higher turnover rates, as staff

look for more stable work environments with clearer goals and better management practices. High turnover, especially in a competitive and fast-paced industry like fintech, disrupts operations and leads to additional costs associated with recruitment and training new employees, which further stresses the remaining workforce (Parker & Griffin, 2023). This cycle of high turnover, stress, and reduced commitment is detrimental to the long-term sustainability of the company.

The combination of overemphasis on securing advanced payments and the failure to fulfill obligations not only strains the internal workforce but also affects organizational culture. Employees may begin to perceive the company's leadership as unreliable, and this misalignment between employee expectations and organizational practices can severely erode trust and engagement. As a result, there is a growing need for the company to reevaluate its approach to customer payments, project management, and internal communication, ensuring that the practices align with the goal of fostering long-term employee commitment and sustainable growth.

### **1.3. Research Questions**

Based on the problem, the study is framed to answer the following research questions:

- 1) What are the dominant cultural practices at Kifiya Financial Technology?
- 2) What is the level of employee organizational commitment at Kifiya Financial Technology?
- 3) Which dimensions of organizational culture significantly affect employee organizational commitment at Kifiya Financial Technology?

### **1.4. Objectives of study**

#### **1.3.1 General objective**

The general objective of this study is to examine the effect of organizational culture on employee organizational commitment in Kifiya Financial Technology.

#### **1.4.2 Specific objectives**

The specific objectives of this study are-

- 1) To identify the dominant cultural practices in Kifiya Financial Technology.
- 2) To assess the level of employee organizational commitment in Kifiya Financial Technology.

- 3) To determine which dimensions of organizational culture significantly affect employee organizational commitment at Kifiya Financial Technology.

## **1.5 Significance of Study**

This study holds significance for enhancing organizational development, employee retention, and strategic growth at Kifiya Financial Technology. By examining the interplay between organizational culture and employee commitment, it offers practical insights to improve job satisfaction, reduce turnover, and enhance productivity. The findings provide a localized understanding of cultural dynamics within Ethiopia's fintech sector, addressing gaps in research on organizational behavior in developing economies.

Additionally, the study supports Kifiya's strategic alignment of cultural practices with governance principles, fostering inclusivity, transparency, and accountability. It contributes to theoretical knowledge by contextualizing global organizational culture theories within the Ethiopian socio-economic landscape, offering guidance for policymakers and other fintech firms navigating similar challenges. This research thus delivers both actionable and scholarly value, benefiting Kifiya, its workforce, and the broader fintech ecosystem.

More so, the study would be important to researchers and future scholars as it would provide empirical literature on organizational culture and employee organizational commitment. In addition, the study would suggest areas for further research where future scholars can carry out research on.

## **1.6 Scope of the Study**

The scope of this study is confined to examining the effect of organizational culture on employee organizational commitment at Kifiya Financial Technology, a leading fintech firm in Ethiopia. Geographically, the research focuses on Kifiya's operations in Addis Ababa, where the majority of its workforce and decision-making processes are concentrated. Thematically, the study emphasizes cultural dimensions such as clan culture, adhocracy culture, market culture and hierarchical culture to understand their influence on employee organizational commitment.

In terms of participants, the study targets employees across various departments, ensuring diverse perspectives on cultural practices and their impact on commitment. The research is delimited to

analyzing existing cultural frameworks and employee perceptions within the current operational context of Kifiya, excluding external stakeholders or subsidiaries. This focused approach ensures that the findings are relevant and actionable for Kifiya Financial Technology, with broader implications for similar organizations operating in the country.

### **1.7. Definition of Terms**

**Culture:** - the shared norms, practices, behaviors, and values that characterize a particular group or organization. In the context of this study, culture encompasses the collective beliefs, practices, and unwritten rules that influence how employees interact with one another, make decisions, and approach their work within Kifiya Financial Technology.

**Organizational Culture:** - refers to the system of shared values, beliefs, behaviors, and symbols that shape how employees at Kifiya Financial Technology interact, make decisions, and achieve goals.

**Organizational Commitment:** - refers to the psychological attachment and loyalty that employees feel toward their organization, which influences their willingness to exert effort and remain with the company.

### **1.8. Organization of the study**

The study is organized into five chapters. Chapter one discusses the introduction part. It contains the background to the research study, presents the statement of problems, and research objectives. Also, the chapter has the significance and scope of the study. Chapter two contain theoretical review, empirical review of previous studies and conceptual framework of study. Chapter three present the research methodology adopted in this study. Chapter four discuss the data analysis and interpretation of the outputs. Chapter five present the summary of the finding, conclusions, recommendations and further research suggestions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

The literature review of this section highlights three parts: the theoretical part, empirical research study part and conceptual framework part.

#### **2.1. Theoretical Review**

##### **2.1.1. The Concept of Organizational Culture**

Organizational culture can be viewed in many ways, it has been defined by different authors. Brown (1998: 9) introduced organizational culture as “the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization’s history, and which tend to be manifested in its material arrangements and in the behaviors of its members”. Accordingly, to this proposition, organizational culture is explained by the way in which the employees would behave.

Kerr and Slocum (2005) define 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. Manetje and Martins (2009) 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.

According to Dolan and Lingham (2012) culture is 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. Robbins and Judge (2013) support Dolan and Lingham definition by explaining culture as a system of shared meaning held by members that distinguishes the organization from other organizations. According to Saeed and Hassan (2015) organizational culture is the collective effect of the common beliefs, behaviors, and values of the people within a company. Those norms within any organization regulate how employees perform and serve customers, how they co-operate with each other, whether they feel motivated to meet goals.

## **2.1.2. Models of Organizational Culture**

Various models of organizational culture have been developed by researchers, each emphasizing different dimensions shaped by underlying beliefs and assumptions that influence organizational culture. Dolan and Lingham (2012) have highlighted several prominent models, including the Edgar Schein Model, the Cameron and Quinn Model, the Denison Model, and the Charles Handy Model. Despite their differences, these models share a common emphasis on the alignment of employee values with the organization's vision and mission as a critical factor for achieving organizational success.

### **2.1.2.1. Edgar Schein Model**

Edgar Schein's model, as summarized by Dolan and Lingham (2012), identifies organizational culture through three distinct levels. The first level, referred to as artifacts and observable attributes, includes visible and tangible elements such as office layouts, furnishings, awards, employee attire, and the way members interact with one another and outsiders. The second level encompasses espoused values and beliefs, which are reflected in organizational slogans, mission statements, and widely shared values expressed by members. The deepest level, underlying assumptions, consists of implicit, unspoken norms and beliefs that unconsciously influence behavior within the organization. These tacit assumptions often go unnoticed by members yet significantly shape the organization's culture and practices (Dolan and Lingham, 2012).

### **2.1.2.2. Charles Handy's model**

Charles Handy's model, as discussed by Dolan and Lingham (2012), categorizes organizational culture into four types based on organizational structure: Power Culture, Role Culture, Task Culture, and Person Culture. In a **Power Culture**, authority is concentrated among a few individuals, with control radiating outward from the center like a web. These cultures often operate with minimal rules and bureaucracy. A **Role Culture**, by contrast, is characterized by clearly defined structures and delegated authority. Such organizations typically form hierarchical bureaucracies, where power is derived from one's position rather than expertise, leaving little room for individual influence.

A **Task Culture** focuses on forming teams to address specific problems, with power deriving from the expertise required to complete the task. These organizations often feature a matrix structure with multiple reporting lines. Finally, a **Person Culture** arises when individuals prioritize their own interests above the organization's goals. This culture often struggles with organizational cohesion, as the collective pursuit of common objectives becomes secondary to individual priorities (Ittner & Larcker, 2012).

#### **2.1.4.3. Denison Organizational Culture Model**

The Denison Organizational Culture Model, developed by Denison and Neale (2011), identifies four core cultural dimensions: involvement, consistency, adaptability, and mission. These dimensions are expressed through a set of managerial practices measured using twelve indices that form the foundation of the model. Based on over 20 years of research, this model highlights the strong relationship between organizational culture and performance. Denison emphasized that these dimensions collectively shape an organization's effectiveness and success.

The **involvement** dimension is grounded in the belief that participation and engagement foster a sense of responsibility and ownership, which in turn enhances organizational performance and loyalty (Baker, 2002). Effective organizations empower their employees, build team-oriented structures, and develop human capabilities across all levels (Becker, 1964). Employees at all levels feel connected to the organization's goals, have input into decisions affecting their work, and take ownership of organizational outcomes (Kochan et al., 1999).

The **consistency** dimension suggests that organizations with strong, well-coordinated, and highly integrated cultures tend to be effective (Davenport, 1993; Saffold, 1988). Employee behavior is guided by shared core values, and leaders and followers demonstrate the ability to reach agreements despite differing perspectives (Block, 1991). This consistency fosters stability and internal integration through a common mindset and conformity (Senge, 1990).

The **adaptability** dimension highlights the importance of norms and beliefs that enable organizations to respond to environmental signals through internal adjustments. Adaptability is key to organizational survival and growth, though deeply integrated organizations may find change challenging (Kanter, 1993). Adaptable organizations are customer-focused, willing to take risks,

and capable of learning from mistakes. They continuously evolve their systems to create value and promote improvements (Nadler, 1998; Senge, 1990; Stalk, 1988).

The **mission** dimension emphasizes the importance of a shared purpose, direction, and strategy in uniting organizational members toward collective goals. Successful organizations have a well-defined mission that guides their strategic objectives and articulates a vision for the future (Mintzberg, 1994; Ohmae, 1982; Hamel & Prahalad, 1994). Changes to an organization's mission often led to corresponding cultural shifts (Ahmad, 2012).

Overall, these dimensions address different aspects of culture and highlight various functions. While the consistency and mission dimensions promote stability, the involvement and adaptability dimensions enable flexibility and change. Moreover, the consistency and involvement theories focus on internal organizational dynamics, whereas the mission and adaptability theories emphasize the organization's interaction with its external environment (Baker, 2002).

#### **2.1.2.4. Cameroon and Robert Model**

According to Cameroon and Robert organizational culture is divided into four types of cultures namely clan culture, adhocracy culture, market culture and hierarchy culture.

**Clan Culture:** Clan culture is characterized as a family-style organizational culture that emphasizes teamwork, collaborative decision-making, and a supportive internal environment. Over time, this definition has evolved to highlight the culture's focus on employee development, group cohesion, loyalty, and commitment (Cameron & Quinn, 2006). Organizations with a clan culture are often seen as friendly and enjoyable workplaces where employees are encouraged to express their perceptions, ideas, and values freely (Gull & Azam, 2012). Dimitrios and Konstantinos (2014) described clan culture as a collective and internally focused culture that promotes flexibility and collaboration, while Acar (2014) emphasized its adaptability within an organization's internal dynamics.

Despite its benefits, clan culture is not without challenges. Nam and Kim (2016) noted that it tends to resist environmental change due to its inward focus, which may result in a lack of diversity and innovation. Additionally, managing team dynamics within such a culture can be complex

(Dimitrios & Konstantinos, 2014). However, numerous studies have found positive relationships between clan culture attributes and organizational commitment. For example, Pati and Kumar (2010) and Krog (2014) identified factors like appreciation, supervisor and coworker support, and access to information significantly enhance work engagement. Similarly, Crawford et al. (2010) highlighted that support from coworkers, supervisors, and the organization positively influences organizational commitment and productivity.

**Adhocracy culture:** Adhocracy culture has been defined in various ways, evolving from its original conceptualization to contemporary interpretations by researchers. Tseng (2010) and Acar (2014) characterized it as a dynamic and entrepreneurial culture that fosters an innovative and creative workplace with an external focus. This aligns with Cameron and Quinn's (2006) earlier findings, which described adhocracy culture as promoting creativity, sovereignty, diversity, and an exciting work environment. Yu and Wu (2009) further likened adhocracy culture to a temporary institution that can be formed and dissolved rapidly due to its adaptability and flexibility in responding to emerging tasks. Similarly, Erdem and Keklik (2013) highlighted the culture's ability to adapt to changes and overcome new challenges by prioritizing flexibility and external orientation.

Cameron and Quinn (2011) extended this understanding by emphasizing that adhocracy culture values flexibility, risk-taking, and innovation. Choi et al. (2010) connected these traits to the satisfaction of external stakeholders, achieved through invention, elasticity, and transformation. Additionally, Ashraf and Rezaie (2015) identified adhocracy culture as instrumental in exploring new markets and driving organizational growth. Harper (2015) noted that these characteristics empower employees to design their jobs effectively.

Attributes of adhocracy culture have also been elaborated upon in the literature. Cameron and Freeman (1991) identified entrepreneurship, creativity, and adaptability as its dominant attributes. These were further integrated into the Competing Values Framework (CVF) by Cameron and Quinn (1999), which associated adhocracy culture with creativity, future growth, and cutting-edge output. Lindquist and Marcy (2014) revised this framework, emphasizing innovation, transformation, and agility as core attributes. Leadership styles suitable for adhocracy culture have also been explored. According to Lund (2003), entrepreneurial, innovative, and risk-taking

leadership styles align well with this culture. Lindquist and Marcy (2014) further noted that transformational leadership is prominent within adhocracy culture due to its emphasis on innovation and adaptation, which contributes to organizational performance and employee self-actualization, as per Maslow's Hierarchy of Needs (Bass, 1985).

**The market culture** is defined by a strong external focus and a results-driven approach. This culture prioritizes competitiveness, productivity, and achieving organizational goals (Cameron & Quinn, 2006). Organizations with a market culture are highly focused on profitability, market share, and customer satisfaction. Leadership within this culture is often directive, emphasizing goal achievement and accountability (Hartnell et al., 2011). While the market culture's emphasis on competition and efficiency can drive significant performance outcomes, it may sometimes result in a less collaborative and more pressurized work environment (Tseng, 2010).

**Hierarchy culture:** Hierarchy culture is characterized by a strong internal focus, centralized authority, and bureaucratic management controls, as initially defined by Cameron and Quinn (1999). Over time, researchers have expanded upon this definition, highlighting its structured and formalized nature. Organizations that adopt a hierarchy culture rely heavily on established rules, policies, and procedures to maintain consistency and predictability (Tseng, 2010; Choi et al., 2010). This approach emphasizes internal efficiency and synchronization, with precise communication, clearly defined roles, and routinized tasks taking precedence over flexibility and innovation (Hartnell et al., 2011; Toscano, 2015). According to Shimmoeller (2006), organizations operating under this culture are efficient in routine operations but struggle to address unique or emergent challenges due to their inflexibility.

Hierarchy culture also prioritizes minimizing errors and adherence to established procedures over exploring new approaches (Shim et al., 2015). Recent studies by Lindquist and Marcy (2016) further underscore the focus on detailing, quantifying, and managing information within such organizations. However, this rigid structure often results in employees feeling constrained by formal roles and responsibilities, leading to disengagement and a lack of emotional connection to their work (Reis et al., 2016). Bureaucratic systems inherent in hierarchy cultures can make

employees feel powerless and demotivated, negatively impacting their engagement with the organization (Krog, 2014; Harper, 2015).

### **2.1.3. The Concept of Organizational Commitment**

Literature on the organizational commitment provided that it is empirically and conceptually proved that keeping employees' desirable work outcomes is significantly related to their commitment toward their organizations (Acar, 2012). Organizational commitment is widely recognized as a crucial factor influencing employees' work outcomes, including performance, absenteeism, and turnover intentions (Lok & Crawford, 2004). It refers to the psychological attachment an employee has toward their organization, encompassing their belief in the organization's goals and values, their desire to remain a part of it, and their loyalty to its mission (Herscovitch & Meyer, 2002). Researchers have conceptualized organizational commitment through various lenses, including attitudinal, behavioral, and motivational approaches (Manetje & Martins, 2009; Lok & Crawford, 2004; Riketta, 2005).

Newstrom and Davies (2002) described organizational commitment as the degree to which employees identify with their organization and actively wish to participate in it, likening it to a magnetic force that binds employees to the firm. This commitment reflects employees' belief in the organization's mission, their willingness to exert effort toward its goals, and their intentions to remain with the organization. Similarly, Robbins and Robbins (2008) defined organizational commitment as a state in which employees align with the organization's objectives and seek to maintain membership in it. Cole-Henderson (2000) added that committed employees are more likely to make sacrifices for organizational goals, view their organization as an ideal workplace, and exhibit a strong desire to remain with the organization for an extended period.

Allen and Meyer (1996, p. 252) further defined organizational commitment as a “psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization.” Their studies, along with subsequent research, emphasized the relationship between organizational commitment and critical outcomes such as productivity, turnover, absenteeism, and overall performance (Meyer et al., 2002; Meyer et al., 2012; Gelade & Young, 2005). High levels of commitment have been shown to be robust predictors of

organizational success and employee retention, making it a significant area of interest in psychological and management research.

From the previous literature of the organizational commitment concept, the current research has presented an understanding of the organizational commitment which depends almost entirely from examining the attitude and behavior of the employees toward their organization. Therefore, and for the research purpose, the definition of Mowday et al. (1982) “the relative strength of an individual’s identification with and involvement in a particular organization”, is considered as a suitable definition and has been used as a foundation for this research analysis. This model consists of three key components: (1) a strong belief in and acceptance of the organization’s goals and values (value agreement), (2) a willingness to exert considerable effort on behalf of the organization (motive to perform), and (3) a strong desire to maintain membership in the organization (intent to stay). This perspective suggests that committed employees not only express their beliefs and opinions in support of their organization but also demonstrate their commitment through actions that contribute to its success. Highly committed employees are inclined to stay within the organization and work diligently to achieve its objectives (Luthans et al., 1985). This understanding of organizational commitment provides a foundation for examining employee attitudes and behaviors, highlighting its role in shaping work outcomes and organizational effectiveness.

#### **2.1.4. Model of Organizational Commitment**

Allen's three-part model of organizational commitment, developed in 1997, has become a central framework for understanding this concept. The model provides a comprehensive and clear structure for examining organizational commitment by dividing it into three components: affective commitment, continuance commitment, and normative commitment (Noraazian & Khalip, 2016).

Affective commitment refers to the emotional attachment and identification that employees have with their organization. Employees with strong affective commitment remain with the organization because they genuinely want to, as they feel a sense of belonging and alignment with its values and goals. This component is characterized by feelings of loyalty and emotional connection that foster a positive and engaging work environment (Manetje & Martins, 2009).

Continuance commitment, on the other hand, arises when employees perceive that the costs of leaving the organization outweigh the benefits of staying. This form of commitment is driven by necessity rather than emotional attachment, often influenced by factors such as job security, lack of alternative employment opportunities, or financial considerations. Employees with strong continuance commitment remain with the organization because they feel they need to (Noraazian & Khalip, 2016).

Finally, normative commitment is based on an employee's sense of obligation to stay with the organization. This sense of duty may stem from personal values, cultural norms, or the organization's investment in the employee, such as through training or career development. Employees with high normative commitment remain with the organization because they feel they ought to, often due to a moral or ethical responsibility (Tseng, 2010).

Together, these three dimensions provide a comprehensive framework for understanding the various factors that influence organizational commitment, encompassing both emotional and rational elements. By addressing these components, organizations can design strategies to foster stronger commitment among employees, which can lead to enhanced performance and reduced turnover (Noraazian & Khalip, 2016).

## **2.2. Review of Empirical Literatures**

This section highlights some literature and findings from previous research regarding the relationship (impact) between organizational culture and employees' organizational commitment. From different perspectives, Austen and Zacny (2015) studied the link between organizational culture, public service motivation and organizational commitment in public service sector, and found that there is a communal influence between public service motivation and organizational culture and that organizational culture moderates the influence of Public Service Motivation on organizational commitment.

Similarly, Acar (2012), who studied the relationship between organizational culture, leadership styles and organizational commitment in Turkish logistics industry, found that employees, who belong to the culture of their organization and accept the organizations' objectives, are those who are more likely to be committed toward their organization. In the same context but in different

field which is education, the samples were collected from five universities in Turkey. Top et al. (2015), tested the relationship between number of factors which are, paternalistic and servant leadership styles and national culture, organizational commitment and subordinate responses or reactions to the leaders' style. They confirmed that the most significant relationship within these factors is the association between the national cultural reflection on the leadership and the organizational commitment.

Moreover, Gokce et al. (2014), examined the effect of organizational culture on the relationship between perception of leadership style and commitment to the organization by identifying firstly how Turkish doctors perceived the leadership behavior at private hospitals and then assessing the level of their organizational commitment. They approved the significant positive relationship between perception of leadership style and the level of organizational commitment for the doctors.

Krajcsák (2018) studied the relationship between the employee commitment and the organizational cultures with self-evaluation as a mediator variable. It has been found that the highest level of affective commitment can be observed within factor of clan culture and this type of culture can only be sustained in the long term if the employee of an organization possesses a high level of self-esteem.

Linnet (2018), conducted study to demonstrate conceptualization and examine various concepts of organizational culture and its impact on the organizational commitment. The paper described one model of the organizational culture as developed by Harrison. It reviewed literature on organizational culture a tool for controlling, motivating and performance enhancement as well as effects of organizational culture on organizational commitment. The paper concluded that organizational culture is a contributing factor in determining employee's organizational commitment, satisfaction which is positively related to employee performance.

Suradi (2019), undertook study to analyze how the effect of organizational culture on organizational commitment through three dimensions consisting of affective commitment, continuance commitment and normative commitment. The research sample involved 130 people from echelon IV officials who were attending the Leadership Education and Training Level IV of the Ministry of Finance using a saturated sampling technique in which all members of the

population became research samples. This research employed causality model or relationship or effect. To test the proposed hypothesis, it utilized SEM (Structural Equation Models) analysis techniques. Based on statistical results, organizational culture has a positive and significant effect on organizational commitment. This is evidenced from the results of the p (probability) value of  $0.07 > 0.05$  and an estimated value of 0.75 which shows a positive result. It means that if the culture of the organization increases, it will affect the increase in organizational commitment.

Sofiya, et al (2023) also undertook study to examining how organizational culture affects employees' commitment in the context of Werabe Comprehensive Specialized Hospital. The 626 employees who made up the study's target population were selected from 232 samples using a proportional stratified random selection technique. According to the study, commitment among employees was positively and statistically significantly impacted by involvement, flexibility, and mission. Contrarily, consistency has a statistically significant detrimental impact on workers' commitment. Additionally, engagement, followed by adaptability, is the organizational culture characteristic that contributes the most to the prediction of employees' commitment. Considering the positive impact of organizational culture on the improvement of employees' commitment, the researcher advised the hospital to increase involvement, adaptability, and other organizational culture traits.

### **2.2.1. Clan Culture and Organizational Commitment**

O'Reilly et al. (2014) explored the impact of clan culture on employee dedication and the consequences for patient satisfaction in the healthcare industry. They discovered that a strong clan culture characterized by teamwork, open communication, and shared values predicted much higher levels of employee commitment. Furthermore, patient happiness was found to be positively influenced by worker dedication, underscoring the importance of clan culture in healthcare setting.

Nguni et al. (2017) investigated the impact of clan culture on employee commitment among university workers in the context of educational institutions. According to the findings, a supportive and collaborative culture defined by strong interpersonal connections and shared values had a significant impact on employee commitment. Furthermore, the study stressed the

significance of leadership in the development of a clan culture as well as employee involvement in the academic setting.

Another noteworthy study was undertaken by Wahba and El-Sayed (2018), who investigated the relationship between clan culture and organizational commitment in Egypt's banking sector. The researchers used surveys to collect information from bank employees and discovered that a strong clan culture, which comprised shared values, employee empowerment, and supportive relationships, greatly predicted higher levels of employee commitment. The study stressed the significance of organizational culture in shaping employee attitudes and behavior. Accordingly, based on the findings of empirical literature, the following hypothesis (1) will be empirically tested.

- *Hypothesis 1: Clan culture has a significant and positive effect on employee organizational commitment.*

### **2.2.2. Adhocracy Culture and Employee Commitment**

Numerous studies have investigated the impact of adhocracy culture on employee commitment using various research methodologies. De Vries et al. (2016), for example, conducted a quantitative study in a multinational corporation to investigate the impact of adhocracy culture on organizational commitment. They discovered that a strong adhocracy culture, characterized by a high level of autonomy, innovation, and risk-taking, was linked to greater levels of employee commitment. The study employed surveys to collect data and statistical analysis to assess the relationship between adhocracy culture and commitment.

Verburg et al. (2017) conducted research in a public sector firm on the relationship between adhocracy culture, job crafting, and employee commitment. According to surveys and interviews, employees who perceived a strong adhocracy culture were more likely to engage in work crafting behaviors, which influenced their commitment to the organization. A mixed-methods approach was utilized in the study to collect both quantitative and qualitative data.

Martins et al. (2018) also carried out a qualitative study in the software development industry to assess the impact of an adhocracy culture on employee commitment. Through interviews and

observations, they discovered that an adhocracy culture characterized by flexibility, empowerment, and an emphasis on innovation generated a sense of ownership and commitment among employees. In the study, thematic analysis was utilized to uncover important themes and patterns in the data.

Liu et al. (2019) studied the impact of adhocracy culture on organizational commitment and organizational performance in the technology sector. Through surveys and employee interviews, the researchers discovered that a strong adhocracy culture, characterized by a high degree of autonomy, innovation, and experimentation, positively boosted employee commitment. They also discovered that employee commitment acted as a link between adhocracy culture and company success. This study underlines the importance of adhocracy culture in fostering employee loyalty and, eventually, achieving company success.

Suresh and Venkatraman (2020) did research in the healthcare sector on the relationship between adhocracy culture, and organizational commitment. The study used a structured questionnaire to collect data and statistical techniques to examine the associations. They discovered that adhocracy culture enhanced employee organizational commitment favorably using a quantitative technique.

Additional research supports the notion that adhocracy culture is associated with organizational commitment in a range of industries and organizational settings. The findings emphasize the importance of granting people freedom, fostering creativity, and establishing an environment that supports experimentation and innovation. Adhocracy-friendly organizations are more likely to witness higher employee organizational commitment. Accordingly, based on the findings of empirical literature, the following hypothesis (2) will be empirically tested.

- *Hypothesis 2: Adhocracy culture has a significant and positive effect on employee organizational commitment.*

### **2.2.3. Market Culture and Organizational Commitment**

Market culture, characterized by its external focus, competitive orientation, and emphasis on achieving organizational goals, has a complex relationship with employee commitment. This culture prioritizes results, productivity, and measurable performance, often creating a high-

pressure environment that influences employees' emotional connection and dedication to their organization (Cameron & Quinn, 2011).

One way market culture fosters employee commitment is through its focus on achieving targets and rewards tied to performance. Employees who thrive in competitive environments and are motivated by recognition and incentives may develop a strong sense of loyalty and commitment when their achievements are consistently acknowledged and rewarded (Lund, 2003). For instance, a study by Tseng (2010) in a sales organization showed that employees in market cultures exhibited higher commitment when their efforts were aligned with clear, goal-oriented rewards and promotions.

However, market culture also presents challenges that can hinder employee commitment. The intense focus on competition and performance can create stress and burnout, particularly for employees who struggle to meet demanding expectations. Erdem and Keklik (2013) noted that such pressure may lead to disengagement, especially among employees who prioritize work-life balance over competition.

Another factor influencing employee commitment in market cultures is the alignment between individual values and organizational goals. Employees who perceive a strong alignment between their personal ambitions and the organization's competitive objectives are more likely to feel committed. Harper (2015) highlighted that when employees see their contributions as integral to the organization's market success, their sense of commitment increases. Conversely, employees who do not align with the competitive ethos may feel disconnected, reducing their commitment.

The role of leadership is critical in shaping the relationship between market culture and employee commitment. Transformational leadership, characterized by inspiration, motivation, and support, can enhance commitment in market cultures by fostering a sense of belonging and shared purpose despite the competitive environment (Lindquist & Marcy, 2014). Conversely, transactional leadership, which focuses solely on rewards and penalties, may exacerbate feelings of stress and disengagement, particularly when employees perceive an imbalance between effort and reward (Bass, 1985).

Studies also highlight the importance of communication in mitigating the negative effects of market culture on employee commitment. Effective communication of organizational goals, strategies, and the role employees play in achieving them helps employees feel connected and valued, thus boosting their commitment. Acar (2014) found that employees in market-driven organizations with transparent communication practices showed higher levels of engagement and loyalty compared to those in organizations with poor communication channels.

Moreover, trust within the organization can mediate the relationship between market culture and employee commitment. Employees who trust their leaders and colleagues are more likely to remain committed even in high-pressure, results-driven environments. Choi et al. (2010) observed that organizations fostering trust experienced higher levels of commitment among employees, even in market cultures that emphasized aggressive competition.

Research also indicates that excessive focus on market performance can hinder long-term employee commitment. Nam and Kim (2016) found that organizations prioritizing short-term market goals often overlook employee well-being, leading to turnover and disengagement. Organizations must balance their competitive drive with initiatives that support employee development and satisfaction to sustain commitment over time.

In conclusion, market culture can positively influence employee commitment through goal alignment, recognition, and reward structures, particularly for employees who thrive in competitive environments. However, its emphasis on results and performance can lead to stress, burnout, and disengagement if not managed effectively. To cultivate commitment within a market culture, organizations must foster trust, prioritize transparent communication, and adopt supportive leadership styles that balance competition with employee well-being. Accordingly, based on the findings of empirical literature, the following hypothesis (3) will be empirically tested.

- ***Hypothesis 3: Market culture has a significant and positive effect on employee organizational commitment.***

#### **2.2.4. Hierarchical Culture and Organizational Commitment**

According to research, there is a link between hierarchical culture and employee commitment. One of the keyways that hierarchical culture can undermine employee commitment is by instilling in employees a sense of separation and disengagement. Employees may feel their contributions are not acknowledged or appreciated when there is a rigorous structure of authority and decision-making is concentrated at the top levels of the business. This can lead to feelings of powerlessness and demotivation, eroding staff engagement. According to research, hierarchical cultures can be especially destructive to employee commitment in highly bureaucratic and rule-bound businesses. In a study of employees at a large government agency, for example, researchers discovered that those who perceived the organization as highly bureaucratic were significantly less committed to their jobs than those who perceived the organization as more flexible and adaptive (Manetje & Martins, 2009).

Another aspect that can influence the relationship between hierarchical culture and employee commitment is how much employees believe they have a say in decision-making processes. Employees are more likely to feel invested in the success of their firm when they believe their thoughts and viewpoints are respected. However, decision-making in a hierarchical culture is generally focused at the top echelons of the company, with minimal input from lower-level employees (Lok & Crawford, 2004).

According to research, hierarchical cultures can be especially destructive to employee commitment in businesses undergoing considerable transition or restructuring. In a study of employees at a large manufacturing company, for example, researchers discovered that those who perceived the organization as highly hierarchical and resistant to change were significantly less committed to their jobs than those who perceived the organization as more flexible and adaptive (Linnet, 2018).

Jiang and Probst (2016) evaluated the effect of hierarchical culture on organizational commitment in a manufacturing organization. Through surveys and employee interviews, the researchers discovered that a hierarchical culture, typified by a strong emphasis on rules, processes, and top-down decision-making, was inversely associated with employee commitment. The study used quantitative and qualitative data collection methodologies to acquire a complete grasp of the relationship between hierarchical culture and commitment.

Koopman and Scott (2018) also looked into how leadership affects the relationship between hierarchical culture and employee commitment. Through surveys and interviews with employees from various organizations, the researchers discovered that transformational leadership had a buffering effect on the adverse relationship between hierarchical culture and employee commitment. This demonstrates that excellent leadership has the potential to mitigate the negative effects of a hierarchical system on commitment. A mixed-methods approach was utilized in the study to collect both quantitative and qualitative data.

Cai and colleagues (2019) investigated the role of organizational trust as a mediator in the relationship between hierarchical culture and employee commitment. Through surveys and structural equation modeling analysis, the researchers revealed that organizational trust partially mediated the negative connection between hierarchical culture and commitment. This means that when employees perceive higher levels of trust inside a hierarchical system, they are more committed to the organization. The study underlines the need of trust in reducing the negative effects of a hierarchical organization on employee commitment.

In their study, Chen et al. (2017) looked at the association between hierarchical culture, employee commitment, and work performance in a manufacturing organization. Using surveys and structural equation modeling analysis, the researchers revealed that hierarchical culture was negatively associated with employee commitment, which in turn had a negative impact on job performance. This demonstrates how a hierarchical culture can influence employee dedication and so have an indirect effect on job performance. The study emphasizes the importance of cultivating a culture of dedication to increase overall organizational performance.

Similarly, Zhao et al. (2019) explored the relationship between a service firm's hierarchical culture, employee commitment, and organizational citizenship behavior (OCB). Using questionnaires and regression analysis, the researchers discovered that hierarchical culture was negatively related to employee commitment, which in turn had a negative impact on OCB. This shows that a hierarchical organizational structure can make it harder for individuals to engage in discretionary activities that benefit the company. The study underlines the importance of cultivating a commitment culture in order to inspire positive organizational behaviors.

In another study, Wang and Xu (2020) evaluated the moderating influence of employee empowerment on the relationship between hierarchical culture and employee commitment. Using questionnaires and hierarchical regression analysis, the researchers discovered that employee empowerment mitigated the unfavorable relationship between hierarchical culture and commitment. When employees experienced growing degrees of empowerment, the negative impact of a hierarchical system on commitment was mitigated. This shows that increasing employee autonomy and decision-making authority can counteract the negative impacts of a hierarchical organization on commitment.

Li et al. (2021) looked into the relationship between hierarchical culture, employee commitment, and job satisfaction in a public company. Using questionnaires and regression analysis, the researchers revealed that hierarchical culture was negatively connected with both staff commitment and work satisfaction. The study focuses on the detrimental effects of a hierarchical culture on employee well-being and satisfaction. It emphasizes the necessity of companies establishing a culture that values employee dedication and promotes job happiness. Overall, the studies reviewed show that hierarchical culture has a detrimental impact on employee commitment and its subsequent implications on various organizational outcomes. Accordingly, based on the findings of empirical literature, the following hypothesis (4) will be empirically tested.

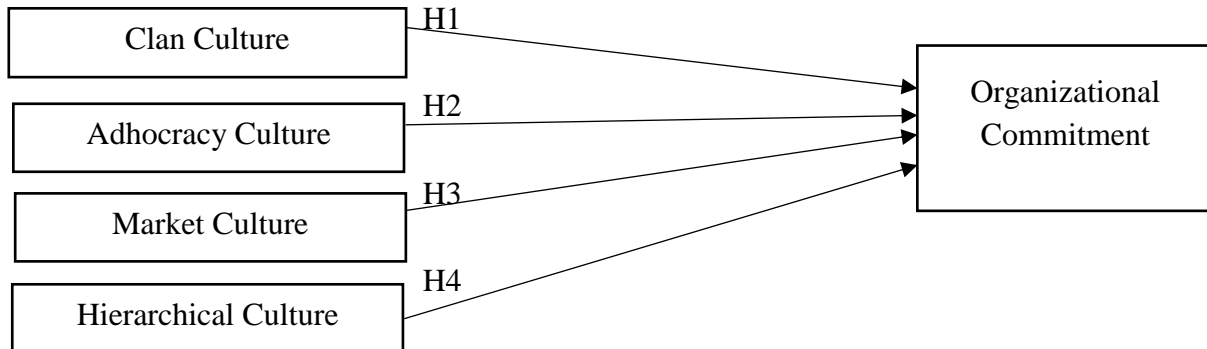
- ***Hypothesis 4: Hierarchical culture has a significant and positive effect on employee organizational commitment.***

### **2.3. Conceptual Framework**

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Kombo & Tromp, 2009). Based on the theoretical and empirical literature the present study develops the following conceptual framework (Figure 2.1).

## Independent Variables

Organizational Culture



Source: (Cameron & Quinn, 2006)

**Figure 2.1: Conceptual Framework**

Considering the points, the model that is chosen for the organizational culture in this study is Denison organizational culture model. Figure 2.1 presents the conceptual framework of the study which was adopted from Cameron & Quinn, 2006. The reason is that the model has been used in many research for modeling the organizational culture, so it is very well developed and its validity is proven. It is widely used to evaluate different organizations and their culture, and it is also proved to be working in different national cultures. More than that, the model is designed and created within the corporate organization environment, uses business language to explore business-level issues, linked to bottom-line business results and applicable to all levels of the organization. In this framework, organizational cultural dimensions are independent variable which is operationalized through: clan culture, adhocracy culture, market culture and hierarchical culture. Employee organizational commitment is dependent variable.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

The chapter aims to discuss the methodology that is used in the study and it covers topics concerning research design, research approach, source of data, method of data collection, population, sample size and sampling technique, method of data analysis and presentation, data processing and ethical consideration that will be considered in this the research.

#### **3.1. Research Design**

The research design is guided by the objectives of the study (Newing, 2011). The aim of this study is to examine the effect of organizational culture on employee organizational commitment in Kifiya Financial Technology. To achieve these objectives, the study adopted an explanatory survey research design and descriptive research design. Those design is appropriate for describing the variable and describing causal links between independent and dependent variables, which aligns with the research objectives. The explanatory design is especially useful for assessing the cause-and-effect relationships between organizational culture (the independent variable) and employee organizational commitment (the dependent variable) and the descriptive research design is useful to explain the dependent variable and independent variable.

#### **3.2. Research Approach**

This study used the quantitative approach due to the need for statistical analysis to examine the relationships between organizational culture, and employee organizational commitment. The quantitative approach is well-suited for the study as it allows for the collection of numerical data through questionnaires, which is analyzed to quantify the relationships between the study variables. The quantitative approach is particularly advantageous because it enables the measurement of the effects of independent variables (organizational culture) on the dependent variable (employee organizational commitment). By using a structured questionnaire, the researcher collected data that was easy to analyze statistically, providing a clearer picture of the relationships and effects.

### **3.3. Population and Sampling Design**

#### **3.3.1. Target Population**

The target population for this study consists of all employees of Kifiya Financial Technology. According to the Human Resource Department of Kifiya Financial Technology (2024), the organization currently employs approximately 441 employees. These employees form the target population from which data will be collected for the study.

#### **3.3.2. Sample Size**

To determine the sample size for this study, the researcher employed Taro Yamane's (1967) formula, which is commonly used to calculate sample sizes for a given population. The formula is as follows:

$$n = N/(1+N(e)^2)$$

Where:

- n is the sample size,
- N is the total population size (441 employees),
- e is the margin of error (commonly set at 0.05 or 5%).

Using this formula:

$$n = 441/(1+441*(0.05)^2) = 210$$

Using Taro Yamane's formula, the sample size for this study was approximately 210 employees.

#### **3.3.3. Sampling Technique**

The sampling technique used in this study is simple random sampling. This method ensures that every employee in the target population (441 employees) has an equal chance of being selected for the study. Although probability sampling techniques can sometimes be difficult to apply in large organizations due to logistical constraints, simple random sampling is effective for obtaining a representative sample, especially with the total population size and the use of a manageable sample size of 210. This technique helped reduce biases and provides a clear path to generalizing the results of the study to the larger population of Kifiya Financial Technology employees.

### **3.4. Data Collection Instrument**

The study utilized questionnaire as instrument for collecting primary data. A questionnaire is preferred because of its convenience and ease of administration. Kothari (2004) stated that questionnaires have various advantages, like; it is free from the bias of the interviewer; it is low cost even when the universe is large and is widely spread geographically; respondents have adequate time to give well thought out answers; respondents who are not easily approachable can also be reached conveniently; large samples can be made use of and thus the results can be made more dependable and reliable. In view of the advantages and the need to gather more information, questionnaires administered to consumers to solicit their views concerning the effect of organizational culture on employee organizational commitment in Kifiya Financial Technology.

### **3.5. Validity and Reliability**

#### **3.5.1 Instrument Validity**

Validity refers to the extent to which the scores from a measure represent the variable they are intended (Gakure, 2010). Validity test of the questionnaires will be done on its content. The tested questionnaire will be reviewed by experts in the field of organizational behavior and management. These experts assessed whether the items in the questionnaire adequately cover all aspects of the study variables, such as organizational culture and employee organizational commitment. This ensured that the instrument captures the full scope of the concepts being studied. To further confirm the instrument's validity, a pilot test conducted with a small group of employees from Kifiya Financial Technology who are not part of the actual study. The responses from the pilot test analyzed to identify any issues with the questionnaire, such as unclear wording or ambiguous questions, which could affect its validity.

#### **3.5.2 Instrument Reliability**

The study employed Cronbachs' alpha to assess reliability of the questionnaire. Cronbachs' coefficient alpha is the most common way of measuring internal consistency. Cronbachs' coefficient (alpha) may range between 0 to 1, with 0 indicating an instrument full of errors and 1 indicating total absence of error. The closer Cronbach's alpha coefficient is to 1, the higher the internal consistency reliability (Oyerinde, 2011). To test the internal consistency of the questionnaire,

Cronbach’s Alpha calculated for each scale (organizational culture, and employee organizational commitment). The reliability of the questionnaire tested using the Cronbach’s alpha correlation coefficient with the aid of Statistical Package for Social Sciences (SPSS) software and the result as presented in Table 3.1 revealed that all the instrument was with in recommended Alpha value.

**Table 3.1: Reliability Test Result**

<b>Variables</b>	<b>Cronbach Alpha</b>	<b>No. of Items</b>
Clan Culture	0.845	4
Adhocracy Culture	0.852	4
Market Culture	0.897	4
Hierarchical Culture	0.826	4
Organizational Commitment	0.894	5

Source: Survey Data (2025)

### **3.6. Methods of Data Analysis**

The data analysis for this study began with descriptive statistics to summarize the basic characteristics of the data, including measures such as mean, standard deviation, frequency distribution, and percentages to highlight trends and central tendencies. Correlation analysis was then employed to examine the relationships between the key variables, such as the association between organizational culture and employee organizational commitment. Multiple regression analysis was used to assess the direct effect of organizational culture on employee organizational commitment, while also evaluating the mediating role of trust and stress. Hypothesis testing was carried out using t-tests or ANOVA to assess the significance of relationships, with p-values indicating statistical significance. The results were presented using tables, figures, and graphs for clarity, and the analysis was conducted using SPSS for data processing and visualization. This comprehensive approach enabled a thorough examination of the relationships between organizational culture, trust, stress, and employee organizational commitment.

### **3.7. Ethical Consideration**

The researcher made her best effort to address ethical considerations of confidentiality, privacy, and informed consent. Consent was obtained from the administration of the enterprise after

explaining the relevance of the study. All study participants were informed about the purpose of the study, and verbal consent was obtained from all subjects before data collection. Participants were also informed that they had the full right to discontinue or refuse to participate in the study. To ensure confidentiality, the names of interviewees were not written on the questionnaires.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

This chapter deals with the organization, analysis, and presentation of data collected from respondents using questionnaires. The analysis is conducted in line with the main objective of the study, which is to examine the effect of organizational culture on employee organizational commitment at Kifiya Financial Technology. This chapter is structured to address the key research objectives: identifying the dominant cultural practices within the organization, assessing the level of employee organizational commitment, and exploring the relationship between various organizational culture dimensions—namely clan, adhocracy, market, and hierarchical cultures—and employee commitment.

The data analyzed in this chapter is based on quantitative responses gathered from employees through a structured survey instrument. Both descriptive and inferential statistical techniques, as discussed in the methodology chapter, were used to analyze the data. By systematically organizing and interpreting the findings, this chapter aims to provide comprehensive understanding of how different aspects of organizational culture influence employee commitment within the context of Kifiya Financial Technology.

#### 4.1 Response Rate

The researcher was distributed 2167 questionnaires to sample respondent. Table 4.1 shows the response rate of questionnaire.

**Table 4.1: Response Rate**

Response rate	Sample size	Percentage (%)
Returned questionnaires	167	79.5
Un-returned questionnaires	43	20.5
<b>Total</b>	<b>210</b>	<b>100</b>

Source: Own Survey (2025)

Out of the 210 questionnaires distributed to sample respondents, 167 were completed and returned, resulting in a commendable response rate of 79.5%. The remaining 43 questionnaires went

unreturned, constituting a non-response rate of 20.5%. As per Mugenda and Mugenda (2003), a response rate exceeding 70% is deemed exceptionally good, indicating a robust level of participation and ensuring a reliable dataset for analysis and inference. Therefore, the 79.5% response rate attained in this study not only surpasses the threshold for a very good response rate but also signifies good representation of respondents, and facilitating comprehensive analysis.

## 4.2 Demographic Profile of Respondents

This subsection delineates the demographic profile of the respondents, encompassing key attributes such as age, gender, and years of experience within Kifiya Financial Technology. These demographic details are fundamental for providing context to the ensuing analysis and validating the representativeness of the sample vis-à-vis the broader population within Kifiya Financial Technology. The socio-demographic data collected from survey questionnaires are summarized in Table 4.2.

**Table 4.2 Demographic profile of the respondent**

Main factor	Factor level	Frequency	Percentage
Gender	Male	96	57.5%
	Female	71	42.5%
	Total	167	100%
Age	18 – 29	46	47.3%
	30 - 40 years	79	47.3%
	41- 50 years	27	16.2%
	Above 50 years	15	9.0%
	Total	167	100%
Educational qualification	Secondary	4	2.4%
	Diploma	10	6.0%
	First Degree	98	58.7%
	MSC and above	55	32.9%
	Total	167	100%
For how long have you been employed in Kifiya Technology?	< 1 years	13	7.8%
	1 – 3 years	32	19.2%
	6 – 10 years	79	47.3%
	> 10 years	43	25.7%
	Total	167	100.0%

Source: Own Survey (2025)

**i. Gender Distribution**

The gender composition of the respondents shows that 96 (57.5%) were male, while 71 (42.5%) were female. This indicates a relatively balanced gender representation within the organization, although slightly skewed toward males. This distribution is important in evaluating whether organizational culture and commitment perceptions differ along gender lines. A near-even distribution allows the study to capture diverse viewpoints and may suggest that Kifiya Financial Technology promotes gender inclusivity in its staffing practices.

**ii. Age Distribution**

In terms of age, the majority of respondents fall within the 30–40 age group, accounting for 79 individuals (47.3%). The next largest group is 18–29 years with 46 respondents (27.5%), followed by 27 respondents (16.2%) in the 41–50 age group, and 15 respondents (9.0%) above 50 years. This data implies that the workforce is predominantly composed of relatively young to middle-aged professionals. Such a demographic structure may influence organizational culture by fostering a dynamic and adaptive work environment, particularly in a technology-driven company like Kifiya. Moreover, younger employees may be more receptive to adhocracy and innovative cultural traits.

**iii. Educational Qualification**

The educational profile reveals that a significant proportion of respondents hold a first degree (58.7%), followed by those with a master’s degree or above (32.9%). A smaller percentage of employees possess a diploma (6.0%) or secondary education (2.4%). This indicates a highly educated workforce, which is consistent with the demands of the fintech industry. The high level of education may enhance employees' critical thinking, openness to change, and engagement with organizational culture initiatives. It also suggests that respondents are likely to have the capacity to understand and critically assess their organizational environment, thus strengthening the reliability of their responses.

#### iv. **Work Experience at Kifiya**

Regarding length of service, 79 respondents (47.3%) have been employed at Kifiya for 6 to 10 years, while 43 (25.7%) have worked for over 10 years. Those with 1 to 3 years of experience account for 32 respondents (19.2%), and only 13 respondents (7.8%) have less than one year of experience. The data reveals a stable and experienced workforce, which may imply a high level of institutional knowledge and familiarity with the organizational culture. Employees with longer tenure are typically more integrated into the company's practices and values, which could affect their level of organizational commitment either positively—through alignment with culture—or negatively—through cultural fatigue or stagnation.

In summary, the demographic profile of respondents reflects a relatively balanced, educated, and experienced workforce. These attributes not only strengthen the representativeness of the study sample but also provide a robust basis for analyzing the relationship between organizational culture and employee commitment within Kifiya Financial Technology.

### **4.3 Descriptive Analysis of Study Variables**

This section employs descriptive statistics to elucidate the fundamental characteristics of the data collected from the field, offering concise summaries of both the sample and the measured variables, accompanied by illustrative graphical representations. The feedback provided by respondents was captured using various Likert scale items, with mean and standard deviation serving as the primary descriptive metrics for analysis. The composite mean value reflects the average perception of all respondents regarding each question, while the standard deviation indicates the extent of diversity in respondents' perceptions for a given question. To interpret the results, a range of means was constructed based on the itemized Likert rating scale, guided by established methodologies (Shrestha, 2015). The findings are summarized in Table 4.3, which presents the descriptive statistics for each variable, including the mean and standard deviation, offering insights into respondents' perceptions and the variability in their responses.

**Table 4.3: Descriptive statistics result interpretation guide**

Interval of Means	Interpretation
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Medium
3.41 – 4.20	High
4.21 – 5.00	Very High

Source: (Shrestha, 2015)

### **4.3.1. Descriptive Statistics for Organizational Culture Dimension**

The first objective of the study is to identify the dominant cultural practices in Kifiya Financial Technology. To address the first objective of the study—identifying the dominant organizational culture at Kifiya Financial Technology—respondents were asked to rate their perceptions of four cultural dimensions: clan culture, adhocracy culture, market culture, and hierarchical culture. The descriptive statistical analysis result in the following section provided insights into which of these cultures are most prevalent in the organization.

#### **4.3.1.1. Adhocracy Culture**

Adhocracy culture emerged as the most dominant cultural orientation at Kifiya, with the highest mean score of 4.0433 (SD = 0.58681). This culture type is characterized by a focus on innovation, creativity, risk-taking, and adaptability. In a fast-evolving industry like financial technology, such a culture is highly advantageous as it fosters an environment that encourages experimentation and embraces change. Table 4.4 below provides a summary of the composite mean and standard deviation for each of the items regarding adhocracy culture based on responses from 167 employees.

**Table 4.4: Descriptive Statistics of Adhocracy Culture**

<b>Item</b>	<b>Mean</b>	<b>Std. Deviation</b>
Our organization encourages employees to take risks and innovate.	4.01	0.61
Creativity and new ideas are actively promoted in our organization.	4.05	0.58
Employees are provided with opportunities to experiment with new ways of doing things.	4.03	0.55
Our organization is quick to adapt to changes in the market and industry.	4.09	0.62
<b>Composite Mean</b>	<b>4.04</b>	<b>0.59</b>

Source: Own Survey (2025)

As indicated in Table 4.4, all four items under this category received consistently high ratings, reflecting a cultural orientation that encourages employees to experiment, innovate, and respond rapidly to market changes. The highest score was attributed to the organization’s ability to adapt quickly to industry dynamics, which is a crucial asset in the fintech sector where technological disruption and competitive agility are key success factors. The strong presence of adhocracy culture suggests that Kifiya fosters an environment conducive to entrepreneurial thinking and continuous improvement. This cultural alignment enhances the company’s capacity to innovate and maintain relevance in a rapidly evolving market. Nonetheless, it is essential for the organization to ensure that this flexibility and creativity are balanced with clear processes and accountability mechanisms to avoid potential strategic misalignment or operational inefficiencies. The implication of this finding is that Kifiya likely supports entrepreneurial thinking and agile decision-making, both of which are critical for sustaining competitiveness and responding to market disruption.

#### **4.3.1.2. Market Culture**

The second most prevalent culture at Kifiya was market culture, with a mean of 3.8848 (SD = 0.60057). This culture emphasizes goal achievement, competitiveness, productivity, and customer focus. Its prominence implies that the organization values performance and outcomes, driving employees to meet objectives and compete effectively in the external market. This aligns well with

the demands of the fintech sector, where customer acquisition, efficiency, and rapid growth are often top priorities. Table 4.5 below provides a summary of the composite mean and standard deviation for each of the items regarding market culture.

**Table 4.5: Descriptive Statistics of Market Culture**

Item	Mean	Std. Deviation
Our organization is very focused on achieving specific performance goals.	3.86	0.61
Employees are motivated by clear performance outcomes and results.	3.82	0.59
The organization values competition and is focused on outperforming competitors.	3.88	0.60
Our organization regularly evaluates performance against industry standards.	3.88	0.60
<b>Composite Mean</b>	<b>3.88</b>	<b>0.60</b>

Source: Own Survey (2025)

The respondents agreed that the organization emphasizes results-oriented behavior, evaluates its performance against industry standards, and values employee productivity. The consistently high scores across all four market culture items suggest that Kifiya operates in a highly competitive and target-driven environment. This is particularly fitting for a fintech firm, where key performance indicators such as customer acquisition, revenue growth, and technological leadership often drive strategic decisions. While such a culture fosters efficiency and external competitiveness, it is important for management to ensure that performance pressure does not come at the cost of employee well-being or long-term commitment. The implication is that Kifiya likely balances innovation with measurable performance metrics to maintain strong market positioning.

#### **4.3.1.3. Clan Culture**

Clan culture scored moderately, with a mean of 3.3038 (SD = 0.58618), indicating that there is some emphasis on collaboration, employee development, loyalty, and a family-like work environment. While not the dominant cultural type, its presence suggests that internal cohesion

and team spirit are not entirely overlooked. Table 4.6 below provides a summary of the composite mean and standard deviation for each of the items regarding clan culture.

**Table 4.6: Descriptive Statistics of Clan Culture**

<b>Item</b>	<b>Mean</b>	<b>Std. Deviation</b>
Our organization values a family-like atmosphere where employees support each other.	3.29	0.72
Employees in our organization are encouraged to take on leadership roles, regardless of position.	3.26	0.78
In our organization, teamwork and collaboration are highly emphasized.	3.34	0.66
The organization invests in developing its employees' skills and careers.	3.31	0.69
<b>Composite Mean</b>	<b>3.30</b>	<b>0.72</b>

Source: Own Survey (2025)

This dimension typically embodies values such as teamwork, loyalty, mentoring, and a family-like workplace atmosphere. Among the four indicators, the highest score was observed for teamwork and collaboration, which suggests that these values are reasonably emphasized. Similarly, the organization's efforts to support employee development and foster a supportive environment received comparable ratings. However, the relatively lower mean score for the item related to encouraging leadership roles regardless of position implies a potential gap in shared leadership or empowerment practices. Overall, the moderate presence of clan culture suggests that while internal cohesion and supportive interpersonal relationships are acknowledged, there is room for improvement in nurturing a more inclusive and development-oriented work environment that could further enhance employee satisfaction and loyalty. The implication here is that although Kifiya operates in a competitive and innovative domain, it still maintains interpersonal relationships and organizational commitment at a moderate level—potentially helping to retain talent and build a supportive internal climate.

#### 4.3.3.4. Hierarchical Culture

Hierarchical culture was the least observed, with a mean of 2.7533 (SD = 0.40786). This culture emphasizes formal structures, procedures, control, and stability. The low score suggests that Kifiya avoids excessive bureaucracy and prefers a more flexible and decentralized approach to management. This is consistent with the innovation-driven nature of fintech firms, which often prioritize speed and adaptability over rigid administrative controls. Table 4.7 below provides a summary of the composite mean and standard deviation for each of the items regarding hierarchical culture.

**Table 4.7: Descriptive Statistics of Hierarchical Culture**

<b>Item</b>	<b>Mean</b>	<b>Std. Deviation</b>
Our organization has well-established policies and procedures.	2.79	0.41
Employees are expected to follow strict guidelines and rules.	2.76	0.42
The organization is very focused on efficiency and control.	2.71	0.39
Clear organizational structures are in place to ensure stability and order.	2.75	0.41
<b>Composite Mean</b>	<b>2.75</b>	<b>0.41</b>

Source: Own Survey (2025)

Hierarchical culture type is characterized by formal structures, standardized procedures, centralized authority, and control mechanisms. The results show that while Kifiya has some level of established rules and procedures, they are not strongly emphasized or perceived as rigid by employees. The relatively low scores across all four items suggest that the organization prefers a more flexible and less bureaucratic operational style, which aligns with the innovation-oriented nature of the fintech industry. However, this limited emphasis on hierarchy could lead to challenges in coordination, consistency, and compliance if not managed properly. As Kifiya continues to grow, it may need to strengthen certain aspects of hierarchical culture—such as role clarity, accountability, and standard operating procedures—without compromising its agility and openness to innovation. The implication is that the organization likely benefits from operational flexibility, but it may need to ensure that this does not lead to inefficiencies or lack of coordination.

In general, the findings indicate that adhocracy culture is the dominant cultural dimension at Kifiya Financial Technology, followed by market culture, with moderate presence of clan culture and minimal emphasis on hierarchical culture. This cultural configuration aligns well with the dynamic and innovation-oriented nature of the fintech industry, where the ability to innovate and perform is more valued than strict hierarchy or routine formalities.

### 4.3.2. The Level of Employee Organizational Commitment

The second objective of the study was to assess the level of employee organizational commitment at Kifiya Financial Technology. To this end, respondents were asked to indicate their agreement with five statements related to affective commitment, loyalty, and willingness to stay, using a five-point Likert scale. The results, as summarized in Table 4.8, reveal a moderate to high level of organizational commitment among employees, with a grand mean score of 3.61 and a standard deviation of 0.82.

**Table 4.8: Descriptive Statistics on level organizational commitment**

Statements	Mean	Std. Deviation
I feel a strong sense of loyalty to my organization.	3.51	.767
I would be willing to work harder than required to help my organization succeed.	3.56	.725
I believe in the values and mission of my organization.	3.52	.743
I feel emotionally attached to my organization.	3.71	.901
I am willing to stay with the organization for the foreseeable future	3.69	.993
<b>Gran mean</b>	<b>3.61</b>	<b>0.82</b>

Own Survey (2025)

Among the items, the statement "*I feel emotionally attached to my organization*" recorded the highest mean score of 3.71, indicating that many employees experience a meaningful emotional

connection to Kifiya. This is a positive sign for the organization, as emotional attachment is a strong predictor of long-term retention and discretionary effort. Closely following this were the items *"I am willing to stay with the organization for the foreseeable future"* (mean = 3.69) and *"I would be willing to work harder than required to help my organization succeed"* (mean = 3.56), both reflecting a favorable attitude toward employee loyalty and extra-role behavior.

The remaining two items, *"I believe in the values and mission of my organization"* (mean = 3.52) and *"I feel a strong sense of loyalty to my organization"* (mean = 3.51)—also received moderately high scores. This suggests that employees largely align with the company's mission and values, and they maintain a reasonable sense of loyalty, though there may be room for strengthening internal communication and reinforcing shared values.

The findings suggest that Kifiya has succeeded in fostering a work environment where employees feel committed and emotionally connected to the organization. This level of commitment can positively impact employee retention, motivation, and performance. However, the moderately high—not excellent—scores also imply that there is potential to further enhance organizational commitment. Management may consider strategies such as reinforcing value alignment, providing career development opportunities, and enhancing organizational commitment practices to elevate commitment to even higher levels.

#### **4.4. Correlation Analysis**

The study assessed the relationship between the organizational culture dimensions and employee organizational commitment in Kifiya Financial Technology using correlation analysis. The results, summarized in Table 4.6, indicate statistically significant positive correlations between all four cultural dimensions (clan, adhocracy, market, and hierarchical cultures) and organizational commitment, with significance levels at  $p < 0.01$ .

**Table 4.9: Pearson Correlations Result**

	<b>Clan Culture</b>	<b>Adhocracy Culture</b>	<b>Market Culture</b>	<b>Hierarchical Culture</b>	<b>Organizational Commitment</b>
Clan Culture	1	.482**	.575**	.262**	.577**
Adhocracy Culture	.482**	1	.648**	.327**	.735**
Market Culture	.575**	.648**	1	.246**	.685**
Hierarchical Culture	.262**	.327**	.246**	1	.322**
Organizational Commitment	.577**	.735**	.685**	.322**	1

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

Source: Own Survey (2025)

The strongest correlation was found between adhocracy culture and organizational commitment ( $r = 0.735$ ,  $p < 0.01$ ). This finding suggests that when the organization promotes innovation, risk-taking, and adaptability—characteristics of an adhocracy culture—employees are more likely to exhibit higher levels of commitment. This aligns with contemporary research by Dahal (2022), which found that in fast-paced and technology-driven sectors like fintech, employees are more engaged and committed when they are empowered to innovate and take initiative.

Following closely, market culture also demonstrated a strong positive correlation with organizational commitment ( $r = 0.685$ ,  $p < 0.01$ ). This implies that a focus on results, competition, and goal achievement positively influences employees' loyalty and emotional attachment. This finding is consistent with Richard et al. (2009), who emphasized that performance-oriented cultures, when paired with effective recognition mechanisms, can significantly boost organizational commitment.

Clan culture, with a correlation of ( $r = 0.577$ ,  $p < 0.01$ ), also showed a meaningful and positive association with organizational commitment. This suggests that a supportive work environment characterized by trust, teamwork, and employee involvement contributes to increased loyalty and retention. The result is in agreement with Cameron & Quinn (2011), who argue that clan cultures are effective in building a sense of belonging and shared purpose, particularly in organizations that value employee well-being and interpersonal relationships.

Although hierarchical culture exhibited the lowest correlation ( $r = 0.322$ ,  $p < 0.01$ ), the relationship was still statistically significant. This indicates that while formal rules, control, and structured procedures have some influence on commitment, their impact is less compared to more dynamic or people-centered cultural dimensions. This finding resonates with Alharbi (2020) which found that rigid hierarchical structures may provide stability but can hinder organizational commitment in rapidly changing industries like fintech, where flexibility and agility are crucial.

The correlation results highlight that flexibility-oriented cultures (adhocracy and market) are more influential in promoting employee organizational commitment in financial technology settings like Kifiya. These findings suggest that to foster greater employee loyalty and motivation, the company should continue cultivating a culture that emphasizes innovation, autonomy, and performance. Moreover, although clan culture is also positively related to commitment, hierarchical culture's relatively weaker impact indicates that excessive bureaucracy may reduce employees' emotional attachment and voluntary efforts. As such, organizational leaders should strike a balance between structure and agility, promoting systems that support innovation and collaboration without overly constraining creativity with rigid procedures.

In summary, the study confirms that all four cultural dimensions are positively related to employee organizational commitment, but adhocracy and market cultures stand out as the most influential in the context of a technology-driven firm like Kifiya. This reinforces the need for fintech firms to embrace agile, innovative, and results-driven cultures to retain and engage employees effectively—an insight that aligns well with both regional and global studies in the field.

## **4.5. Regression Analysis**

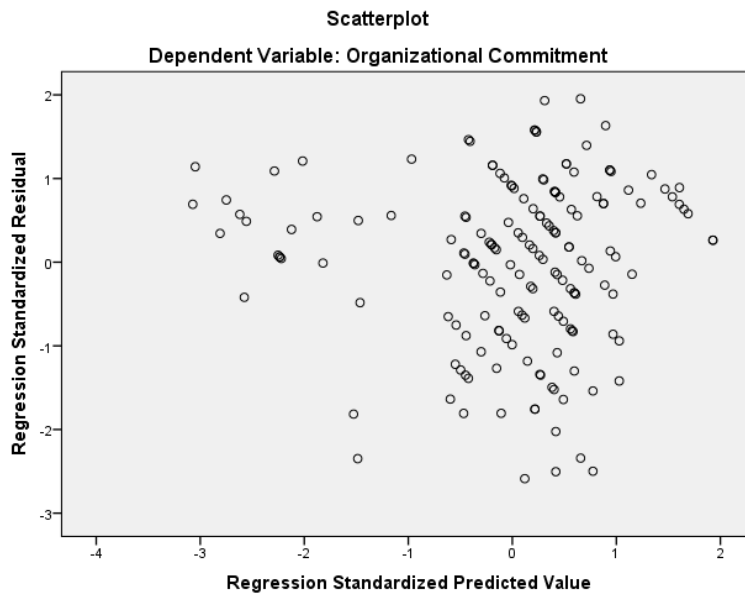
### **4.5.1 Assumptions Test for Multiple Linear Regressions**

Multiple linear regression analysis is based on several key assumptions of Ordinary Least Squares (OLS). Ensuring that the data meets these assumptions is crucial for the validity and reliability of the regression results. This section describes the diagnostic tests performed to verify that the assumptions were satisfied for the variables in this study.

#### 4.5.1.1. Linearity

The assumption of linearity in multiple linear regression posits that there must be a linear relationship between the dependent variable (employee organizational commitment) and each of the independent variables (organizational culture dimensions), as well as collectively among all variables. According to Asghar and Saleh (2012), this assumption ensures that the predicted values are a valid linear combination of the predictors. To test this assumption, scatter plots of studentized residuals against the predicted values were generated. Visual inspection of the scatter plot (Figure 4.1) revealed that the data points were randomly and symmetrically distributed around the zero line, without any apparent curvilinear patterns. This distribution confirms the presence of a linear relationship between the predictors and the dependent variable. Furthermore, the absence of systematic patterns in the residuals suggests that the assumption of linearity is adequately met. The satisfaction of this assumption reinforces the validity of the regression model, thereby increasing the reliability of the conclusions drawn from the analysis.

**Figure 4.1: Scatter plot for Linearity Test**

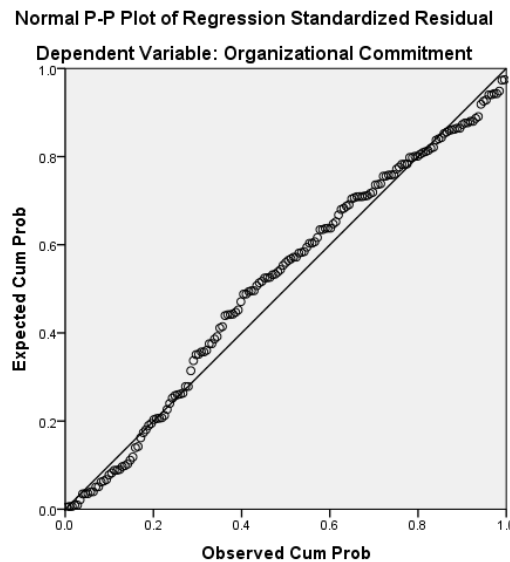


Source: (SPSS Output, 2025)

### 4.5.1.2. Normality

The normality assumption in multiple regressions assumes that residuals (errors) are nearly regularly distributed. The residuals of the regression should follow a normal distribution in order to derive accurate inferences from regression analysis. Plotting normal P-P for the dependent variable to corroborate the given result is a straightforward technique to check this assumption (Asghar & Saleh, 2012). The cumulative probabilities (values range from 0 to 1) are plotted on the X-axis, and the predicted probabilities given the normal curve are plotted on the Y-axis. The points would be on a straight diagonal line if the sample was exactly normally distributed. The Figure 4.2 illustrates Normal P-P plots for the dependent variables (organizational commitment), in which the points lie on a straight line, indicating that the data is normally distributed. This is a desirable characteristic for regression analysis, as it allows for more reliable statistical inference and interpretation of results.

**Figure 4.2: P-P plot for Normality Test**

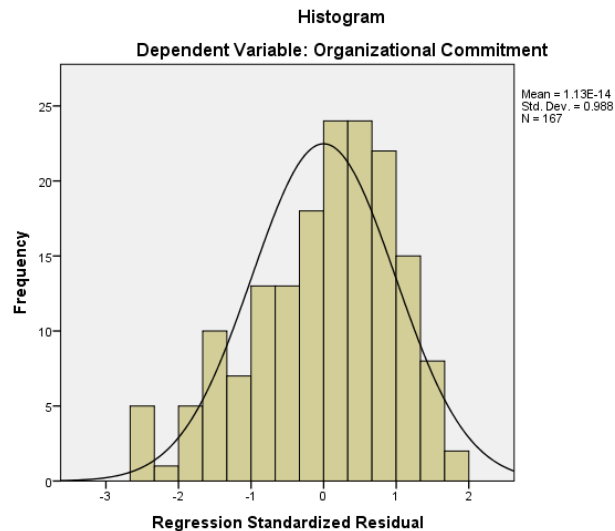


Source: (SPSS Output, 2025)

Additionally, the accompanying histogram further reinforces the notion of a normal distribution for data. Bell-shaped histogram indicative of a normal distribution. In combination, the Normal P-P plots and histogram in Figure 4.3 provide strong evidence to support the assumption of normality

for the data. This indicates that the data is suitable for regression analysis and enhances confidence in the validity of the statistical inferences drawn from the regression model.

**Figure 4.3: Histogram for Normality Test**



Source: Own Survey (2025)

#### **4.5.1.3. Multicollinearity**

The multicollinearity test results indicate that all independent variables have tolerances above 0.2 and VIF values below 10. These values are well within acceptable ranges, suggesting that multicollinearity is not a concern for the variables included in the study. Low tolerance values indicate that each independent variable is mostly unique and not redundant with the other variables. Similarly, low VIF values indicate that the variance of each independent variable is not significantly inflated due to correlations with other variables. Therefore, based on the multicollinearity test results, it can be concluded that the study variables are not highly correlated with each other, and multicollinearity is not present.

**Table 4.10: Multicollinearity test for the Study Variables**

Independent Variables	Collinearity Statistics	
	Tolerance	VIF
Clan Culture	.640	1.562
Adhocracy Culture	.538	1.858
Market Culture	.490	2.041
Hierarchical Culture	.879	1.138

Source: Own Survey (2025)

#### 4.5.1.4. Homoscedasticity

To ensure the validity of the multiple linear regression model, the study tested for heteroscedasticity—a condition where the variance of residuals is not constant across all levels of the independent variables. The Breusch-Pagan/Cook-Weisberg test was conducted to check whether the variance of the residuals is homoscedastic (i.e., constant). The null hypothesis ( $H_0$ ) of the Breusch-Pagan test states that the residuals have constant variance. As shown in Table 4.11, the test produced a chi-square value of 1.87 with a corresponding p-value of 0.263, which is greater than the commonly used significance level of 0.05. Since the p-value exceeds 0.05, we fail to reject the null hypothesis, indicating that there is no evidence of heteroscedasticity in the data. This result confirms that the assumption of homoscedasticity is satisfied, supporting the reliability of the regression model's estimates.

**Table 4.11: Breusch-Pagan for Heteroscedasticity**

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity Ho: Constant variance Variables: fitted values of Organizational commitment chi2(1) = 1.87 Prob> chi2 = 0.263
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Source: Own Survey (2025)

## 4.5.2 Analysis of Regression Results

The main objective of this study was to examine the effect of organizational culture on employee organizational commitment in Kifiya Financial Technology. To address this objective, multiple linear regression analysis was conducted with four organizational culture dimensions—clan culture, adhocracy culture, market culture, and hierarchical culture—as independent variables, and employee organizational commitment as the dependent variable. The results are presented and interpreted in the following sections.

### 4.5.2.1. The Multiple Coefficient of Determination (R<sup>2</sup>)

As shown in Table 4.12, the model summary indicates that the multiple correlation coefficient (R) is 0.802, signifying a strong positive relationship between the independent variables (the four culture types) and the dependent variable (organizational commitment). The R Square value is 0.644, meaning that 64.4% of the variation in employee organizational commitment can be explained by the combined effect of clan culture, adhocracy culture, market culture, and hierarchical culture. The adjusted R Square value is 0.635, which accounts for the number of predictors in the model and confirms that the regression model has a good explanatory power. Furthermore, the Durbin-Watson statistic is 1.546, which is within the acceptable range of 1.5 to 2.5, indicating that there is no significant autocorrelation in the residuals. This result suggests that organizational culture, as conceptualized in this study, plays a significant role in shaping the level of employee commitment in the company. It reinforces the relevance of cultural alignment in improving workforce attachment and loyalty.

**Table 4.12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.802 <sup>a</sup>	.644	.635	.39594	1.546
a. Predictors: (Constant), Hierarchical Culture, Market Culture, Clan Culture, Adhocracy Culture					
b. Dependent Variable: Organizational Commitment					

Source: Own Survey (2025)

#### 4.5.2.2. ANOVA Interpretation

The ANOVA results in Table 4.13 provide statistical evidence of the overall significance of the regression model. The F-statistic is 73.245 with a p-value of 0.000, which is less than the conventional alpha level of 0.05. This indicates that the regression model is statistically significant and that the predictors collectively have a meaningful effect on organizational commitment. The significant F-test confirms that at least one of the organizational culture dimensions significantly predicts employee commitment. This validates the use of the regression model for understanding cultural influence on commitment.

**Table 4.13: ANOVA Result**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.931	4	11.483	73.245	.000 <sup>b</sup>
	Residual	25.397	162	.157		
	Total	71.328	166			
a. Dependent Variable: Organizational Commitment						
b. Predictors: (Constant), Hierarchical Culture, Market Culture, Clan Culture, Adhocracy Culture						

Source: Own Survey (2025)

#### 4.5.2.3. Regression Coefficients

The regression coefficients shown in Table 4.14 provide insights into the individual contribution of each organizational culture dimension. The regression results clearly indicate that adhocracy, market, and clan cultures significantly enhance employee organizational commitment, while hierarchical culture does not.

**Table 4.14: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.533	.272		-1.961	.052
	Clan Culture	.213	.066	.190	3.247	.001
	Adhocracy Culture	.503	.071	.450	7.045	.000
	Market Culture	.294	.073	.269	4.021	.000
	Hierarchical Culture	.093	.080	.058	1.162	.247

a. Dependent Variable: Organizational Commitment

Source: Own Survey (2025)

The individual regression coefficients provided more detailed insights. Clan culture had a positive and statistically significant effect on organizational commitment ( $B = 0.213$ ,  $p = 0.001$ ), suggesting that a friendly, team-oriented environment enhances employees’ emotional connection to the organization. Adhocracy culture showed the strongest positive influence on commitment ( $B = 0.503$ ,  $p = 0.000$ ), highlighting the importance of a dynamic, innovative, and risk-tolerant work environment—particularly vital in the context of a financial technology company. Market culture also had a significant positive effect ( $B = 0.294$ ,  $p = 0.000$ ), indicating that a focus on performance and competition contributes to higher levels of commitment, possibly by aligning individual performance with organizational success. In contrast, hierarchical culture did not significantly predict commitment ( $B = 0.093$ ,  $p = 0.247$ ), suggesting that rigid control structures may not resonate with employees in a fast-paced and innovation-driven sector like fintech.

**Interpreting the coefficients:**

The regression coefficients provide important insights into the relative contribution of each organizational culture dimension to employee organizational commitment. Each coefficient indicates the amount of change in the dependent variable (organizational commitment) expected for a one-unit increase in the respective independent variable, holding all other variables constant.

- **Clan Culture ( $B = 0.213$ ,  $p = 0.001$ ):** This positive and statistically significant coefficient suggests that for every one-unit increase in clan culture (which emphasizes a friendly, team-based environment), organizational commitment increases by 0.213 units. This

implies that when employees perceive their organization as supportive and family-like, their emotional attachment and loyalty to the company tend to grow.

- **Adhocracy Culture (B = 0.503, p = 0.000):** This coefficient is the largest among all the predictors, indicating that adhocracy culture has the strongest positive influence on organizational commitment. A one-unit increase in adhocracy culture—characterized by innovation, creativity, and risk-taking—is associated with a 0.503 unit increase in employee commitment. This highlights the importance of fostering a flexible and entrepreneurial environment, especially in a financial technology company like Kifiya, where innovation is crucial to success.
- **Market Culture (B = 0.294, p = 0.000):** This significant positive coefficient shows that a one-unit increase in market culture (focused on results, competition, and goal achievement) leads to a 0.294 unit increase in organizational commitment. Employees are more committed when they see a strong focus on performance, productivity, and external competitiveness, possibly because these attributes align with personal goals and rewards.
- **Hierarchical Culture (B = 0.093, p = 0.247):** While the coefficient is positive, it is not statistically significant at the 0.05 level. This means that changes in hierarchical culture—which values structure, control, and formal procedures—do not have a meaningful effect on employee commitment in this context. This may be due to the fact that rigid hierarchies could limit autonomy and innovation, which are typically valued in dynamic sectors like fintech.

In general, the regression analysis reveals that adhocracy culture has the most significant and strongest positive influence on employee organizational commitment in Kifiya Financial Technology, followed by market culture and clan culture. Hierarchical culture, on the other hand, does not significantly contribute to commitment. These findings underscore the importance of promoting innovative, flexible, and performance-driven cultural attributes to enhance employee loyalty and engagement in fintech environments. The results are also consistent with recent studies in knowledge-intensive and tech-driven sectors, where adaptability and creativity are key drivers of employee commitment.

#### 4.8. Hypothesis Test and Discussion of the Finding

This section presents the results of hypothesis testing conducted to determine the effect of each organizational culture dimension on employee organizational commitment at Kifiya Financial Technology. The hypotheses were formulated based on the theoretical framework and tested through multiple linear regression analysis. Each hypothesis aimed to explore the unique contribution of clan, adhocracy, market, and hierarchical cultures to fostering commitment among employees. The results are summarized in Table 4.15 below, followed by a detailed analysis and discussion of each hypothesis in light of existing empirical evidence.

**Table 4.15: Summary of Hypothesis Testing Results**

Hypothesis	Beta Coefficient ( $\beta$ )	t-value	Sig. (p-value)	Decision
H1: Clan culture has a positive effect on employee organizational commitment.	0.213	3.247	0.001	Supported
H2: Adhocracy culture has a positive effect on employee organizational commitment.	0.503	7.045	0.000	Supported
H3: Market culture has a positive effect on employee organizational commitment.	0.294	4.021	0.000	Supported
H4: Hierarchical culture has a positive effect on employee organizational commitment.	0.093	1.162	0.247	Not Supported

Source: Own Survey (2025)

The first hypothesis stated that clan culture has a positive effect on employee organizational commitment. The regression analysis confirmed this hypothesis, with a standardized beta coefficient of 0.213 and a p-value of 0.001, indicating a statistically significant positive effect. This finding implies that fostering a work environment characterized by collaboration, trust, and a family-like atmosphere contributes significantly to enhancing employees' emotional attachment and loyalty to the organization. For Kifiya, encouraging a supportive and cohesive internal culture

can enhance employee retention and organizational citizenship behavior. Employees who feel valued and included in team decisions are more likely to stay committed to organizational goals. This finding aligns with the work of Cameron and Quinn (2011), who found that clan culture tends to increase organizational cohesion and morale. Similarly, Acar and Acar (2014) noted that in high-tech industries, a strong clan culture can be essential for building long-term employee engagement and trust.

The second hypothesis proposed that adhocracy culture positively influences organizational commitment. The hypothesis was strongly supported by the results, with a beta coefficient of 0.503 and a p-value of 0.000, indicating a highly significant effect. This suggests that when organizations promote innovation, risk-taking, and adaptability, employees are more likely to feel committed to their work and the organization. As a fintech company, Kifiya operates in a fast-paced, competitive, and innovation-driven environment. Cultivating adhocracy culture is therefore essential to not only staying ahead in the market but also ensuring that employees remain engaged and motivated by new challenges and opportunities. This finding is consistent with the results of studies such as Lund (2003) and Zheng et al. (2010), which showed that adhocracy culture enhances motivation, job satisfaction, and commitment, especially in knowledge-based industries. In the Ethiopian context, similar results have been observed in tech and finance sectors where innovation is critical.

The third hypothesis stated that market culture has a positive effect on organizational commitment. The regression output showed a significant and positive relationship, with a beta value of 0.294 and a p-value of 0.000. This indicates that performance-driven environments that reward achievement and competitiveness can lead to higher levels of employee commitment. For Kifiya, establishing clear goals, encouraging high performance, and recognizing results can strengthen employee identification with organizational success. Market culture promotes a sense of purpose and accountability, which in turn can improve retention and productivity. This result is in line with the findings of Hartnell et al. (2011), who reported that market-oriented cultures positively affect goal alignment and employee commitment, especially when performance metrics are transparent and reward systems are fair. Additionally, in fintech firms, competitiveness often serves as a motivator for innovation and continuous improvement.

The fourth hypothesis hypothesized that hierarchical culture positively affects organizational commitment. However, this hypothesis was not supported, as the beta coefficient was 0.093 with a p-value of 0.247, indicating an insignificant effect. This suggests that bureaucratic control, rigid procedures, and top-down decision-making do not significantly contribute to employee commitment in the context of Kifiya Financial Technology. In a dynamic and rapidly evolving sector like fintech, overly rigid structures may inhibit innovation and limit employee autonomy. Employees in such settings may perceive hierarchical environments as restrictive, reducing their emotional investment in the organization. This finding is consistent with studies by Denison and Mishra (1995) and Tseng (2010), which concluded that hierarchical cultures are less effective in promoting commitment, especially in creative or knowledge-based industries. In contexts that require adaptability, hierarchical systems often clash with the expectations of modern, highly skilled employees who prefer empowerment and flexibility.

In summary, the hypothesis testing reveals that adhocracy culture has the most substantial influence on employee organizational commitment, followed by market culture and clan culture. Hierarchical culture, by contrast, does not significantly predict commitment in this fintech context. These findings underscore the importance of fostering a flexible, innovative, and performance-driven work culture to build and sustain high levels of employee commitment in financial technology firms like Kifiya.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents the final section of the research study, which aimed to examine the effect of organizational culture on employee organizational commitment in the case of Kifiya Financial Technology. It begins with a summary of the key findings based on the research objectives, followed by conclusions that draw on the major results obtained through quantitative analysis. The chapter then provides practical recommendations for Kifiya and similar organizations to enhance employee commitment by leveraging cultural strengths. Finally, suggestions for future research are outlined to encourage further academic inquiry and address areas not fully explored in this study.

#### **5.1. Summary of Finding**

This study was conducted to examine the effect of organizational culture on employee organizational commitment in Kifiya Financial Technology. The analysis focused on the identifying the dominant cultural dimensions, assessing the level of employee organizational commitment, examining the relationship between culture and commitment, and evaluating the impact of cultural dimensions on employee commitment. In this section, the major findings of the research which have been discussed as follows.

- Concerning the dominant organizational culture the study found that among the four cultural dimensions—clan, adhocracy, market, and hierarchical—adhocracy culture was the most dominant at Kifiya Financial Technology, with the highest mean score of 4.04. This was followed by market culture (mean = 3.88), clan culture (mean = 3.30), and hierarchical culture (mean = 2.75), indicating that the company fosters innovation, creativity, and entrepreneurial thinking more than it emphasizes tradition and control.
- Concerning the level of employee organizational commitment the results indicated a moderately high level of commitment among employees, with a grand mean of 3.61. The highest-rated items related to emotional attachment and intent to stay in the organization, suggesting that most employees feel connected to the company and are willing to remain for the foreseeable future.

- Concerning the relationship between organizational culture and commitment the correlation analysis revealed strong and statistically significant positive relationships between clan culture ( $r = 0.577$ ), adhocracy culture ( $r = 0.735$ ), market culture ( $r = 0.685$ ), and organizational commitment. Hierarchical culture also showed a positive but weaker correlation ( $r = 0.322$ ), indicating that supportive and innovative cultures contribute more strongly to commitment.
- Regarding the effect of organizational culture on commitment the regression results demonstrated that adhocracy culture ( $\beta = 0.503$ ,  $p < 0.001$ ) had the strongest positive influence on employee commitment, followed by market culture ( $\beta = 0.294$ ,  $p < 0.001$ ) and clan culture ( $\beta = 0.213$ ,  $p = 0.001$ ). Hierarchical culture ( $\beta = 0.093$ ,  $p = 0.247$ ) was not statistically significant, implying that bureaucratic and rule-based environments may not significantly enhance commitment.

## 5.2. Conclusion

This study aimed to examine the effect of organizational culture on employee organizational commitment at Kifiya Financial Technology. Drawing on the findings, it can be concluded that organizational culture plays a crucial role in shaping the level of employee commitment within the organization. Among the four cultural dimensions examined—clan, adhocracy, market, and hierarchical—adhocracy culture emerged as the most dominant, reflecting a workplace environment that emphasizes innovation, creativity, and adaptability. This aligns with the company's focus on technology-driven solutions and a dynamic business environment.

The study also revealed that employee organizational commitment is moderately high, with a strong emotional attachment and willingness to stay within the organization. This indicates a generally positive employee sentiment and satisfaction, particularly in contexts where organizational culture aligns with personal and professional growth aspirations.

Furthermore, the correlation analysis confirmed significant positive relationships between organizational culture and employee commitment, especially with adhocracy, market, and clan cultures. The relatively weaker correlation of hierarchical culture suggests that rigid structures and control-oriented approaches are less effective in fostering commitment.

Finally, regression analysis reinforced these insights, showing that adhocracy culture had the most substantial and statistically significant positive effect on organizational commitment, followed by market and clan cultures. Hierarchical culture, in contrast, did not significantly influence commitment, highlighting the limited role of bureaucracy in enhancing employee loyalty and engagement.

In general, it can be concluded that organizational culture plays a critical role in shaping employee commitment at Kifiya Financial Technology. Specifically, cultures that promote innovation, adaptability, teamwork, and goal orientation are more effective in fostering employee loyalty, emotional attachment, and willingness to contribute to organizational success. Among the cultural types examined, adhocracy culture emerged as the most impactful, underlining the importance of creativity and adaptability in the fintech industry. Conversely, hierarchical culture did not significantly affect employee commitment, suggesting that overly bureaucratic environments may hinder rather than help employee engagement in dynamic sectors like fintech.

### **5.3. Recommendation**

Based on the findings of this study on the effect of organizational culture on employee organizational commitment at Kifiya Financial Technology, the following recommendations are made:

- *Strengthen Adhocracy Culture:* Since adhocracy culture was found to have the strongest positive impact on employee commitment, the organization should continue to encourage innovation, creativity, and entrepreneurial thinking. Management should provide employees with opportunities for experimentation, risk-taking, and professional development to sustain this dynamic culture.
- *Enhance Market and Clan Cultures:* Market culture also positively influences commitment by emphasizing competitiveness and goal achievement. Therefore, Kifiya should foster clear performance targets and reward systems to motivate employees. Additionally, enhancing clan culture by promoting collaboration, trust, and a supportive work environment can further boost employee loyalty and emotional attachment.
- *Review Hierarchical Practices:* Given that hierarchical culture showed a weaker and statistically insignificant effect on commitment, it is recommended to streamline

bureaucratic processes and reduce excessive formal controls that may hinder employee motivation. The organization should focus on flexibility and empowerment rather than rigid rules and procedures.

- *Employee Engagement Programs:* To build on the moderately high commitment levels observed, the company should implement regular engagement initiatives, such as team-building activities, feedback mechanisms, and career development plans that resonate with employees' values and expectations.
- *Continuous Culture Assessment:* The organization should regularly assess its cultural dimensions through employee surveys and feedback to identify areas for improvement and ensure alignment with strategic goals and workforce needs.

#### **5.4 Future Research Suggestions**

Future research could expand by exploring the impact of organizational culture on employee commitment across different industries to determine if similar patterns exist in varied contexts. Longitudinal studies are recommended to examine how changes in organizational culture over time influence commitment and the sustainability of culture-related interventions. Additionally, larger samples spanning multiple organizations would allow for more generalizable results and multi-level analyses capturing individual, team, and organizational effects. Incorporating other variables such as job satisfaction, leadership style, and employee engagement could provide a more holistic understanding of factors affecting commitment. Qualitative approaches like interviews and focus groups would also offer deeper insights into employee experiences and perceptions. Finally, considering the growing trends of remote work and digitalization, future research should investigate how these factors interact with organizational culture to shape employee commitment.

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## APPENDIX I: RESEARCH QUESTIONNAIRE

The purpose of this questionnaire is to collect data for post graduate study for Master of Program in Addis Ababa University for the study entitled "The Effect of Organizational Culture on Employee Organizational Commitment: The Case Kifiya Financial Technology". This questionnaire is required to assist in determining the objectives of the study. Your privacy will be kept anonymous and, therefore, no one knows who provided the information. Any information provided will be used for academic purposes only and will be treated with strict confidence. Therefore, you are kindly requested to provide your responses to different questions below. Thank you in advance for agreeing to participate in this study.

**General Instruction:** - Circle your response or indicate "√" in the box beneath for closed-ended questions among the alternatives provided. You don't need to write your name.

### Section A: Demographic Profile of Respondent

**Instruction: Tick (x) your response against any response that applies to you.**

1. Gender

- Male                       Female

2. Age

- 18 – 25 Years  
 26 – 39 Years  
 40 – 49 Years  
 50 and above Years

3. Education status

- High School  
 Diploma  
 Bachelor's degree  
 Master's degree  
 Above Master degree

4. Experience in year

- less than a year  
 1 to 3 years  
 4 to 6 years  
 Above 6 years

## Section II: Organizational culture

This part of the questionnaire consists of items related to Organizational Culture. Use the following rating scale and put “√” mark for each rating. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

NO.		5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
1	Our organization values a family-like atmosphere where employees support each other.					
2	Employees in our organization are encouraged to take on leadership roles, regardless of position.					
3	In our organization, teamwork and collaboration are highly emphasized.					
4	The organization invests in developing its employees’ skills and careers.					
5	Our organization encourages employees to take risks and innovate.					
6	Creativity and new ideas are actively promoted in our organization.					
7	Employees are provided with opportunities to experiment with new ways of doing things.					
8	Our organization is quick to adapt to changes in the market and industry.					
9	Our organization is very focused on achieving specific performance goals.					
10	Employees are motivated by clear performance outcomes and results.					
11	The organization values competition and is focused on outperforming competitors.					
12	Our organization regularly evaluates performance against industry standards.					
13	Our organization has well-established policies and procedures.					
14	Employees are expected to follow strict guidelines and rules.					
15	The organization is very focused on efficiency and control.					
16	Clear organizational structures are in place to ensure stability and order.					

### Section III: Questionnaires on Employee Organizational Commitment

In the section below, indicate the extent to which you agree with each of the following statements regarding employee organizational commitment by ticking (✓) that which most closely matches your opinion. Use the following rating scale. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

S. N	Items	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
1.	I feel a strong sense of loyalty to my organization.					
2.	I would be willing to work harder than required to help my organization succeed.					
3.	I believe in the values and mission of my organization.					
4	I feel emotionally attached to my organization.					
5.	I am willing to stay with the organization for the foreseeable future					