



**COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANGEMENT**

**THE MEDIATING ROLE OF EMPLOYEES TRAINING IN THE
RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND
EMPLOYEE COMMITMENT:
The Case of Hidassie Telecom Share Company**

**Thesis submitted for partial fulfillments and requirements for the award
of Master of Science in Total Quality Managements.**

BY: EYERUSALEM AJIBEW

ADVISOR: LAKEW ALEM (Ph.D.)

October, 2019

Addis Ababa, Ethiopia

ADDIS ABEBA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

CERTEFICATE

This is to certify that the thesis prepared by Eyerusalem Ajibew, entitled “**The mediating role of employees training in the relationship between organizational culture and employees commitment:** The case of Hidassie telecom share Company ” submitted in partial fulfillment of the requirements for the award of Master of Total Quality Management (M.sc) compliance with the regulations of the Universities and meets the accepted standards with respect to originality and quality.

Signed by the examining committee:

External Examiner

Signature

Date

Dr. _____

Internal Examiner

Signature

Date

Dr. _____

Advisor Lakew Alem (Ph..D.)

Signature

Date

Dr. _____

TABLE OF CONTENTS

Contents	Pages
ACKNOWLEDGEMENT	iv
LIST OF TABLES	v
LIST OF FIGURES	vi
ABBREVIATIONS	vii
Abstract	viii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of The Study.....	1
1.2 The overview of the Company	4
1.3 Statements of the problem	5
1.4 Objectives	6
1.5 Significance of the study	7
1.6 Scope of the study	7
1.7 Organization of the study	7
CHAPTER TWO	8
REVIEW OF RELATED LITRATURE	8
2.1. Theoretical Review.....	8
2.1.1. Social Exchange theory (SET)	8
2.1.2 Human Capital Theory	9
2.2. Employees Commitment	9
2.2.1. Affective Commitment.....	11
2.2.2. Continuance commitment.....	12
2.2.3. Normative Commitment.....	13
2.3. Organizational Culture	14
2.3.1. Clan Culture	16
2.3.2. Adhocracy Culture	16
2.3.3. Market Culture	17
2.3.4. Hierarchy Culture	18

2.4. Employees Training	18
2.4.1. Motivation for Training.....	20
2.4.2. Access to Training.....	21
2.4.3. Benefits From Training	22
2.4.4. Support for Training.....	22
2.5. Empirical Review	24
2.5.1. Organizational Culture and Employees Commitment.....	24
2.5.2 Training and Employees Commitment.....	25
2.5.3 Training and Organizational culture.....	26
2.5.4 Training as a Mediator Between Organizational Culture and Employees Commitment.....	28
2.6 Conceptual Model	29
2.7 Research Hypothesis	30
CHAPTER THREE	31
RESEARCH METHODOLOGY.....	31
3.1. Introduction	31
3.2. Research Design	31
3.3. Target Population	32
3.4. Sampling Methods.....	32
3.5. Sample Size	33
3.5 Data Collection.....	34
3.5.1 Primary Data Collection Instrument.....	34
3.5.2 Secondary Data.....	35
3.6 Instrument Measurement.....	35
3.6.1 Measurement of organizational Culture	35
3.6.2 Measurement of Training	36
3.6.3 Measurement of organizational commitment.....	36
3.7 Reliability and Validity of Measurement tool.....	37
3.8 Data processing and Analysis.....	38
3.9 Ethical Considerations.....	38

CHAPTER FOUR: DATA PRESENTATIONS ANALYSIS AND INTERPRETATIONS.	39
4.1. Introduction	39
4.3 Demographic profile of Respondents.....	39
4.4 Mean and Standard Deviation	40
4.5 Correlation Analysis.....	41
4.6 Preliminary test for the Regression	43
4.6.1 Normality.....	43
4.6.2 Linearity	45
4.6.3 Homoscedasticity	45
4.6.4 Multicollinearity.....	46
4.7 Analysis of Variance (ANOVA)	47
4.8 Regression Analysis and Hypothesis Testing	48
4.8.1 Control Variables	48
4.8.2 Organizational Culture and Employees Commitment.....	48
4.8.3 Organizational Culture and Employees Training.....	50
4.8.4 Employees training and employees commitment.....	51
4.8.5 Test for mediation of Employees Training.....	52
4.9 Finding and Discussions.....	56
CHAPTER FIVE	59
CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS	59
5.1 Conclusion.....	59
5.2 Recommendation.....	60
5.3 Limitations of the Study	62
5.4 Directions For Further Research	63
Bibliography	64
Appendices.....	72

ACKNOWLEDGEMENT

I would like to thank you my advisor Lakew Alem (PhD) for his great effort to help me during my research. He was there whenever I needed guidance and support. I would also like to thank the entire respondent to my questioner who found time to answer my questions and by doing that provided me valuable input needed to complete this thesis. I am thankful staff of HTSC who encourage me when I was under time pressure in carrying out my duties in the company. I also appreciate the support from my colleagues for their encouragement to my study. In the end I thank my family on their patience and understanding.

LIST OF TABLES

Table 3.1 Hidasie Telecom number of districts with number of employees	32
Table 3.2 Carvalhos Sample size determination.....	33
Table 3.3. Questioners Distributed	35
Table 3.4: Questioner Component	37
Table 3.5 Reliability Test of Study Measures.....	37
Table 4.1 Demographic Characteristics of Respondents (N=101) M=56, F=45	40
Table 4.2 Descriptive statics	41
Table 4.3: Correlations between dimensions of variables	42
Table 4.4 Collinearity Diagnosis	47
Table 4.5 Summery of ANOVA analysis	47
Table 4.6: Demographic variable coefficient.....	48
Table 4.7: Regression Analyses between components of organization Culture and Employees Commitment	49
Table 4.8: Regression Analysis between Organization Culture and Training.....	50
Table 4.9 Regression Analysis between Organization training and employees commitment	52
Table 4.10: Multiple Regression Analysis between Variables of the Study.....	53
Table 4.11 Summery of tested Hypothesis	55

LIST OF FIGURES

	Pages
Fig.1.The Competing Value Framework	15
Fig. 2 Conceptual Framework.....	29
Fig 4.1 Gender of Respondents.....	40
Fig 4.2 Frequency Distribution of Standardize Residual.....	44
Fig 4.3 Testing linearity.....	45
Fig 4.4: Scatter plot of standardize residual.....	46

ABBREVIATIONS

AC: Affective Commitment.

ACT: Access to Training

AHC : Adhocracy Culture

CC: Continuance Commitment

CLC : Clan Culture

CVF : Competing Value Framework.

ETC: Ethio telecom

HEC : Hierarchical culture

HTSC: Hidassie Telecom Share Company.

MKC : Market Culture

MOT: Motivation for training.

NC: Normative Commitment

OCAI: Organizational Culture Assessment Instrument.

OCO : Organizational Commitment

OCQ: Organizational Commitment Questioner.

OCU : Organizational Culture

PT: perceptions for training

SPSS: Statistical Package for Social Science

SU : Support for training.

Abstract

The purpose of this study was to investigate the effect of employee's trainings as a mediating role on the relationship between organizational culture and employee's commitment in Hidassie Telecom private Share Company. The study adopted the quantitative research method and a systematic sampling method was used. The data was collected using questioners from 125 (80.8% response rate) from the head offices and three districts of HTSC on Addis Ababa. The obtained data was analyzed using the statistical package for social science (SPSS) by means of descriptive and inferential analyses. The result of this study indicates that majority of the respondents agreed that the company culture is hierarchical culture which emphasize more on rules and policy in order to accomplish its purpose. The correlation result shows that the relationships between three variables of the study such as organizational culture, employee's commitment and employees training were positive and moderate. And adhocracy culture has significant and positive correlations with both employees training as well as employee's commitment. Moreover, out of the four facets of organizational culture clan, adhocracy, market and hierarchical cultures employees training was partially mediate the relationship between adhocracy culture and employee's commitment. The result shows there is significant direct impact of adhocracy culture on employee's commitment, and indirect impact using employees training as a mediator. The present paper recommends to HTSC about the need to implement a dynamic, risk taking and entrepreneurial working culture to change the attitudes of employees towards training and to evolve between management practices so that employee's commitment is maintained at high level. The implications from this study suggests a message that telecom companies like HTSC as it is a business organization will benefit if adopting specific culture.

Key words: organizational culture, mediation, employees training and employee's commitment.

CHAPTER ONE: INTRODUCTION

1.1 Background of The Study

Following the increments of the numbers of mobile users, the demand of telecom services is on increasing in Ethiopia. Quality telecom service giving companies have a big role to fill telecom services gap in the country. Telecom sectors as any other fast moving and dynamic sectors needs committed human resources. The study of employee's commitment has direct impact on the efficiency and effectiveness of a private business companies. Employees commitment is one of the main assets of any organizations and it plays a vital role for the quality service and business profit. Lamba & Choudhary (2013) concur that committed employees will demonstrate the tendency to perform their job well, eventually will an ultimate improvement on the overall performance of the organization.

As the success of an organization may depend on how its employees get committed to it, understanding which factors determine commitment development and what keeps it on the same level seems to be particularly important. Dedicated as well as committed employees to their employer have the tendency to not only accept, but also acknowledge objectives and values of employers. Moreover, such employees demonstrate a substantial amount of effort for their employer, essentially with an aim to support and remain active in the organization (Warsame, 2015). It, also, reflects loyalty and willingness to work towards organizational objectives and thus a good measure of organizational effectiveness. A committed employee is determined to stay with the organization irrespective of whether the organization is in a favorable or unfavorable state (Allen and Meyer, 1990).

Achieving service quality and excellence, and in doing so making customers satisfied and loyal depends on attitudes, performance and behavior of employees (Kusluvan & Kusluvan, 2000; Saibang & Schwindt, 1998). According to Chiang (2008) when employees hold to identity and share a sense of belonging to an organization, they will consider themselves associated with the organization and will work hard with other members to achieve organizational objectives. Yassin (2010) defined organizational culture as a system of values ,traditions and rules, shared by all the organizations members, and every business

organizations has a particular culture to express its personality. An organization with poor of organizational culture has little chance of survival (Yousef, 1998). Organizational culture can differ from business to business based on the organization policy.

The study of the relationship between organizational culture and employee's commitment has researched in the past decades. Deal and Kennedy (1982) argue that corporate culture affects the commitment of employees within the organization and the strength of organizational commitment is correlated with the strength of corporate culture. A strong corporate culture enables employees understand the goals of the organization, and as they work towards organizational goals, their level of commitment increases. This clearly shows that employees elect to be committed to organizations whose values they share (Bretz and Judge, 1994; Nazir, 2005).

Despite the positive effect of organizational culture on employee's commitment, it may have an indirect effect by improving employees training. It is through training and development one can see the contribution from the employees to ensure that the organizations will be more effective and achieved desired profits (Adeniyi, 1995). Training is a short term process by which a human resources gain knowledge, skills and abilities by practical activities to improve their performances. Training helps employees to do work in an effective and efficient manner. And the knowledge of organizational culture will helps to bring the effectiveness of training for the trainee and trainers. With certainty that there is room and support from the employer to advance their skills from the employer, employees degree of commitment and dedication to remain with that particular organization is higher (Ismail,2013). The training of employees related with the constant change of organization culture. Four factors of training such as motivations for training, access to training, benefits of training, and supports for training considered in this study.

According to the literature one of the substantial intangible forces that affect employee's training is organizational culture. Different organizational culture have different response to the external and internal environmental pressure. For employees, corporate culture is either the glue that binds employees to the organization or the wind that blows them away. Culture is also essential in determining how well an employee fits into the organizational context.

Employee's commitment is also associated with organizational culture. A higher organizational commitment will encourage employee's willingness to work hard for an organization (Angle and Perry, 1981).

This study tries to explore the mediating role of employees training in variables of organizational culture and employees commitment. There are several reasons for this focus. First the literature highlighted the vital role of employees training for employee's commitment. Previous studies have confirmed and supported both positive and significant association between training opportunities and practices and employee commitment (Karia & Assari, 2006; Boon & Armugam, 2006 and Barlett, 2001: cited in Simon Mafica Nkosi). Second some literature suggests that positive organizational culture is important for training effectiveness. The effectiveness of training can be determined by the climate of the organizations like organizational culture from the management and the human resource policy of the company. In addition employee's attitude and behaviors are the other determinants of effectiveness of training. The trainees should be supported by positive values, norms and attitudes of the organizations. Support of the management and accessibility of the training helps to training effectiveness. Finally, the linkage between organizational culture, employees training and employee's commitment hadn't been examined together in the literature. Therefore, the purpose of this study is to investigate organizational culture dimensions which are clan culture, adhocracy culture, market culture and hierarchy culture has direct impact on performance of HTSC. These directly affect employee's commitment and indirectly through employees training like motivation for training, support for training, benefits of training and access to training.

In this study on a Telecom share company of Hidassie Share Company, questionnaires distributed to assess the problem related with organizational commitment. Finally it can help the organization to focus points before to take different actions on improvement of the commitment. The findings of the study provided factors impacting organizational commitment in shareholding companies and fulfill the research gap on lack of enough studies conducted among shareholders on organization commitments. By this the company benefited to increase all the activities in terms of quality and quantity.

4.2 The overview of the Company

Hidassie Telecom established following the restructure of Ethio telecom. redeploing more than 2,441 previous Ethiopian Telecommunications Corporation employees. HTCS is incorporated in July 2011 by 2,508 shareholders with a total subscribed capital of Birr 74,665,700.00 (Seventy Four Million Six Hundred Sixty Five Thousand Seven Hundred Birr) (Source, Yearly Magazine of 2013). Hidassie Telecom share company is now working with 2010 permanent employees (Report on April, 2019), and they are one of the success factor as a growing business company. HTSC is organized embracing dual objectives of business and social motives in a unique fashion of hybrid model through a public-private partnership arrangement. HTSC fills the service gap of telecom service by sailing and merchandizing voucher cards and SIM cards through its 800 shops in the country. It has 11 districts out of which four districts located in Addis Ababa as of April 30, 2019).

Hidassie telecom Company faced by competition and new challenges left with fear of acquisition, merging, downsizing and loss of job security. Moreover, since the company is a growing company, the work place is known by opposition and the stress of having to do with less income. In Ethiopia Share companies took many steps to be profitable and competent above all to be survived. As a result, the primary objective of HTSC is a modern business company to secure value for the money of its shareholders while its secondary objective being executing social services of facilitating telecom access to fulfill the telecom industry gap of the country. Success of this share company is vital for the job creation and economy of the country.

Telecome sectors as any fast moving and dynamic business sectors needs committed manpower to bring quality services. But according to the report of the Hidassie Telecom, less organizational commitment is one of the drawbacks for the quality service. Committed employees are one of the greatest assets any company can have and play a major role in overall business efficiency and profitability. HTSC needs to established a type of caring, spirited work place that will ignite employees commitment. This put pressure to have committed manpower in HTSC. Hence the purpose of this research is to propose a solution for improvement of service quality of HTSC by assessing the variables of commitment.

1.3 Statements of the problem

One of the basic causes of training failure in the role of organization context is the manifestations of various levels of organizational culture. There has been scant scholarly attention to the influence of organizational culture on training effectiveness (Palthe & Kossek, 2003). Edgar Schein, “organizational learning, development, and planned change cannot be understood without considering culture as a primary source of resistance to change”. As depicted on the overview of the company, HTSC is formed by shareholders with different backgrounds, training is the very necessary for the commitment of the employees. (Raju & Srivastava, 1994) stated that organizational commitment is often described as the key factor in the relationship between employees and organizations. On the other hand many researchers have supported the importance of culture for organizational commitment. An organizations culture is considered to be an important factor affecting organizational success or failure (Sawner,2000). Also a positive behavior and attitudes of employees will bring positive environments to take training. This research takes such predictor of culture and need to address the problem of influence on the commitment of the organization with a mediating factor of employees training.

HTSC left with a long journey to make its vision a reality and to improve the quality service demand of the customers with the coming challenges in the competition of telecom service giving centers. Moreover, the modern business challenges like technological factors become great impact to expand the business as an external factor. The very reason of the choice of this study in HTSC is as any other company, the organization faces the question of performance, attitudes and the influence of the value and belief of ETC. The pattern of the behavior the organizational culture that was formed in ETC needs to be changed when it comes to private business company but still there is a challenge of looking the company as a business company. The company even if it operates by business laws and regulations, less personnel performance, less profitability and less service quality becomes a challenge as any other private business companies (Annual Report, 2018). So one of the methods to bring quality service is to increase the commitment of employees by building competency of employees and changing the pattern of behavior.

The implementation of effective HR practices has been shown to play an important role in building and maintaining the commitment of employees towards the organization (Allen et al.,2003. Organizational commitment has a big influence on the success of an organization and is highly valued. Training is another managerial concept that has effective tools to achieve the long term goals. In spite of the fact that organizations have always had cultures, managing these cultures has been a challenging and ambiguous task for business leaders, Druckman, Singer, & Cott, 1997). Still there is no major measures are on taking to focus on specific culture and to includes in strategic plan which have a great impact on organizational commitment. Therefore,the management of HTSC needs to understand the prior predictor of the commitment to bring good performance and profit to the company Based on the model and theories applied in different cultures, this study will do the application of clan, adhocracy, market and hierarchy cultur. Therefore, this study conducted to fill the research gap in an effort to improve the understanding the relationship between these variables effects on organizational commitment and by reviewing current empirical finding in similar studies. Thus this study addressed the following research objectives.

1.4 Objectives

The *general objective* of this study is to investigate the role of employees training as a mediating variable on the relationships between organizational culture and employee's commitment of HTSC.

The *Specific objectives* of this study are:-

- To measure the effect of four types of organizational culture on the commitment of the employees,
- To assess the influences of the four types of organizational culture on employees training,
- To determine the extent of influence of employees training on organizational commitment,
- To examine the mediating effect of employees training in the relationship between types of organizational culture and employee's commitment.

1.5 Significance of the study

This study tried to examine employees training as a mediator role in the relationship between types of organizational culture and employee's commitment by which the company helps to focus on major component of culture to bring commitment through trainings. The choice of HTSC for this study is because the strength of private telecom service provider is needed not only by the Society but also by the Government of Ethiopia. Such analysis could help managers of HTSC to know how to improve organizational commitment through strengthening training and recognizing the types of culture of the company to be formed. Furthermore, yet no study conducted to investigate the relationship between these variables effect on organizational commitment with the mediating role of employees training in HTSC. And finally it might help the researcher to acquire good practice and to fulfill for the requirement for the reward of Masters of science in Total Quality Management.

1.6 Scope of the study

This study was limited to analyze the effects of types of organizational culture on employees commitment with a mediator of employees training of selected employees of head office and three districts of HTSC sighted in Addis Ababa. The research is delimited to the data obtained from permanent employees and executive management had been considered part of the study. Methodology wise the study used cross- sectional study and quantitative research design. The study based on key factors of culture (clan, adhocracy, market and hierarchy) employees Commitment and employees training as a mediator.

1.7 Organization of the study

This study organized in to five chapters. The first chapter is an introductory part which includes background of the study, statement of the problem, research questions and objectives, significance and scope of the study. Literature review and research methodology address the review of related literature and the research design of the study, sampling techniques and data collection instruments. The fourth chapter describes the interpretations and discussion of the findings. Finally in the last chapter, conclusion and recommendation are included

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1. Theoretical Review

A theoretical framework is a collections of interrelated ideas based on theories used to explain a phenomenon. In this particular case the phenomenon under study is organizational culture, employees training and employee's commitment. Over the year's major theories of commitment emerged. Each of these theories has its ways of explaining a concept of and strong bearing on the present status of the study variables.

2.1.1. Social Exchange theory (SET)

Exchange theory assume that the relationship between the organization and the employee involves social and economic exchange (Cropanzano et al, 2003; Kim & Rowley,2005). Social exchange may refer to voluntary actions which may result from an organizations treatment of its employees in exchange for an expected obligation on employees to reciprocate fair treatment of the organization. In an organization set-up there exists a relationship between an employee and the organization and its destiny will be determined by worth of the relationship on both parties (Cropanzano & Mitchel, 2005). In order for an organization to reap the benefits interns of loyalty and commitment employees need fair treatment. The social exchange theory focuses on explaining how employee's behavior is affected by the psychological contract between them and their employer (Belau, 1964). This theory was proposed by Belau (1964) to explain that the psychological contract that exists between the employee and his or her employer is vitally important in determining behavior demonstrated by employees within the organization.

Social exchange theory and the norm of reciprocity have been used by researchers. Haar & Spell (2004) asserts that, under the norm of reciprocity, the recipient of benefits become morally obliged to recompense the donor. According to exchange theory, there may be reciprocal relationship between an employee's commitment to the organization and the support he/she receives from it. Again when the employer supports the employees in a way like training them, the employees will in return reciprocate the good deed of the organization for what it did to them and hence they make effort to remain committed to it.

According to social exchange theory individuals enter in to a relationship with an organization so as to maximize the benefit they obtain (Blau, 1964). Social exchange is based on an implicit agreement between employee and the employer, referred to as a psychological contract (Rousseau, 1995). According to Alhassan (2012), this theory is based on the reasoning that workplace relationship involves the exchange of two kinds of resources, namely economic and social types of resources. In light of the theory, the resources of economic nature could include money and material resources while the social resources are love, respect and support etc.

2.1.2 Human Capital Theory

The Human Capital theory sees the employee development involvement as a way of investing in capital rather than as a cost incurred (Chung, 2013). The human capital theory by justifies investment in training as increasing intellectual capital of organizations. By this theory the organization will give training specific to the business company. When the employer undertakes to provide the firm specific skills to the employee it boosts commitment from the social exchange perspectives, importantly because such skills maybe of no use to other employer where the employee may seek employment (Klein, 2001). This theory focuses on the identification of the need for organizations to safeguard and or where necessary enhance employee core competencies through appropriately investing in their training and development.

2.2. Employees Commitment

Organizational commitment is defined as a relationship between employer and employee (Meyer et al 1993). Organizational Commitment is considered as mental and emotional dependency to the organization, based on which a highly committed person specifies his identity by the organization, participate in the organization and is involved in it and enjoys membership in organization. As Armstrong (2008) suggested, organizational commitment plays an important part in human resource management philosophy. Human Resource Managements policies are designed to maximize employee's commitment, flexibility and quality of work.

For roughly four decades, organization commitment has served as a topic of interest for both scholars and practitioners (Ehrhardt, Miller, Freeman, & Hom, 2011; Morrow, 2011). The Hawthorne studies in the 1930s brought new and more human insights in managing employees. As a result, managers realized that increased productivity can be achieved through giving employees personal attention. This new method of managing employees has attracted many organizational and social psychologists and behaviorists conceptualizing and measuring organizational commitment in different ways. Therefore, by this study we are going to ensure what the drivers of HTSC to be committed. .

Meyer and Allen (1997) stated that a committed employee is one who will stay with the organization through thick and thin, attend work regularly, put in a full day and may be more, protect company assets and who shares company goals. Unless and otherwise there is committed employees the share of a company will be in danger. Organization commitment is an important issue for work organizations, and that it fosters better superior-subordinate relationships and improves organizational climate development, growth and survival (Awamleh, 1996). It is known that the growing company like HTSC, growth and survival is a major problem currently facing the company. Therefore, it is important to understand the factors which help to bring high organizational commitments in the business company.

Many scholars have argued that commitment of workers is an important to increase employee's accomplishment. Committed employees will help to increase productivity and alleviate poor services and improve quality of the company. Low level of employee's commitment is associated with high turnover (Mowday, 1998). Well mannered and committed individuals in organizations can be positive and constructive and takes a step in the fulfillment of organizational goals. This improved quality of the company by which can attract customers greatly.

Commitment is practically seen as what socially or contract wise glue individuals towards an organization. Commitment characterized by 3 factors: a strong belief in and an acceptance of the organizations goals and values, willingness to exert considerable effort on behalf of the organization and strong desire to maintain membership in the organization; (Mowday and Steers, 1998). Since Hidassie telecom is a business company with the objectives of profit, commitment causes increased profitability and reduced service

abandonment and leads to increased efficiency and improvement and increased service quality by influencing personnel performance. The effect of good commitment of employees is to create customer satisfactions so indirectly this will increase company profit. So unless and otherwise we use commitment on organization, the sector cannot cope up the competition that comes from outside.

Over the years different dimensions' of organizational commitment have been developed and applied. Currently the leading and the most influential approaches is Mayer and Allen. Study to OC has been the three dimensional approach proposed by Meyer and Allen(1984;1997), which categorize commitment in to three distinctive scales, namely, affective, normative and continuance commitment. The multi dimensional model is commonly referred to as Mayer and Allen commitment model. Allan and Mayer (1990) defined organizational commitment as a psychological state that binds the individual to the organization. Allen and Meyer in their work on commitment provided a new classification which is more comprehensive compared to old organizational commitment dimensions. Affective (emotional attachment to the organization), Continuance (perceived costs associated with leaving the organization) and normative (feelings of obligation towards the organization).

2.2.1. Affective Commitment

Affective commitment refers to the extent to which employees feel to have emotional linkage, identification, as well as involvement with their current organization and as consequently develop the desire and the need to want to remain at the organization (Mouhamaddou, 2015). Mcshane and Glinow (2010) defined organizational commitment as employee's emotional attachment to identification with and involvement in a particular organization specifically addressing affective commitment which is one of the organization commitments.

Affective Commitment is a psychological attachment developed by employees to their organization in such a way that employees who are strongly committed to the employer identify themselves with it not only physically, but also emotionally (Sayani & Swamy,2014). Employees tends to be affectively committed if they feel that the

organization is supporting them, treats them in a fair way and respects them. There are several different levels that may be present in various combinations within the scope of organizational commitment. One has to do with the level of emotional attachment a worker feels to the organizations. For these reasons, affective commitment can be viewed as a measure of fondness and employees to their current organization, which extends to include both identification and also involvement with a particular organization (Chung, 2013). Affectively committed employees are seen as having a sense of belonging and identification that increases their involvement and their desire to remain with the organization (Rhoades & Eisenberger, 2001)

2.2.2. Continuance commitment

Continuance commitment is the perceptions of the cost of leaving the organization in both financial and non-financial terms and the perception of people forced to stay in the organization is taken in to consideration. Employees with a strong continuance's organization commitment know that leaving the organization may be harmful to them fiscally due to lack of employment option and low income. In continuance commitment, the employees consider the disadvantage of leaving the organization and avoid quitting. Those with high level of continuance's commitment stay with the organization because they need too. Thus, the employee keeps his organizations memberships thinking it might cost him too much to leave the organization (Allen & Meyer, 1990).

Continuance commitment further entails awareness by the employees of personal investments that they have made, investments that may include good work relations established between employees and their employer, career investments, benefits relating to their years of retirement, and acquired job skills at the organizations as well as their years they have devoted to serve the organization. (Alhassan, 2012)

Along with affective commitment, continuance commitment is also an important element of organizational commitment. The focus here is on how stoutly employees see value in continuing to stay with the company. This entails identifying the benefits that are enjoyed as the consequence of employment. The encouragement to stay may have to do with wages or salary, benefits such as an attractive pension plan, intangible such as friendships that are

developed within the culture of the organization. Diverse combinations of these incentives have a tendency to induce employees to remain with the company, at least awaiting opportunities with greater incentives to be presented.

2.2.3. Normative Commitment

The third constituent in the theory of organizational commitment is normative commitment. In this setting, factors such as the loyalty employees feel are based on a sagacity of obligation or gratefulness for the role of the company in the lives of workers. For instance, a worker may feel commitment because the business helped to supply funds for obtaining a level, or feel a strong affection or gratefulness since the employer provided a job during a period in which the person was in direct need of a source of earning a living. In this circumstance, the employee considers commitment to remain with the business, at least long enough for the organization to obtain some sort of return on its investment in the employee

Additionally, this is an attitude reflects employees fidelity to their business and is a continuing course of action through which organizational participants articulate their anxiety for the organization and its continuous achievement and well being, Normative commitment is associated with an employee individual feelings of the necessity to reciprocate a good deed accorded to him or her by the employer (Mouhamadou, 2015). Normative commitment reflects commitment to continuous employments; that is a person does not quit an organization because of the pressure imposed by norms, morals, and judgments by other organizations. All the above dimension commitment can have potential impacts associated with absenteeism and decisions to leave an organization.

Normative commitment forms its antecedents on employee's core values as may be defined by their culture, family and social background, as well as any prior experiences held by the subject employee (Newman, Thanacoody & Hui, 2010). Normative Commitment has its antecedents in an employee's values as determined by their cultural, Social and familial background and prior experience.

2.3. Organizational Culture

The subject of organizational culture attracted a large amount of attentions in the late 1980s and early 1990s as management scholars explored the reasons behind the failure of U.S. firms in competing with their Japanese Counterparts(Ojo,2010). National culture is distinguished one nation from another nation. Organizational culture distinguishes an employee from an organization to another organization. Culture can be found in any organization no matter how small or large the organization could be organizational culture, as the most important factor affecting life and identity of an organization, has always been of particular interest to all scholars of management. With Organizational culture, as the most important factor affecting life and identity of an organization, has always been of particular interest to all scholars of management.

Organizational culture is seen as a set of key values, assumptions, understandings, and norms that is shared by members of an organization and taught to new members as a correct (Daft, 2006.). In HTSC new members join the company takes few days to create adaptability of the norms and behavior of the company. Moreover, there are different norms and values that characterize the organization. For example, group norms are one of the dominant norms and there are different issues raised under the group. In spite of the fact that organizations have always had cultures, managing these culture has been a challenging and ambiguous task for business leaders (Druckman, Singer, & cott,1997). To promote and strengthen the existing organizational culture of this company various aspect of dominating culture needs to be examined.

Organizational culture can be assessed using the competing value framework (CVF) (Quinn & Rohrbaugh, 1981, 1983). The CVF developed by Quinn and Rohrbaugh (1981, 1983) provides a more focused study of organizational culture. It is a reliable and helps to determine the key factors of organizational effectiveness. The central point of this framework is constructed around two dimensions. The first dimension represents whether an organization has an internal and external focus. The second dimension maps the degree to which an organization focuses on flexibility and individuality, in contrast to stability and control. These intersections of the two dimensions form four types of dominant organization culture: Clan, Adhocracy, Market, and Hierarchy.

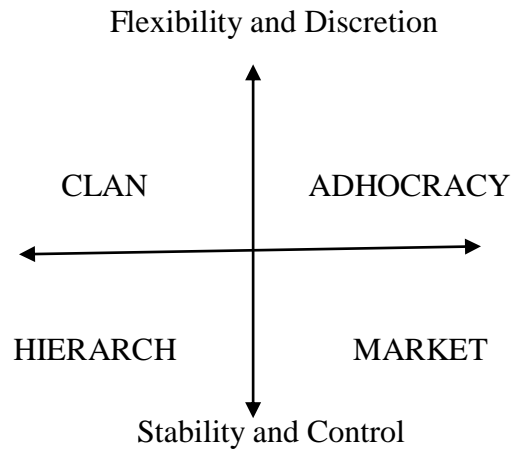


Fig.1.The Competing Value Framework

Source: (Quinn & Rohrbaugh,1983,p.369)

Based on the Competing Value Framework CVF, Cameron and Quinn (2011) developed the Organizational Culture Assessment Instrument (OCAI) to determine the Organizations culture type. The OCAI is empirically validated and reliable instrument that can be utilized to assess the influence of organizational culture on the organizational variables of this study.

Cameron and Quinn (2011) argue that organizational culture has a strong association with organizations sense of uniqueness, its values, mission, aims, goals and unquestionable beliefs that justify how organizations behave. The culture of HTSC has many things that distinguish one from other company as its uniqueness. Some of it has positive qualities and some of it is ill. The uniqueness of organization of HTSC by which the shareholders are the employees, different organizational behavior being expected. Some of them are the owners which lead to feel a sense of identity to the organization.

Cameron and Quinn,(2006) defined organizational culture as being taken for granted the values, underlying assumptions, expectations, collective memories and definitions present in organizations. There must be a positive culture to attract and retain loyal and committed employees. The culture model presented by Cameron and Quinn (2011) places organizations in a continuum of four core values, called Flexibility, stability, Differentiation, and Integration. According to Cameron and Quinn (1999) typology, culture in an organization

can be seen between two dimensions: a focus on internal maintenance (smoothing and integration) versus external relationships (competing and differentiation), and a focus on organic process (flexibility and dynamism) versus mechanical processes (stability and control). Quinn and Cameron, (1983) and Cameron and Freeman, (1991) had introduced the Competing Values Framework (CVF), which identified four types of culture such as: Clan, Adhocracy, Hierarchy and Market culture. The first clan and Adhocracy bring criteria of flexibility and individuality. The second Hierarchy and Market emphasize stability and control. Organizational culture is a pattern of basic assumptions that the group learned as it solved its problems of external adaptations and internal integrations, that has worked well enough to be considered valid and, therefore, to be taught to new members of the organization as the correct way to perceive, think, and feel in relation to those problems (Schein, 1992).

2.3.1. Clan Culture

The term clan (cooperative) culture is used because of its similarity to a family- type organization. Since the establishment of HTSC is by a group of shareholders, the relationship have to some extent support as a social parallel with economic entities. Instead of the rules and procedures of hierarchies or the competitive profit centers of markets, typical characteristics of clan- type firm were teamwork, employee involvement programs and corporate commitment to employees. By clan culture the organizations needs to emphasize the long-term benefit of human resource development and attaches great importance to cohesion and morale. Concern for the employees and the customers can measure the success of HTSC. On the other hand still lack of participations by a regular meeting and lack of consensus on annual meeting is the ill seen on HTSC culture in recent years.

2.3.2. Adhocracy Culture

A major goal of adhocracy (creative) culture is to foster adaptability, flexibility, and creativity where uncertainty, ambiguity and information overload is typical. Telecom companies are full of challenges by technological changes which needs a dynamic and innovative culture. HTSC needs to produce innovative products and services and to adapt

quickly to new opportunities. Currently the extent of taking risk is seen as limited. By adhocracy culture the glue that holds the organization together is commitment to experimentation and innovation. Since the business of telecom with the support of technology does not expand as much as the demand of the customers, this creates drawbacks on innovation of new telecom business. The emphasize is on being the leading edge. Success means gaining unique and new products or services.

By adhocracy culture power flows from individual to individual or from task team to task team, depending on what problem is being addressed at the time (Cameron and Quinn, 2006). Unlike markets or hierarchies, adhocracies do not have a centralized power or an authority relationship. Instead, by shareholders meeting employees able to express their individual opinions or dissent to upper level managers and operating two sides work model so that subordinates and upper level staff work with the help of feedback. This can increase the moral of employees to work for the organization continually.

The very backgrounds of the company employees are similar as it is from Ethio telecom. But the climate does not seem as it encourages constructive mutual and self criticism, a relatively turbulent environment around the organizations that pushes it to innovate and generate ideas, team culture, and membership with similar values. An organizational atmosphere within which employees of the organizations trust each other wholly, a horizontal and flat structure rather than a vertical and tall one are all elements make it easier or more likely for an organization to adopt elements of democracy. An organization needs to encourage individual's initiatives and freedom.

2.3.3. Market Culture

The term market is not similar to the marketing functions or with consumers in the market place. Rather it refers to the type of organization that functions as a market itself. Market (competitive) culture is oriented towards the external environment instead of internal affairs. It is focused on transactions with mainly external constituencies such as suppliers, customers, contractors, licenses, unions and regulators there are more affairs of external than internal. There are suppliers like mobile suppliers, customers who buy the voucher cards. The major focus of this market is to conduct transactions of exchange, sales and contracts to

create competitive advantages. Profitability, bottom–line results, strength in market niches, stretch targets, and secure customer bases are the primary objectives of this organization.

The glue that holds the company together is emphasizing on winning reputation and success is common concerns. Not surprisingly, the core values that dominate such market type organizations are competitiveness and productivity. Competitiveness and productivity in the market organizations are achieved through the strong emphasize on external positioning and control. And the long term focus is on competitive actions and achievements of measurable goals and targets. Success is defined interns of market share and penetrations. There is a price-cut procedure that applies in HTSC which helps to maximizing the market share and penetrations. By Market culture competitive pricing and market leadership are important.

2.3.4. Hierarchy Culture

By hierarchy (control) culture there is a formalized and structured place to work. Procedures govern what people do. Cameron and Quinn,(2006) the first introduce of the hierarchy culture by Weber Consists of Seven Characteristics such as rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability. The leaders pride themselves on being good coordinator and organizer, who are efficiency-minded. This is an organizational culture type which the leadership is effective because it is in mechanical and beaurocratic organizations that give important to order and rules. Maintaining a smooth run organization is most critical. But since HTSC is a growing company there is a challenge to generate efficient, reliable, smooth flowing and predictable outputs. Formal rules and policies hold the organization together. The long term concern is on stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth schedule and low cost.

2.4. Employees Training

Training is the organized way in which organizations provide development and enhance quality of new and existing employees. Buckely and Caple (1995) defined training as a planned and systematic effort to modify or develop knowledge, skill, and attitude through learning experience, to achieve effective performance in an activity or range of activities. By training employees become more confident, open to change and supportive of each other

(Donovan et al., 2001). Human capital remains as the most important assets in organizations (Olaniyan & Lucas, 2008).

Organizations investing in effective training for human resources tend to achieve both short and long term benefits. Training forms the basis of personal development by helping employees to develop their leadership talent, communication skills, decrease their fear in attempting new tasks and enable them to handle stress, frustration and conflicts (Sadaf, Amna & Hummayoun, 2014). For this reason the company have a plan of educating the employees annually. The success of organizations is depending on its knowledgeable, skilled as well as experienced work force. Organizations should have employees that have capability of adjusting to swift dynamic business environment. Therefore in order to maintain sustainability, organizations look continuous employees training as invaluable and poor performance of employees should have to be minimized from the ground.

There is a significant difference between the organization that train employees and the organization that do not. Training provides employees the knowledge and skill needed to do particular job. Training helps to modify employees' behaviors, more efficient production or distributions of goods and services, minimize operating costs, improved quality and efficient personal relationship. Nordhaug (1989) identifies three types of benefits that employees obtain from training: Personal, Career, and Job related benefits. Employee's expectations from organizational training can be job related, career related or personal. Job related benefits reflects employees expectations that their efforts as regards training will allow promotions and improvement in their current positions. Career related benefits will likely assist in the development of skills for a future job. Personal benefit reflects psychological, political and social outcomes that may or may not be directly related to the work setting but enhances their intrinsic motivation (Nordhaug, 1989; Washington et al.,2003). Training is the key element to increase productivity, decrease customer complaints, decrease turnover and improve self esteem. So it is well known that any organization who invests on training is wiser than who keep silent about it.

Currently Peoples are working on the changing environment of technology and organization performance. The competition of product and service is on increasing. Social, cultural, Legal, Political, Economic, Technological competition gets changed drastically. Similarly

HTSC is working in the dynamic environment. In any business company in order to have success on its vision and mission, a working strategy of training can be given priority. In HTSC the skill and knowledge gap will be one of the set back of the company. Given that HTSC is a new organization to the telecom market, employees have no a clear sense of organizational characteristics like goals and strategy, roles to be played by each individual within organizations. In HTSC the employee's perceived competency has its effect on organizational commitment. Training has a vital role in developing commitment among the employees.

Whenever we work on human resource development, the commitment of the employees will be on top. Employees expect to be provided with training and development opportunities in exchange for displayed organizational commitment, (Barlett, 2001). In HTSC even if there are trainings given but the effect on the commitment of the employee's are not as desired by the organization. Sometimes the training given for the employees also does not measured what outcome creates on the commitment of the employees. Several factors are known to affect the effectiveness of training such as the behavior of individual learner, the training program, the environment in which the trainee works, and the support from the trainees immediate supervisor (Montenso, 2002). Organizational training has been discussed and assessed within a multidimensional structure comprising (1) support for training (2) motivation to training, (3) access to training and (4) benefits from training. Perception of Training has been analyzed (Employees perceived as operational zed with a multidimensional structure of motivation, access, benefits and support)

2.4.1. Motivation for Training

The motivation for the training focuses on the intensity and persistence of developers to apply efforts before, during and after the frequency of training programs. (Salas & Cannon-Bowers, 2001). Learning motivation can be defined as the specific desire of a learner to learn the content of a training program (Noe,1986; Noe & Schmitt,1986.) Noe (1986) suggested that, when there is no motivation, individuals, who may have the ability to master the training content, may fail to do so. Ahmed and Baker (2003) suggest that if the employees have a positive perception of training they will have higher level of motivation for getting training.

Less committed employees seen as less motivate to training programs in HTSC. Because the attachments of the employees with the objectives and goals of the company is limited, there is no remaining motivation and apply efforts before, during and after the programs. Trainee motivation and the attitude of employees towards training are significant factors in determining how effective the training process is, importantly because trainees who have high level of commitment and involvement to their job have higher chance of being well motivated to train for the purpose of acquiring new skills (Ahmad & Bakar,2003). Robinson (1995) states that the motivation for training is based on the level of effort that employees are willing to do to improve their skills, the work they do and their professional performance, through training activities. Well motivated employees are more likely to have a positive perception of the training environment in their organizations. This has been shown to lead a greater participations in training activities, (Mathieu et al, 1992.).

2.4.2. Access to Training

It is well known most employees don not come to the job with the total capacity of doing or performing perfectly. So in order to improve the performance of employees, a performance improvement strategy must be thematic area of organization. According Bartlett (2001), the perception of employees of access to training involves two distinct situations: The opportunity to participate in training programs for the acquisition of knowledge and enhance their skills and abilities for tasks that currently play, and the decrease organizational barriers that enable participation in training activities. Firms with higher level of perceived fair access to organizational training programs will be more likely to increase the number of committed employees in their organization (Bartlett & Kang,2004).

Access to training refers to employees' perceptions of the probability of their attendance at organizational training, whether or not participation is based on objective and fair selective criteria, whether or not the application procedure is explicitly formalized and whether or not applicants are supported by their managers. In HTSC the titles of the training comes from departments as needs assessment. The short list of the needs made by HR department. Then approved by CEO with the annual plan. Thus according to the program the trainees selected from the related training title, But the selections of the trainee is not based on the gap analysis study. It is just based on the title /position names/.The place of the training will

continue with the choice of cost and quality as well. So in HTSC this creates a limitation to create opportunity for the training programs.

2.4.3. Benefits From Training

Training has many benefits to the employees and to the organizations. Ahmad and Bakar (2003) suggest that employees who recognize the benefits from training will tend to be more committed and so be more willing to participate in an organizations training activities. The benefits of training are mutual, both for the employees and for organizations (A guinis & Kraiger,2009). On benefits for employees, Nordhaug (1989) identified three types of benefits for employees participating in training activities related to current job, career, and personal benefits. Although the level of benefits for employees, we can consider career development, job security, self esteem, job satisfaction and organizational commitment (Geale,1995), and beyond that employees who expect benefits from their participation in training programs are more committed to their organizations (Bulut & Culha,2010).

Research conducted show that vocational training has a positive impact on individual and team performance, as well as bring benefits in other aspects such as attitudes, motivation and delegations of authority. Several studies conducted show that there are benefits such as increased performance, and a variable with it directly related (motivation and tacit skills, adaptive expertise, technical skills, Self management skills and cross-cultural adjustment) and indirectly related(empowerment, communications, planning and team coordination). (A guinis & Kraiger,2009). In another side, in respect for organizations, several studies have also shown that there are benefits in terms of organizational performance (profitability, effectiveness, productivity and operating revenue per employee) as well as other benefits such as cost reduction, improved quality and quantity, reduced employees turnover and organizational reputation (A guinis & kraiger, 2009)..

2.4.4. Support for Training

The effect of training is to create motivated employees so indirectly this will increase organizational performance .The improvement of the knowledge and skill of employees should also be supported by the management of the organization. Support can be vertical or horizontal, where vertical support is the one coming from the top or from the most

experienced coworkers and horizontal support is the degree to which co-workers are willing to help in troubleshooting or implementing different and better ways to perform the tasks. (Bulut & Culha, 2010).

Many studies have confirmed that support in the work place has strong and positive implications for the smooth functioning of the organization on a global level (NewMan, Thanacoody & Hui,2013), and this support is based on a very close and restricted core, which includes their coworkers and direct supervisors. When employees perceive support from their organization, they feel obligated to their organization. When they feel like the support is absents, they feel betrayed and tend to decrease their commitment (Robinson & Morrison, 1995)

As the support of the surrounding structure, the perception of this support is also very important for the employee to be motivated to participate in training programs developed by the organization. Companies where employees have the perceptions' of a high level support to develop their skills, using new ways in the development of their daily work and solve problematic situations at work by encouraging employees to potentially performance in carrying out their tasks (Butcher, sparks & Kennedy,2009). Since the expectation of training by employees is less in HTSC, it has no effect on the commitments.

Perceived support for training from senior colleagues has been shown to influence training participation (Noe and Wilk, 1993). Barlett (2001) demonstrate a significant relationships between supervisory support for training and both affective and continuance commitment. These findings illustrate the potential benefits that may be brought from the creation of an environment in which participation in training is encouraged by supervisors. The relations between supervisors and subordinates are important in HTSC. But the problem comes the training given by HTSC did not bring return on performance as much as expected by the support group. In addition, the commitment of top management to the training and development is critical to its success. Training can be viewed as a management practice that can be controlled or managed to elicit a desired set of unwritten, reciprocal attitudes and behaviors, including job involvement, motivation, and organizational commitment (Sparrow, 1998). The influence of the support of the immediate supervisor for training has great impact on commitments.

2.5. Empirical Review

2.5.1. Organizational Culture and Employees Commitment

According to the previous studies, the majority of international studies deal with the organizational culture as an independent variable, by measuring its impact on different variable, like organizational commitment. Findings show that organizational culture is an important factor in developing or changing values, attitudes, and creating appropriate behavioral pattern as well as organizational commitment of employees. Scholars argued that organizational culture has a significant impact on employee's commitment (e. g, Mathieu & Zadjac,1990). Several factors constitute organizational commitment including a sense of psychological wellbeing and emotional intelligence. However, one of the important factors affecting the establishment of organizational commitment is organizational culture. Zavyalova and Kucherove, (2010). And Zainol.(2009), who pointed out that organizational culture can influence the organization commitment and organizational culture have a significant relationship with three dimensions of organizational commitment such as affective, continuance and normative. The organizational commitment is determined by the degree of employee's acceptance of the organizations strategies and culture, willingness to work on behalf of the organization with strong motivation and to remain in the organization (Porter et al, 1974). Culture has positive effect on development of goals, strategy, individual behavior, organizational performance, motivation, job satisfaction, innovation, decision making and organizational commitment of employees. The dimensions of organizational cultures are developed and changed as human civilizations grown. Ogbonna and Harris (2000) offer that an internally oriented organizational culture may prove comparatively disadvantageous when compared to the advantages possible with externally oriented cultures. Organizational culture plays an important role in generating commitment and enhancing performance (Deal and Kennedy,1982; Lok and Crawford,2001; peter and waterman,1982) Concerning the influence of organizational culture on organizational commitment, Lok and Crawford (2001) investigated the antecedents of organizational commitment. Thus we examine the relationship between organizational culture and organizational commitment to recognize the conditions vital for managers to increase employee's commitment in the organization.

2.5.2 Training and Employees Commitment

Training literature suggests that employees training and employees commitment are significantly associated with each other. Training plays an important role since it facilitates the upgrading skill leads to increase commitment, wellbeing and sense of belongingness and consequently led to the strengthening of organizations competitiveness particularly organization commitment (Cherrington, 1995; Bartlett, 2001). A number of studies demonstrate that training provision leads to improvements in organizational commitment (Bartlett, 2001; Ahmad and Bakar, 2003; AlEmadi and Marquardt, 2007). And Gaertner and Nollen (1989) found that employee's commitment was related to the actual and perceived human resource management practices such as training. Bartlett (2001) distinguishes between the career-related, personal and job related benefits of training. He finds strong evidence of a relationship between the perceived career-related and personal benefits of training and both affective and continuances commitment. These findings illustrate the potential benefits of enhancing the organizational commitment of employees by promoting the personal and career-related benefits of participating in training

Recent literature has begun to examine the relationship between training and commitment (Owens, 2006; Al-Emadi and Marquardt, 2007). The term organizational commitment, according to Rainey (2003), refers to various loyalties and attachments different individuals holds towards their organizations. As part of their unwritten psychological contract with the organization employees expect to be provided with training and development opportunities in exchange for displayed organizational commitment (Bartlett, 2001). Previous research has provided evidence to suggest that human resource practices such as training might have their greatest impact on affective commitment when it is believed that the organization is motivated by the desire to create a climate of concern and care (Kinicki et al., 1992)

The higher the organizational commitment, the more responsible an individual is to the organization. Training can be used to get desired outcomes that may include improved organizational commitment (Newman et al., 2011). According to Almodarresi and Hajmalek (2014) effective training programs form the belief that an organization is willing to invest on its employees and indicates that the organization pays attention to employees. This finally causes employees encouragement, persuasion and higher a degree of their commitment to

the operation of the organization. In contrast, when employees feel they lack organizations support, they may develop a sense of despair and hopelessness and become less committed to the organization. Guest (2007) has been concluded employees who were much committed with organization did effort too much to achieve the organizations goals and objectives effectively.

Findings shows that in order to improve commitment in an organization, an organization should try to create an atmosphere in which individuals has a large autonomy in determining how they do their jobs. Employees who have positive view of the training availability in their organization will be more inclined to stay with the organization for fear of losing training opportunity. All this have an impact on the commitment of employees. Moreover, there is no any measure taken so far by HTSC in order to assess how much commitment shown by employees after taking trainings.

2.5.3 Training and Organizational culture

There has been scant scholarly attention to the influence of organization culture on training effectiveness (Palthe & Kossek,2003). Schein (1992) suggests that organizational culture is even more important today than it was in the past The organizational culture, by creating a supporting context for training, plays a crucial role in the process of knowledge and skill acquisition and their on the job application (Burke & Baldwin,1999). There have been a few attempts to identify a learning culture construct. Schein (1992) defined organization culture as a pattern of shared basic assumptions invented, discovered or developed by a given group as it learns to cope with its problem of external adaptation and internal integrations. It was further elaborated by Schein (1992) that culture directly influences the quality of learning, interpretations of others behaviors and determinations of subsequent behaviors. Even with perfect design and enthusiastic trainees, positive change requires organizational support (Eisenberger, Fasolo,& Davis Lamastro ,1990). Culture could bring higher performance if it fits with the changing environments.

It is also expected that organizational culture can bring behavioral change of employees and performance up grade. It is argued that trained employee's helps for the achievement of cultural goals by bringing behavioral changes. Organizational culture dimensions have

different impact on attitudes of employees. Ogbonna and Harris (2000) offer that an internally oriented organizational culture may prove comparatively disadvantageous when compared to the advantages possible with externally oriented cultures. Clan culture and hierarchical culture are internally oriented cultures.

Organizational culture could be influenced by trainings because it brings behavioral and attitudinal changes within the organizations. Culture can determine the effectiveness of training which directly determine the performance of the organization. Scholars have pondered the causes of failed training for decades, focusing on issues such as methods, program design and trainee characteristics. Recent interest in the role of organizational context rarely extends to organizational culture. Achieving training success is a simple matter of following well established guidelines derived from decades of research. Employees attitudes and motivation are one of the factors that influence the effectiveness of training and development. Individuals needs supportive working culture to help them reach individual objectives. The support of training and development emerged from organizational culture.

Training helps individuals to work with each other and give their best and express them how to do their work more effectively and efficiently and more securely. Training failure can be a manifestation of the values, beliefs, and assumptions shared by members of various levels of organizational culture. Organization culture is the shared understanding of the beliefs, values, norms and philosophies of how things work (Wallach,1983). Understanding the concept of organizational culture is a crucial task for leaders because of its great impact on different aspects of organizational behavior. Ignoring organizational culture in plans for any changes within the organization would yield unforeseen and negative consequences, (Cameron & Quinn,2011).

Beliefs that training is simple, unimportant or pointless generate behaviors such as employing incompetent trainers, rejecting the recommendation of competent trainers, discouraging transfer of learning to the job, and failing to recognize positive transfer. Organizational changes are unenviable in today's working environments. The commitment of top management to the training and development is crucial to its success. One of the factors that lead to liquidations of Business Company is lack of enough strength which has

more significance for the business. Having good organizational culture with effective training for the organization to retain competent employees is crucial to its survival.

2.5.4 Training as a Mediator Between Organizational Culture and Employees Commitment

Both organizational culture and employees trainings have effects on organizational excellence. Up grading of skill and knowledge of employees has an impact on the strength of the culture of the organization. Cherington (1995) also stated that most learning situations are fundamentally reinforcing because of the satisfaction and commitment associated with acquiring new knowledge or skills. The proposed hypothesis and the theoretical arguments suggest that employees training are a possible mediator in the relationship between organizational culture and employee's commitment. First strong organizational culture leads to effective employees training. When employees get effective training this leads to higher commitment. The positive effects of organizational culture translates in to extra role behaviors by the employees through effective training, this will bring then high employees commitment.

Previous research has shown that organization culture does have an impact on several key organizational variables (Cameron & Freeman, 1991). Many studies reported a profound impact of organizational culture on individual attitudes and behaviors (Cameron & Quinn , 2011). There is no empirical research to examine the mediating role of organizational training with respect to organizational commitment in the telecom industry. Hence this study attempts to bridge the above research gap. Some researchers found that organizations culture is important in understanding the influence of a number of variables on organizations commitment. Moreover this research don not consider the mediation effect of employees training by which to have the right kinds of competency through human resource development. Furthermore researchers suggest that organization transfer climate is a tool which enhances the positive transfer of training in the work environment (Janice Z. Rouiller, 1993).

2.6 Conceptual Model

The literature indicates that the organizational culture, by creating a supporting context for training, plays a crucial role in the process of knowledge and skill acquisition and their on the job application (Burke & Baldwin, 1999). Many studies reported a profound impact of organizational culture on individual attitudes and behaviors (Cameron & Quinn, 2011). In this study we expand this literature by recognizing employees training and organizational culture are important of variables that determine organizational commitment. Barlett (2001) studied the association between employee’s attitude towards training, and feelings of organizational commitment. Probability of access to organizational training opportunities or activities is an important factor in a strong corporate culture and was found to be positively related to organization commitment (Bartlett, 2001; Boon % Arumugam, 2006; Lam & Zhang, 2003). Consequently one could argue that changes in organizational culture leads to changes in the effectiveness of training and in turn in the level of employee’s commitment. Thus the hypothesis and relationship studied in this research is represented by the following conceptual model which explores employees training as a mediator between organizational culture dimensions and commitment

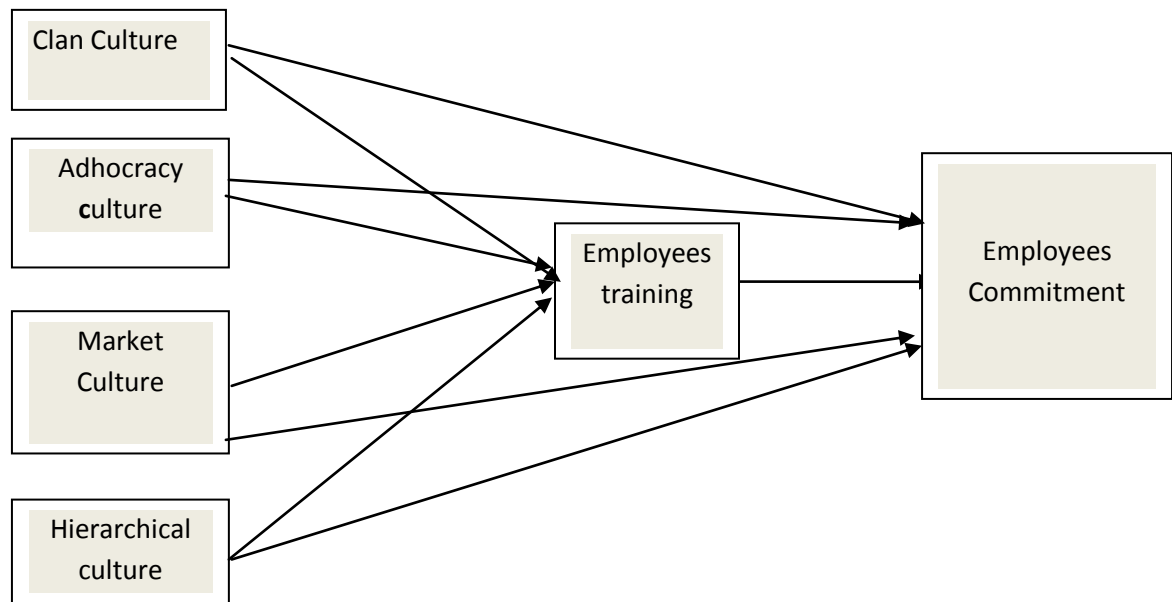


Fig. 2 Conceptual Framework

Source: Adapted from Literature review

2.7 Research Hypothesis

H1a-The relationship between clan culture and employees commitment is positive

H1b- The relationship between adhocracy culture and employees commitment is positive

H1c- The relationship between market culture and employees commitment is positive

H1d- The relationship between hierarchical culture and employee's commitment is positive,

H2a- Organization dominated by Clan culture is positively related with perceptions of training.

H2b- Organization dominated by adhocracy culture is positively related with perceptions of training.

H2c- Organization dominated by market culture is positively related with perceptions of training..

H2d- Organization dominated by hierarchical culture is positively related with perceptions of training.

H3- There is a positive relationship between perceptions of training and organizational commitment

H4a- Employees training mediates the relationship between organization with clan culture and employees commitment.

H4b- Employees training mediates the relationship between organization with adhocracy culture and employees commitment

H4c- Employees training mediates the relationship between organization with market culture and employees commitment

H4d- Employees training mediates the relationship between organization with hierarchal culture and employees commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This part describes the methodologies that were used in this study. It address the choice of the research designs, data type and source of data, research approach, data gathering technique and instruments, sampling and sampling techniques and data analysis techniques along with an appropriate justification associated with each approach. So this thesis explores the relationship between the four components of organization culture, with construct of employees training and employee's commitment.

3.2. Research Design

Orodho (2003) defines a research design as the scheme, plan, or outline that is used to generate answers to research problems. Research design is the blue print for collection, measurement and analysis of data. This study applied an explanatory research design as it is important to explore the effect of organizational culture on employees training and commitment. Also because of the nature of the subject and in order to allow precise and objective measurements of the dimensions of the construct a quantitative and cross sectional design,. Quantitative research is focuses on measurement i.e the assignment of numerical events according to the rules. By this approach we can able to focus some more groups by which we can able to make general conclusions.

A cross-sectional survey method is chosen because it allows the study of associations between variables of interest in such a limited period of time. According to Mugenda(2008) cross-sectional studies can help a researcher establish whether significant associations among variables exists at some point in time. Descriptive survey design adopted for this study. This design was suitable because it involved collection of cross-sectional data that described the specific characteristics of the state of affairs for a particular group of people.

Given the challenges of the respondent's unwillingness to engage in such an extra role of cooperating with a researcher, the fact that some of the respondents may not well understand the purpose of study easily, and the questioner method of data collections become appropriate.

3.3. Target Population

Hidassie Telecom has one head office and 11 districts as of May, 2019 report with 2010 permanent employees. The survey was targeted at Head office and three districts sighted on Addis Ababa. The assumption is that employees at head office and the three districts sighted in Addis Ababa have a better exposure to the strategic issues and getting information about the HTSC attention regarding culture of the company and what employees commented about the culture of the company. The population of this study was defined as both managers and employees permanently employed and worked as decision makers and non decision makers excluding employees below officer as they have fewer competencies to judge regarding organizational culture. As the table 3.1 shown below a representative sample was selected from the sample frame.

Table 3.1 Hidassie Telecom number of districts with number of employees

Name of the company	Total number of districts	Total number of permanent employees	The sampling frame	Selected districts with head office	Sample size of employees by Carvalhos
Hidassie Telecom p.vt share company	11	2010	667	4	125

Source: Report and structure of HTSC and survey, 2019

3.4. Sampling Methods

The researcher used systematic random sampling methods. Daniel (2012) states systematic sampling is generally the preferred probability sampling design where there is a list of names or items available, in particular for the case when records are numbered consecutively or when population units can be ranked consecutively by attaching an integer to each of them. So, Since the target population in head office and three districts : North Addis Ababa, South Addis Ababa, East Addis Ababa engaged in homogenous work activities, the researcher used a systematic random sampling techniques. Julie W. (1990) state that systematic sampling is conducted by sampling every k^{th} item in population after

the first item is selected at random from the first k items. Questioners distributed for all selected candidates of the head office and three districts of Addis Ababa.

3.5. Sample Size

Hidassie Telecom S.C has three districts in Addis Ababa. For the convenience of the study and for resource and time constraint, the study used sample survey. Around 667 permanent employees selected to draw sample that will represent Hidassie Telecom S.C. Malhortra and Peterson (2006) and Zikmund (2003) stated that, the larger the sampling size of a research, the more accurate the data generated. However due to time and financial limitations and the nature of the population, sample determination method developed by Carvalho (1984) preferred to be used by the researcher as a method to determine sample size.

Table 3.2 Carvalhos Sample size determination

Population Size	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201- 3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Carvalho (1984)

The total number of employees are 667 in head office and three districts in which are located in Addis Ababa of Hidassie Telecom S.C. The The total population falls between 501-1200 population size. So the large population size 125 employees considered as sample size of the study as per Carvalhos sample determination method.

$$K= T/n$$

$$\text{Then } T=667 \text{ and } n=125. \text{ So } k= 667/125 = 5.3 = 5$$

3.5 Data Collection

To collect data from appropriate parties, the researcher obtained permission from the school of Business and Economics, department of Management. The developed questioner approved by the researcher Advisor. A letter was sent to the head office in Addis Ababa, seeking permission to run a survey on their employees Data from both primary and secondary sources was used.

3.5.1 Primary Data Collection Instrument

Primary source of data was used to undertake the study. The information gathered through questioners from sample chosen respondents. The main advantage with this type of data collection is that:-

- Responses could be easily quantified and summarized.
- Data could be collected quickly, inexpensively and efficiently; and
- A large number of participants could be reached in a short span of time.

Since the data is collected from Addis Ababa of different place, Questionnaires was distributed via email and personally administered by hand the selected participants and the researcher together with the support of other worker approached the respondents one by one to get the questioner filled.

Given the limited time many efforts had been invested to increase number of participation and response rate, the final data collected remained low. Out of 125 employees who were surveyed, a total of 108 questioners were returned 7 of them or of the 108 returned questioner were discarded because of incomplete information. There were 101 usable responses in total, for an overall response rate of 80.8% which was considered to be sufficient given the time and useable for analysis. According to miller (1991), a return rate ranged from 30 percent to 50 percent is common in social science surveys and can be accepted while Roth and BeVier (1998) stated that a return rate ranged from 50 percent to 80 percent is considered as good response rate. Total samples of 10 respondents was drawn

and finally the data which was collected by the researcher processed and presented in meaningful to draw reliable conclusion.

Table 3.3. Questioners Distributed

Questionnaires distributed	Questionnaires Returned	Questionnaires Rejected	Questionnaires Usable	Percent %
125	108	7	101	80.8%

Source: own survey 2019

3.5.2 Secondary Data

The secondary data source collected from different published and unpublished materials like journals, articles, text book, and organization manuals reports and any other secondary source which support the study area. With this study reports of data about the employees and structure about districts was used as a secondary sources of the data.

3.6 Instrument Measurement

During the literature review many similar studies used quantitative research and all variables can be measured by questioners. Questioners are preferred due to its ability to collect data from the respondents with in a limited time frame. The questioners consist of four sections including demography section. In each section, there are several questions concerning a particular topic. Section one contains questions related to respondent's demography and department. Section two contains questions of organizational culture. The third section asks questions related to employees training, the fourth is about employees commitment. Each statement was coded since statically Package of Social Science (SPSS) was used in the analysis. All survey items utilize five point Likert Responses scale ranging from -2 to +2 from strongly disagree to strongly agree The survey along with cover letter was send to employees located in distance through email.

3.6.1 Measurement of organizational Culture

Although a number of typologies, categorizations and instruments for measuring organizational culture exist, there is a little agreement on which ones are more appropriate or superior to the other. The organizational culture assessment instrument (OCAI)

developed by Cameron and Quinn, (2006) as defined by the competing values framework was implemented in this study. The (OCAI) questionnaire was used to obtain an insight into the organizational culture based on the organizational culture assessment instrument (OCAI) which divided the organizational culture on to four types namely Clan, adhocracy, market and hierarchy culture. The survey instrument requires the sample to respond to six key dimensions. Cameron and Quinn, (2006) The (OCAI) dimensions range from dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphasis and the criteria for success. Each of the six dimensions has four alternatives answers which bring the total items of (OCAI) questioner to 24 Items.

3.6.2 Measurement of Training

The scale of training perception adopted comprised four components : Training Motivation, access to training, benefits from training and support for training but with some modifications to suit the context of this study: Ten items were employed for training motivation scale from the study by Noe and Schmitt (1986); five items for access to training from Barlett (2001); fourteen items in a multidimensional scale of benefits from training the study by Noe and Wilk (1993) ; and a support for training scale was adopted from the studies by Noe and Wilk (1993) and Bartlett (2001) which was also multidimensional in terms of peer and management support. To avoid the occurrence of common method variance, questions with high similarity are deleted. And a total of 20 questions five for each used.

3.6.3 Measurement of organizational commitment

This study uses the scale of Allen and Mayer (1990) and the scale is divided into three major dimensions, the first dimension is “affective commitment”, which refers to employees psychological and emotional identifications towards the organizations and how they transfer their relationship with the organizations. The second dimension is “Continuance commitment”, which refers to employee’s basic interest and their willingness to stay in the organization. The third dimension is “Normative Commitment”, which refers to employee’s firm belief that organizational loyalty is necessary value that needs to be strictly observed.

To avoid the occurrence of common method variance, questions with high similarity are deleted. And a total of 15 questions five for each used.

Table 3.4: Questioner Component

Construct	Number of items for each compenent	Number of questions	Instrument Source
Organizational Culture (OC)	6	24	Organizational culture assessment instrument (OCAI)
Employees Training (PT)	4	20	Noe and Wilk (1993) and Bartlett (2001)
Organizational Commitment (OC)	3	15	The scale of Allen and Mayer(1990)

Source. Litrature

3.7 Reliability and Validity of Measurement tool

There was a pilot study to be conducted to evaluate the measurement tool. The pilot test ensured that the items in the questioner were stated clearly, were having the same meaning to all the respondents, also gave the researcher an idea of approximately how long it would take to complete the questioner. Chronbach's alpha analysis used to determine the validity of this tools and for determining the reliability. Chronbach's alpha is a measure of internal consistency that is how closely related a set of items are as group. In general, a reliability coefficient of 0.70 or higher is considered "acceptable" in most social sciences. In additions as one increases the number of items within a group, the Chronbach's alpha also increases.

Table 3.5 Reliability Test of Study Measures

Variable & Dimension	Number of items	Cronbach Alpha
Organizational Culture (OC)	6	.959
clan culture (CLC)	6	.658
Adhocracy culture (ADC)	6	.895
Market culture (MKC)	6	.909
Hierarchical culture (HIC)	6	.900

Employees Training(ET)	20	.773
Organizational Commitment (OC)	15	.674

Source. Own survey, computed in SPSS, 2019

Table 3.4 shows the Cronbach's alpha values of the three variables were .959 for organizational culture, and .773 for mediator, implying high level of internal consistency to ensure the reliability. However; .654 for organizational commitment is below 0.7 but still acceptable according to Sekaran and Bougie (2016) as it is above 0.666. Thus the overall reliability of the measurement is acceptable.

3.8 Data processing and Analysis

Once data is collected, it was necessary to process by coding, editing and cleaning. As this study is quantitative in nature, SPSS (Statistical Package for the Social Science) version 20.0 was applied in this study because the study intends to investigate the relationship of strength between independent and dependent variable. The study mainly used tables, bar graphs and pie-charts in the analysis. Correlation analysis (Pearson Correlation Coefficient) statically tools used to align with the objectives of the research, to test the relationship between the variables. According to Sekaran and Bougie (2003) a simple regression analysis is used when one independent variable is hypothesized to affect one dependent variable. This is used to test the hypothesis (H₃). While for the others multiple regression analysis was used. In order to analyze employees training as a mediator multiple regressions Analysis was applied by Baron and Kenny (1986).

3.9 Ethical Considerations

To maintain the researcher ethics, the student researcher assure the security of respondents through honest and secure and also not to reveal the name of respondents in the questionnaire and in the reports of the findings. Thus, the data collected kept confidentially and executively and used only for academic purpose. Generally the researcher attempt to keep the autonomy, willingness and freedom of those respondents. And all the reference material used for this research was acknowledge with proper citation.

CHAPTER FOUR: DATA PRESENTATIONS ANALYSIS AND INTERPRETATIONS

4.1. Introduction

This chapter presents the results & findings as obtained in this study. Both the descriptive and inferential analysis performed for the investigation of the relationships. The result of this study were analyzed by using the SPSS examined the strengths of relationship among the variables (Correlation), Variation between independent and dependent variables (regression), percentage of explanation of total variation of the dependent variable by the independent variable (R^2), how much affected the dependant variable when one unit of independent variable increase (Beta) and significant level of results (p value) for interpretation of studies hypothesis rejection and acceptance. Test for mediation of organizational training, Barron and Kenny (1986) regression analysis was used. And finally summery of hypotheses testing is presented.

4.3 Demographic profile of Respondents

There were 101 respondents sampled for this study and response rate was 80.8%. The general information for this study is made up of age, gender, years of services in the organization, level of education and Job title. There was a balance between female and male respondents 45 percent and 55 percent respectively and 42.6 percent was in the age range of 32-43. The clear majority of the respondents 68.3 are from management positions (31.7 percent). And almost 68.3 percent are working as non-managerial level such as Experts, Accountant, Attorney, IT supports, officers, Auditors, Administrative assistants and sales persons. About 49.5 percent of the respondents are educated with minimum of first degree. Those Lastly, about 68.3 percent of the respondent have been engaged with the current employer for more than 5 years while 3 to 5 years (18.8 percent) and (9.9) percent less than 2 years. Those who pass for long period in the organizations have good exposure to norms of the organization which helps us to give enough information about employees training, organizational culture and commitment.

Fig 4.1 Gender of Respondents

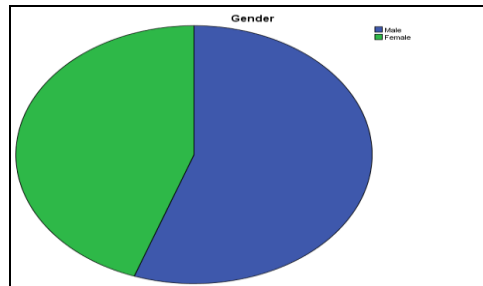


Table 4.1 Demographic Characteristics of Respondents (N=101) M=56, F=45

	Contents	Frequency	Percentages
AGE			
	18-31	22	21.8
	32-43	43	42.6
	44-55	24	23.8
	Above 56	11	10.9
Marital Status			
	Single	34	33.7
	Married	61	60.4
	Divorced	4	4
	Widow	2	2
Educational level			
	Below 12	9	8.9
	TVT	14	13.9
	Diploma	19	18.8
	First degree	50	49.5
	Second degree	8	7.9
Job title			
	Managers	32	31.7
	Experts	16	15.8
	sales person	18	17.8
	Others	34	33.7
Experience in the company			
	1 -2 years	10	9.9
	3-5 years	19	18.8
	Above 5 years	69	68.3

Source. survey data 2019

4.4 Mean and Standard Deviation

Descriptive statistics included percentages, measures of central tendency such as mean and standard deviation related to perception of respondents of HTSC about organization culture, training and employees commitment in their share company.

Table 4.2 Descriptive statics

Variable & Dimension	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std.	Statistic	Statistic	Std.	Statistic	Std.
			Error			Error		Error
CULTUREORGN	101	61.1980	1.91766	19.27227	.068	.240	-.341	.476
Clannculture	101	14.7624	.41319	4.15247	.323	.240	-.186	.476
Adhocracyculture	101	14.0792	.51927	5.21859	.266	.240	-.066	.476
MarktCulture	101	15.6931	.57622	5.79093	.252	.240	-.201	.476
Heirachycult	101	16.6634	.52469	5.27310	-.181	.240	-.473	.476
TRAINIGORGN	101	66.4356	1.20547	12.11480	-.871	.240	3.202	.476
COMMUNTORGN	101	46.9703	.77376	7.77619	.461	.240	.145	.476
Valid N (listwise)	101							

Researcher survey data output (2019)

Table 4.2 shows mean score of respondents on organizational culture was 61.19, standard deviation in the score was 19.27, mean score of employees training scale was 66.43, standard deviation was 12.11 and mean of organizational commitment was 46.97, standard deviation was 7.77. Therefore as can be seen from the table the dominant culture of HTSC was hierarchy culture. This implies the majority of respondents agree that the company emphasize more on rules and policy in order to accomplish its purpose. The mean value of employees training is greater when compared from organizational culture and employee's commitment. This implies majority of the employees agreed as the company gives and support employees training.

According to Brown (2016) if skewness shows between -1 and -0.5 or between 0.5 and 1 the distribution is moderately skewed. According to the above table 4.2 result we can conclude that the variables are moderately skewed. While if the skewness is less than 3 its tails are shorter and thinner, Baron(2016). According to the above table 4.2 the kurtosis is less than 3 it implies as its tails are shorter and thinner as compared to normal distributions.

4.5 Correlation Analysis

The purpose of doing correlations was to allow the study to make a prediction on how a variable deviates from the normal. Correlation analysis is basically concerned with assessing relationship among variables based on the premise that if a statically significant relationship

exists between two variables, then it is possible to predict one variable based on the information available on another variable (Mugenda, 2008). In this section, Karl Pearson coefficient of correlation analysis was used to determine the relationship among the study variable. Pearson r is a measure of the degree of association between two variables which are both measured in either the interval or ratio scale. Its values ranges from -1.0 to + 1.0, with bigger absolute value indicate strong relationship; the sign denotes the directions of associations.

Table 4.3: Correlations between dimensions of variables

		1	2	3	4	5	6	7
CULTURE ORGN	Pearson Correlation	1	.921	.950	.952	.944	.573	.538
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N		101	101	101	101	101	101
Clan Culture	Pearson Correlation		1	.834	.816	.856	.533	.461
	Sig. (2-tailed)			.000	.000	.000	.000	.000
	N			101	101	101	101	101
Adhocracy Culture	Pearson Correlation			1	.891	.846	.574	.586
	Sig. (2-tailed)				.000	.000	.000	.000
	N				101	101	101	101
Market Culture	Pearson Correlation				1	.856	.536	.549
	Sig. (2-tailed)					.000	.000	.000
	N					101	101	101
Hierarchical cult	Pearson Correlation					1	.522	.420
	Sig. (2-tailed)						.000	.000
	N						101	101
EMPLOYEE TRAINING	Pearson Correlation						1	.478
	Sig. (2-tailed)							.000
	N							101
ORGN COMMITNT	Pearson Correlation							1
	Sig. (2-tailed)							
	N							

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

Based on the result of the above Table 4.3. The correlation between organization culture and employees training of 0.573 and is significant at .01 level implies that organization culture helps to explain about 57 percent the variance in respondents score on employees training. A significant relationship was identified between organizational culture and employees commitment with a correlation of .538 and is significant at .01 level implies that

organizational culture helps to explain about 53 percent the variance in respondents score on employees commitment. And Correlation between training and organizational commitment was also positive .478 and moderate at 0.01 levels implies that organization training helps to explain about 47 percent the variance in respondents score on organization commitment.

The correlation between components of organizational culture and employee's commitment was moderate positive correlation with adhocracy culture $r = .586$ ($p\text{-value} = 0.000$). The lowest correlation between them found with hierarchical culture $r = .420$ ($p\text{-value} = 0.000$). Besides that the correlation relation between components of organizational culture and employees training positive and moderate correlation with adhocracy culture. $r = .574$ ($p\text{-value} = 0.000$). The lowest correlation between them found with hierarchy culture $r = .522$ ($p\text{-value} = 0.000^{**}$). All the above result was consistent with H1a, H1b, H1c, H1d, H2a, H2b, H2c, H2d and H3. Barron and Kenny (1986) described that there must be significant relationship between independent and dependant variable. Therefore the correlations between the components of organizational culture with the outcome (Employees commitment and the mediator (employees training.) is positive correlation coefficient. Therefore from the result of the above table all components of clan culture, adhocracy culture, market culture and hierarchical culture are suitable to include for further analysis.

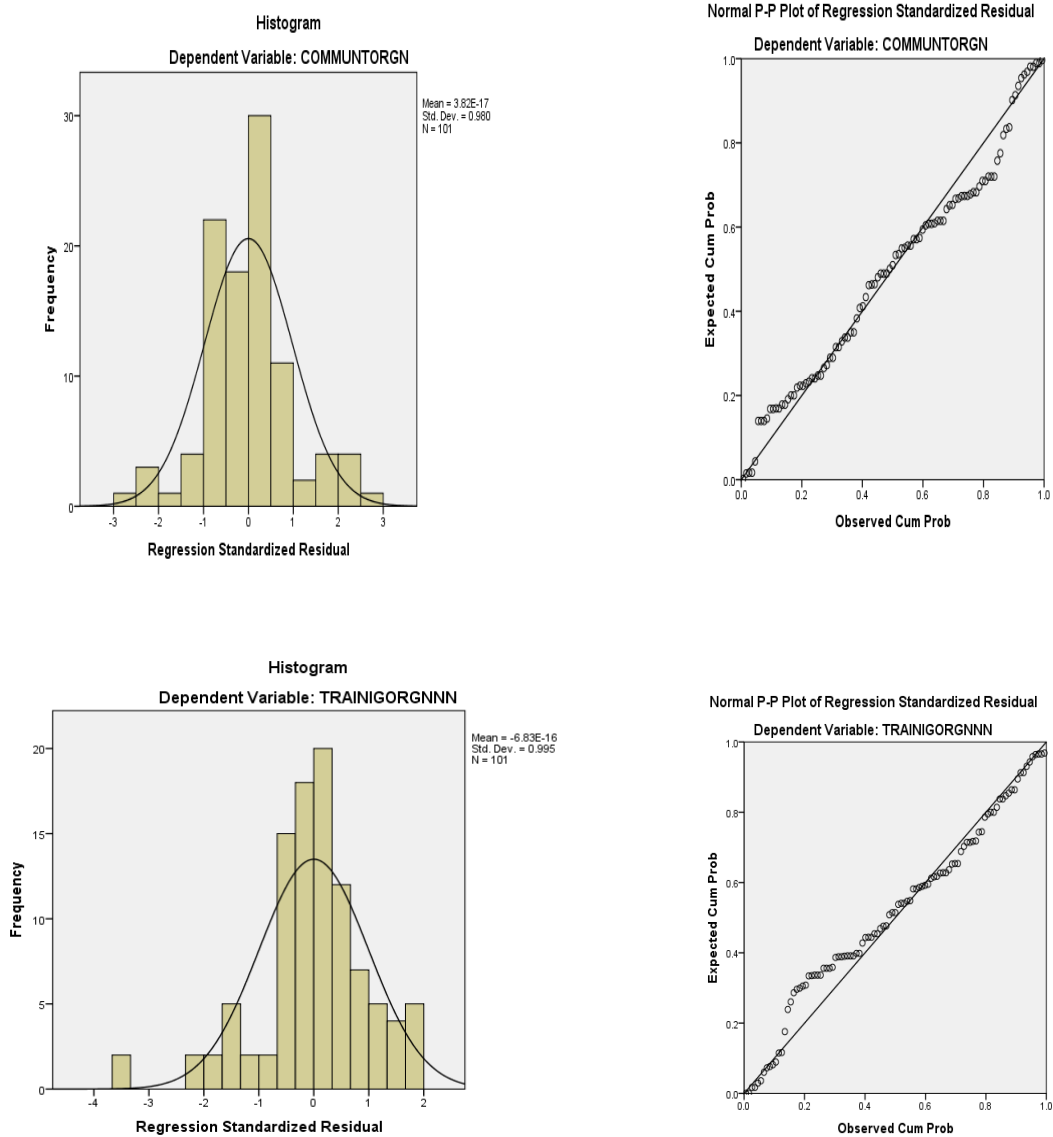
4.6 Preliminary test for the Regression

Before regression analysis first we need to check the assumptions of normality, linearity, homoscedasticity and absence of multicollinearity. For this study each assumption defined and presented.

4.6.1 Normality

In order to make valid references from the regression, the residuals of regression should follow a normal distribution. If we examine a normal predicted probability (P-P) plot, we can determine if the residuals are normally distributed. The residuals are simply the error terms, or the difference between the observed value of the dependent variable and the predicted value.

Fig 4.2 Frequency Distribution of Standardize Residual

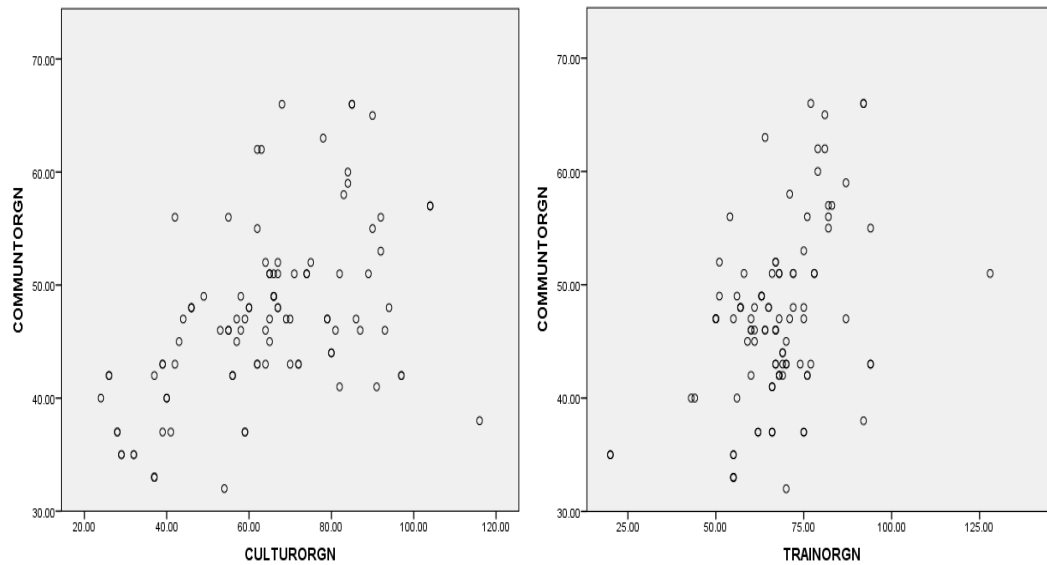


As shown on the Fig 4.2 above the residual is normally distributed and the assumption was satisfied for the dependent variable. If the data are normally distributed then the data points was close to the diagonal line. Thus no violations of the assumptions. The p-p plot of the above dependent variables of employees commitment and employees training result shows the normal distribution of the residuals around its mean of Zero.

4.6.2 Linearity

Linearity tests aims to determine the relationship between the independent variables and the dependent variable linear or not. Multiple regressions assume a linear relationship between the independent and dependent variable. Linearity means that the predictor variables in the regression have a straight line relationship with the outcome variable.

Fig 4.3 Testing linearity.



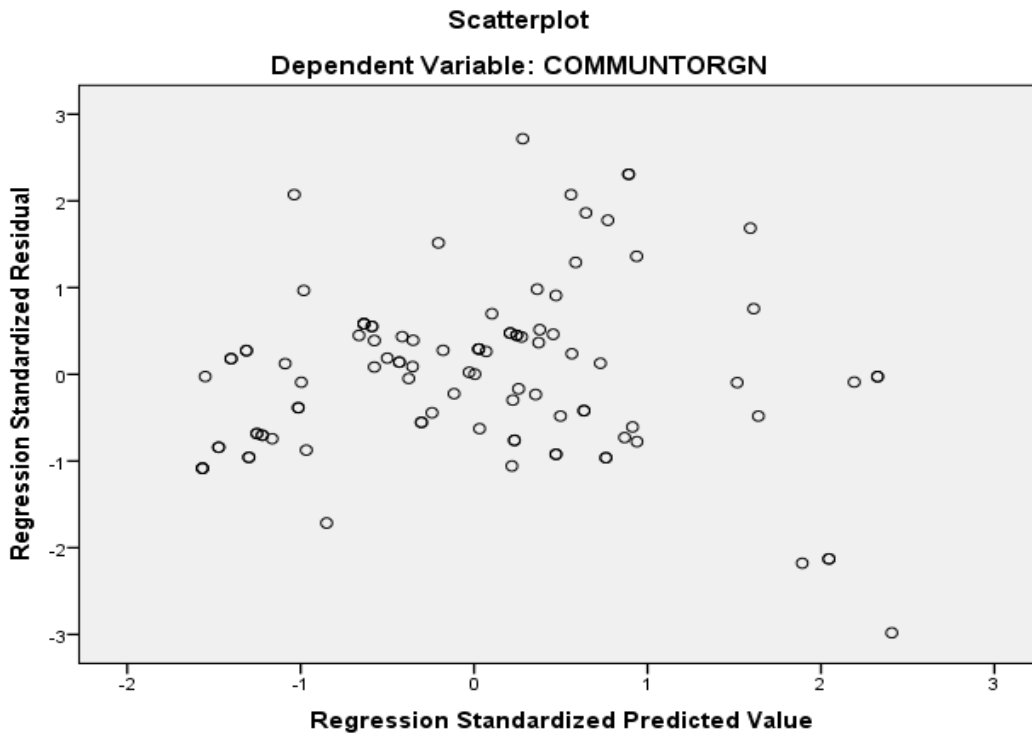
The Fig 4.3 above shows the relationship between the response or outcome variable and predictor is around zero suggesting that the relationships between these variables are linear.

4.6.3 Homoscedasticity

Homoscedasticity refers to whether the residuals are equally distributed, or whether they tend to bunch together at some values, and at other values, spread far apart. There are points equally distributed above and below the x-axis and to the left and right of zero on the y-axis. The data is homoscedasticity if it looks a shotgun blast rather than a cone or fan shape.

As the Fig 4.4 below the spread of residuals randomly distributed shows equality of variances or homogeneity of variances. Which indicates it is constant across the linear model. These shows no violation of homoscedasticity

Fig 4.4: Scatter plot of standardize residual.



4.6.4 Multicollinearity

Multicollinearity occurs when you have two or more independent variables that are highly correlated with each other. Similarities between the independent variables will result in a very strong correlation. If the VIF values lies between 1- 10 then there is no multi collinearity. Good regression model should not happen correlation between the independent variables or not happen multicollinearity.If $VIF > 10$ and < 1 there is multicollinearity. Moreover, according to Kennedy (2008) suggests that any correlation coefficient above 0.7 could cause a serious multicollinearity problem leaded to inefficient estimation and less reliable results. Therefore from table 4.5 the VIF values is between 1-10 there fore there is no multicollinearity. The tolerance value also greater than .01 which indicates no multi collinearity between variables.

Table 4.4 Collinearity Diagnosis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	27.624	3.480		7.939	.000		
	CULTURORGN	.142	.038	.373	3.713	.000	.699	1.431
	TRAINGORGN	.154	.061	.255	2.534	.013	.699	1.431

a. Dependent Variable: COMMUNTORGN

Source, Own survey 2019

4.7 Analysis of Variance (ANOVA)

Table 4.5 shown below the overall multiple linear regression model is significant F statics shows a value $p = .000$, which is less than $p < 0.05$ this indicates that the model able to fit the data.

Table 4.5 Summery of ANOVA analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2304.954	4	576.238	14.783	.000 ^b
	Residual	3741.957	96	38.979		
	Total	6046.911	100			

a. Dependent Variable: COMMUNTORGN

b. Predictors: (Constant), heirarchicult , AdhocracCult , ClanCulture , MarketCulture

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2506.243	5	501.249	13.449	.000 ^b
	Residual	3540.668	95	37.270		
	Total	6046.911	100			

a. Dependent Variable: TRAINORGN

b. Predictors: (Constant), heirarchicult, AdhocracCult, ClanCulture, MarketCulture

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1382.368	1	1382.368	29.339	.000 ^b
	Residual	4664.543	99	47.117		
	Total	6046.911	100			

a. Dependent Variable: COMMUNTORGN

b. Predictors: (Constant), TRAINGORGN

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2506.243	5	501.249	13.449	.000 ^b
	Residual	3540.668	95	37.270		
	Total	6046.911	100			

a. Dependent Variable: COMMUNTORGN

b. Predictors: (Constant), TRAINGORGN, Adhocracy Cult, Clan Culture, heirarch icult, MarketCulture

4.8 Regression Analysis and Hypothesis Testing

The regression analysis was conducted to understand by how much each independent variable explains the dependent variable. The hypothesis of the study were tested based on the work of Baron and Kenny (1986); Lacobucci, et, al.,(2007); Lacobucci (2012) there are four steps to test the mediating effect. According to this model simple multiple regression analysis was used to test the relationship between employees training and employee’s commitment. Mean while multiple regression analysis was used to test the remaining..

4.8.1 Control Variables

Control variables in this study include gender, age and work experience. Gender was assessed 0(male) and 1 (female). Age 18-31(1), 32-43(2), 44-55(3), above 56(4). Work experience less than 1 year (1), 1-2years (2),3-5 years(3), above 5 years(4).All of them are not significant ($p > 0.05$) to influence the result.

Table 4.6: Demographic variable coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	38.674	4.230		9.143	.000	30.279	47.068		
Age	1.511	.899	.179	1.680	.096	-.274	3.296	.832	1.202
work experience	.924	1.220	.079	.757	.451	-1.498	3.346	.868	1.151
Gender	3.529	1.574	.227	2.242	.087	.405	6.653	.924	1.082

a. Dependent Variable: COMMUNTORGN

4.8.2 Organizational Culture and Employees Commitment

From table 4.7 below the multiple regression analysis considering aggregate measure of employees commitment and different dimensions of organizational culture. As shown in the table below, R^2 value for the regression Model 1 was 0.414. This indicates that 41% variation in employee’s commitment is explained by a one unit change in organizational culture (i.e. clan culture, adhocracy culture, market culture and hierarchical culture). The remaining 59% of change is explained by factors that aren’t explained in the model.

$$Y = \alpha_1 + a_1 X_1 + a_2 X_2 + a_3 X_3 + a_4 X_4 + \epsilon_m \dots \dots \dots \text{Model 1}$$

Where Y= Employees commitment, X₁ = Clan Culture, X₂=adhocracy culture, X₃= market culture and X₄= hierarchical culture. α₁ = intercept. a₁, a₂, a₃ and a₄ = coefficients. ε_m = error term.

Table 4.7: Regression Analyses between components of organization Culture and Employees Commitment

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.644 ^a	.414	.384	6.10493	.414	13.449	5	95	.000

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	36.347	2.349		15.471	.000		
Clan culture	.051	.318	.027	.160	.873	.223	4.482
Adhocracy culture	.919	.294	.616	3.129	.002	.166	6.022
Markt Culture	.425	.264	.316	1.611	.110	.167	5.974
Heirachy cult	-.583	.274	-.396	-2.129	.036	.187	5.356

- a. Dependent Variable: COMMUNTORGN
- b. a. Predictors: (Constant), Heirachy cult, Adhocracy culture, Clan culture, Markt Culture

By looking the regression coefficient, adhocracy culture is the most contributing organizational culture in the prediction of employee’s commitment (0.913. p < 0.05) which support Hypothesis (H1b) which stated that there is positive relationship between adhocracy culture and employee’s commitment. On the other hand hierarchical culture has negative regression coefficient (-.583, p < 0.05). The regression model implied in this study was found statically positive significant to adhocracy (P-value < 0.05). Thus this study result does not support Hypothesis H1a, H1c and H1d. Therefore, adhocracy culture is the most contributing organizational culture in the prediction of employee’s commitment. It is consistent with the previous study of Saeed and Hassen (2000), who found that there was a

strong relationship between corporate culture and commitment to the organization. And it is consistent with innovative and supportive culture seems to have a more impactful role in creating or encouraging organization commitment among employees (Lok & Crawford, 2003; Messner, 2013).

4.8.3 Organizational Culture and Employees Training

From table 4.8 below the regression analysis presents how much of the variance in employee training is explained by the selected organizational culture (clan culture, adhocracy culture, market culture and hierarchy culture).As shown in the table below, $R^2 = .340$ This meant that 34 % of variation in employees training is explained by a one unit change in organizational culture.

$$M = \alpha_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + \epsilon_m \dots \dots \dots \text{Model 2}$$

Where M= employees training, X_1 = Clan Culture, X_2 =adhocracy culture, X_3 = market culture and X_4 = hierarchical culture. α_0 = intercept. b_1, b_2, b_3 and b_4 = coefficients. ϵ_m = error term

Table 4.8: Regression Analysis between Organization Culture and Training

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.583 ^a	.340	.312	10.04810	.340	12.342	4	96	.000

a. Predictors: (Constant), Heirachy cult, Adhocracy culture, Clan culture, Markt Culture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	44.739	3.781		11.832	.000		
	Clannculture	.454	.512	.156	.887	.377	.223	4.482
	Adhocracyculture	.905	.472	.390	1.915	.048	.166	6.022
	MarktCulture	.056	.424	.027	.131	.896	.167	5.974
	Heirachycult	.083	.441	.036	.188	.852	.187	5.356

a. . Dependent Variable: TRAINIGORGNNN

By looking the regression coefficient, adhocracy culture is the most contributing organizational culture in the prediction of employee’s training (.905, $p < 0.05$), which to

accept H2b. Moreover, regression coefficient of clan culture (.454, $p > 0.05$), market culture (.056, $p > 0.05$) and hierarchical culture (.083, $p > 0.05$) shows positive but insignificant relationships. Which rejects H2a, H2c and H2d. From the result of regression analysis it could be concluded that the relationship between organization culture and employees training is statically insignificant with all components of organizational culture except with adhocracy culture. It is consistent with previous study of the direct relationship of organizational culture and employees training. (Burke & Baldwin, 1999) The organizational culture, by creating a supporting context for training, plays a crucial role in the process of knowledge and skill acquisition and their on the job applications. Furthermore research suggests that organization transfer climate is a tool which enhances the positive transfer of training in the work environment (Janice Z. Rouiller, 1993).

4.8.4 Employees training and employees commitment

From table 4.9 below the regression analysis presents how much of the variance in employee commitment is explained by the selected employee's training. As shown in the table below, 22 % variation in employee's commitment is explained by a one unit change in employees training. The remaining 78% of change is explained by factors that aren't explained in the model. This shows significant relationship between these two variables in Model 3. The p value (.000) can be concluding that employees training can predict employees commitment significantly.

$$Y = \alpha_3 + eM + \varepsilon_y \dots \dots \dots \text{Model 4}$$

Where: Y= Employees commitment, M= Employee Training, α_3 = intercept of employee commitment, e= coefficient, ε_y = the random error.

Table 4.9 Regression Analysis between Organization training and employees commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.478 ^a	.229	.221	6.86415	.229	29.339	1	99	.000

a. Predictors: (Constant), TRAINIGORGNNN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	26.581	3.826		6.948	.000		
	TRAINIGORGNNN	.307	.057	.478	5.417	.000	1.000	1.000

a. Dependent Variable: COMMUNTORGN

From the result of regression coefficient (.307, $p < 0.05$) regression analysis it could be concluded that the relationship between employee’s commitment and employees training is statically significant and positive relationship. Ahmed and Bakar (2003) discovered that training plays a vital role in improving organizational commitment. Geethu & Siby(2014) a properly trained team of employees greatly takes pride in the achievement of the organization; believes and commits toward achieving set of organizational goals; and with motivation commit to the values upheld within the organization and for this reason, manifest higher level of commitment.

4.8.5 Test for mediation of Employees Training

The mediation effect is mostly analyzed using Baron and Kennys (1986) approach. Barron and Kenny (1986) explained if the beta value of independent variable decreases in the presence of mediation variable, it means there would be full significant mediation effect of mediator variable between independent variable and dependent variable. Kenny and Barron (1986) stated when three conditions are fulfilled then it is supported the full or partially mediation. Before looking at mediation effects, three conditions need to be met:

- a) The predictor- the independent variable (the types of organizational culture) and the outcome – the dependent variable (Organizational commitment) should be significantly related in model 1.
- b) The predictor (the type of organizational culture) should be related to the mediator (employees training) in model 2.
- c) There should be an association between the mediator (employees training) and the outcome (organizational commitment) in model 4. Further the relation between the dependent and the independent should be reduced after controlling the relationship between the mediator and the dependent variables in model 3..

$$Y = \alpha_4 + c_1X_1 + c_2X_2 + c_3X_3 + c_4X_4 + dM + \epsilon_y \dots \dots \dots \text{Model 3}$$

Where Y= Employees commitment, X₁ = Clan Culture, X₂=adhocracy culture, X₃= market culture and X₄= hierarchical culture. α₄ = intercept. c₁, c₂, c₃ and c₄ = coefficients. ε_y = random error

Table 4.10: Multiple Regression Analysis between Variables of the Study

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.644 ^a	.414	.384	6.10493	.414	13.449	5	95	.000

a. Predictors: (Constant), TRAINIGORGNNN, Heirachycult, Adhocraculture, Clannculture, MarktCulture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	29.900	3.602		8.301	.000		
	Clannculture	-.015	.313	-.008	-.047	.963	.221	4.519
	Adhocraculture	.788	.293	.529	2.695	.008	.160	6.252
	MarktCulture	.416	.258	.310	1.616	.109	.167	5.975
	Heirachycult	-.595	.268	-.404	-2.221	.029	.187	5.358
	TRAINIGORGNNN	.144	.062	.225	2.324	.022	.660	1.514

a. Dependent Variable: COMMUNTORGN

The results shown in table 4.10 shows the mediation analysis of three variables revealed that the R^2 of 0.38 means that data used in the sample accounts for about 41% of the relationship between organizational cultures, training and organizational commitment in the population.

According to the above result of the regression Model 1 and 2 shows that only adhocracy culture has positive and significant relationship with employee's commitment and employee trainings. Therefore, the first and the second condition fulfilled for adhocracy culture. And the regression result in model 4 in table 4.9 shows that the employees training (mediator variable) is positively and significantly (.307, $p < 0.05$) related with the dependent variable (employee's commitment) which supports Hypothesis H3. The third required condition for testing the mediating is fulfilled. The fourth condition states that the relationship between the dependent and the independent variable should be reduced after controlling the relationship between the mediator and the dependent value. The mediation result shows the effect of adhocracy culture to predict employee's commitment is less strong in model 3 ($c_{2=}.788$) than in model 1 ($a_2 = .919$). This shows employees training is a partial predictor in estimating the relationship between adhocracy culture and employees commitment. Hypothesis H4b proposes that the relationship between adhocracy culture and employees commitment is partially mediated by employees training. The study result does support H4b.

However, on the remaining three facets of culture, Hypothesis H4a, H4c and H4d proposes that the relationship between clan culture, market culture and hierarchical culture respectively and employees commitment is mediated by employees training. The regression result of Model 1 and 2 showed that clan culture market culture and hierarchical have no positive and significant relationship with employee's commitment and employee's trainings. Therefore, unless the first and second requirement for mediation test fulfilled employees training cannot mediate the relationship between clan culture and employees commitment. The study result doesn't support H4a, H4c and H4d.

Table 4.11 Summary of tested Hypothesis

	Developed Hypothesis	Test Result
H1a	The relationship between clan culture and employees commitment is positive.	Rejected
H1b	The relationship between adhocracy culture and employees commitment is positive.	Accepted
H1c	The relationship between market culture and employees commitment is positive.	Rejected
H1d	The relationship between hierarchical culture and employee's commitment is positive.	Rejected
H2a	Organization dominated by Clan culture are positively related with employees training	Rejected
H2b	Organization dominated by adhocracy culture is positively related with employees training.	Accepted
H2c	Organization dominated by market culture is positively related with employees training.	Rejected
H2d	Organization dominated by hierarchical culture is positively related with employees training.	Rejected
H3	There is a positive relationship between employees training and organizational commitment	Accepted
H4a	Employees training mediates the relationship between organization with clan culture and employees commitment	Rejected
H4b	Employees training mediates the relationship between organization with adhocracy culture and employees commitment	Accepted
H4c	Employees training mediates the relationship between organization with market culture and employees commitment	Rejected
H4d	Employees training mediates the relationship between organization with hierarchal culture and employees commitment	Rejected

4.9 Finding and Discussions

The overall objectives of this study were to investigate the role of employees training in the relationship between four components of organizational culture (clan, adhocracy, market and hierarchy culture) with employee's commitment . According to Baron and Kenny (1986), we use regression analysis to test the existence of mediation effect of employees training. The major findings and discussion of the data analysis are as follows.

- A majority of the respondents are from management position which is 31.7 percent of the total respondents and the rest 67.3 percent are non-managerial group. Those who have long service above 5 years in the company 68.3 percent. This was helping us to get enough information about organizational culture, employees training and employee's commitment of HTSC.
- The mean score for the measures of employees training was relatively high (66.43) ,followed by organization culture (61.19) and organization commitment (46.97). This indicates that the majority of respondents have good agreement on the three measures. The contribution of training to organization commitment is high so the organization should continue to make improvement in training to ensure commitment in the organization.
- According to the descriptive statistics it is found that among four component of organizational culture contribution of hierarchy culture to the organization is high. This implies HTSC is more rules oriented with laws and regulations. The most organizational culture turns at different cultures, as they progress from the start in a clan culture, they then move to adhocracy culture, then to market culture and finally to the hierarchy culture after they have been established for some time (shurbagi,2014b). HTSC established by 2011, which means that they fit the hierarchy culture at this point.
- The correlation coefficient between constructs was within a range of .921 and .420 which implies that there is a significant and positive correlation among organizational culture, employees training and employee's commitment. And our result shows that organization culture was most correlated with employees training.

The result of the correlation between the variables indicates that that highest correlation between adhocracy culture and employees commitment. $r=.586$ ($p\text{-value}=0.000$). Moreover, the highest correlation between components of culture and training was found between adhocracy culture and employees training $r=.574$ ($p\text{-value}=0.000$). This indicates that adhocracy culture environment is conducive for both employee's commitment and employees training in HTSC. Probability of access to organizational training opportunities or activities is an important factor in a strong corporate culture and was found to be positively related to organization commitment (Bartlett, 2001; Boon % Arumugam, 2006; Lam & Zhang, 2003).

- Regression result of organizational culture on employee's commitment shown, 41% of the variation in employee's commitment is explained by organizational culture and only adhocracy culture is shown to have significant regression coefficient. By adhocracy culture a company become a leading edge of new product and services which provided by a dynamic and flexible working environment where employees are encourage to take risks and leaders acts as a mentor (Cameron & Quinn, 2011). Therefore the more the company focuses on adhocracy culture the more employees are committed to the organization. The result consistent with empirical studies which supported the negative association between organizational commitment and organizational culture whether negatively (with cultures characterized by bureaucracy and control, such as hierarchy and market) or positively (with cultures characterized by support and innovation, such as clan and adhocracy) (Goodman et al., 2001; Lok & Crawford, 2001, 2004).
- The findings of the study is that there is no significant relationship between the four components of organizational culture and the aggregate employees training except with adhocracy culture. Regression result of organizational culture on employee's training shown, 34% of the variation in employee's training is explained by organizational culture and only adhocracy culture is shown to have significant coefficient. Which implies the adhocracy culture which emphasize on flexibility and innovations can predict employee's training in HTSC. It is consistent with the result of the organizational culture, by creating a supporting context for training, plays a

crucial role in the process of knowledge and skill acquisition and their on the job application (Burke & Baldwin, 1999).

- The result of the study suggested positive and significant relation between employees training and organizational commitment. The contribution of training to employees' commitment is high so the organization should continue to make more investment in training to ensure commitment in the organization. When employees get more access and support for training their organizational commitment will increase. Firms with higher level of perceived fair access to organizational training program will be more likely to increase the number of committed employees in their organization (Barlett & king, 2004). When employees perceived that the organization is willing to invest in them and cares about them through training their commitment will increase. Similarly when employees perceive support from their organization, they feel obliged to their organizations. The organization need to develop more access and support to training to help employees work with more commitment. It is the support of previous study of Bartlett (2001) that perceived access to training, social impact of training, motivation to learn, and perceived benefits of training are positively related with organizational commitment.

- Further the Barron and Kenny (1986) analysis using a three step approach confirmed that there is partial mediation effect of employees training between one components of organizational culture which is between adhocracy culture and employees commitment. Barron and Kenny (1986) explained if the regression coefficient of independent variable decreases in the presence of mediation variable. It means there would be partial mediation effect of mediator variable between independent variable and dependent variable. This implies that there is partial indirect relationship between adhocracy culture and employee's commitment. From our analysis we can learn that organizations with different culture have different results on employee's commitment and employees training. Based on Barron and Kenny (1986), Organizational culture can have a positive impact on organizational commitment with the mediation of employees training. This implied for leaders they can understand the culture of the organization before offering employees training to acquire high employee's commitment.

CHAPTER FIVE

CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS

5.1 Conclusion

The purpose of this study is to examine the effects of organizational culture particularly clan, adhocracy, market and hierarchy culture on organizational commitments in HTSC. Further we also explore the possibilities of the employees training in mediating each of the above relationships. To study we assessed factors that influence the growth of HTSC by including the challenge of competency to move with the technology change of the telecom sector. This study used a sample of 125 employees and collected data using questioners but only 101 questioners were fully responded. The questioner used were assessed its reliability in the context of HTSC. Therefore cronbach's alpha was used by which all the variables are consistent and reliable.

We find the relationship among organizational culture, employees training and employee's commitment is moderate and positive. The data analysis revealed that the respondents greatly agreed on the existence of hierarchical culture in HTSC. The results indicate that the respondents hold similar values, attitudes, and beliefs on hierarchical culture. This shows the company culture that values steadiness and control, and in addition focuses more on internal environment rather than external issues. Among organizational culture indicators, adhocracy culture has significant coefficient on employees training and employee's commitment. Its implication is that providing of new products and services is crucial to HTSC and such environment is conducive to bring effective employees training and commitment. Risk taking and entrepreneurial working environment leads to high commitment in HTSC

Moreover, the mediator employee training has a positive significant direct effect on employee's commitment. Besides out of four components of organizational culture adhocracy culture have positive and significant effect on employees training. This implies the more the strengthen made on adhocracy culture helps to bring more effectiveness of employees training will bring.

The findings of the meditational analysis shows among all four types of organizational culture adhocracy culture has a meditational influence to the organizational commitment suggesting it does affect organizational commitment directly and indirectly through employees training. Hence, to know the predictors of organizational commitment directly and indirectly for a particular business firm is an important point to a researcher.

5.2 Recommendation

Any organization to bring profits different kinds of measures should be taken on employees. Share companies used employee's commitment depending on factors that determine uses and benefits of committed manpower. The decision to create committed organization is a priority for leaders of HTSC, Managers of HTSC need to realize the impact of all the variables of human resources in order to bring organizational commitments so as to increase the quality of the services and products.

The findings of this study imply organizational culture is an important area to be studied in since it can help to differentiate which culture types can influence the company employees training and employee's commitment. Intern, Share companies in Ethiopia, that are seeking strategies to help to improve organizational commitment in their work force, should address these cultural and training factors. Therefore, there can be a number of recommendations for HTSC board directors, share holders and managers.

- Majority of the respondents agree that company works by formal procedures. Therefore the management should contribute to creating security of employees and stability in relationship. The company needs to focus more on efficiency, rules and accountability.
- Success of the organization comes if HTSC works more strengthening adhocracy culture by which employees are encouraged to have unique and new product. The management style can follow risk taker and freedom of decision making. HTSC needs to focus on innovations, new products and services with a dynamic and flexible working environment to bring commitment on employees. So that new challenges that comes on telecom companies can be handle beforehand. This kind of culture is the characteristics of Telecom Company which works in not only on competitive environment but also in dynamic environment which needs entrepreneurial place.

- Qualities of human resource management determine the output of business organizations. Since to boost the company revenue is the primary objectives of the share holders, to bringing quality services and high performances is also a primary goal of any company cultures in organizations should be assessed and the managers should become aware of what is needed to obtain positive results from employees in order to improve commitment
- HTSC is the characteristics of Telecom Company which works in not only on competitive environment but also in dynamic environment which needs training to bring competitiveness. Therefore, if HTSC, as a growing company can focus more on employees training, the employees will be more emotionally attached and committed to the organization.
- On the other hand the three dimensions of organization culture (clan culture, market culture and hierarchy culture) have no relation with training by this study. So in HTSC to select and to keep the type of adhocracy culture that has influence on employees training is advisable which indirectly will help to increase employees commitment and give less focus that does not contribute to employee's training.
- To minimize the family and supportive environment and more focus on result to bring employees commitment. The characteristics of supportive environment, impersonality, separate ownership, bureaucracy should discourage in HTSC to bring employees commitment. This study suggests a message that Telecom companies like HTSC as it is business organization will benefit if adopting specific culture.

Last, positive culture with talented and skilled employees will enhance the organization commitment. Therefore Leaders in business companies can focus towards adhocracy types of organization culture hence which will bring positive employees training leads to increase employee's commitment. Then employees will have more desire to remain in the organization, stronger emotional attachment, greater identification with the organization and more involvement in all aspects of their job. Therefore, first understand the the type of organization culture and upgrading the skill of employees and behavior is a priority for HTSC.

5.3 Limitations of the Study

- The study focused employees training and employee's commitment as a whole and not on a specific component. The results can be different on specific components
- Most of the respondents were generally from Head office and three districts which are found in Addis Ababa. This don not include the other area districts working culture factor might have been slightly different. Therefore, future research needs to be carried out empirically to investigate further on other districts of HTSC.
- More ever the sample size is relatively small and focuses only on permanent employees. Hence it cannot generalize to other all employees. Therefore, more samples from contract employee's should be taken to generalize the result.
- This research is done on single organization which makes it indicative but not inclusive. Thus future studies should be done in broader and wider scope to includes other similar telecom business and increase conclusiveness of the findings.
- The mediation analysis done with three steps Barrons and Kenny (1986) analysis which with its limitations, so further validation needs by other method of analysis.
- The study focus only on four components of corporate culture which is related with of innovativeness, risk taking, supportive and stability. But it should be noted that the result can be different with other components like communication, teamwork and rewards.
- Furthermore the mediation effect of this relationship studied by one variable of human resource, which is employees training, other variable of HR can be incorporate for further study. Besides its limitations the results helps to understanding of organizational culture, training, and organizational commitments.

5.4 Directions For Further Research

- There are so many researches done on organizational commitment. Their result strong support for the relevancy of major factors of organizational commitments by testing the significance of training and organizational culture for each. Future research may able to determine meditational relationship with different variables. Future research can be done on using multiple mediators by understanding of organization behavior of the area.
- Barrons and Kenny (1986) analysis used to test the mediation analysis. But the results need to be validated by others method like path analysis methods and Structural Equation modeling(SEM).
- Most of the employees are share holder of the company. In order to fully understand it is necessary to differentiate for future study the influence of the predictors of employees commitment on the employees and the share holders differently.
- Furthermore this study is the first to telecom service business companies in the country, studies made on other telecom service companies even on Ethio telecom it self helps to get a better understanding and comparable result of the relationship of the constructs.

Bibliography

- Adeniyi, O ,I.(1995). Staff training and development in Ejiogu,A; Achumba, I.Asika (eds). *Reading in Organizational Behavior in Nigeria*, Lagos, Maltho use Press Ltd, 159-167.
- Aguinis, H., & Kraiger, K. (2009) .Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60, 451-474. <http://dx.doi.org/10.1146/annurev.psych.60.110707.163505>
- Ahmad, K.Z. and Bakar, R.A. (2003) The association between training and organizational commitment among white collar workers in Malaysia. *International Journal of training and development*, 7:3
- Alhassan, J. U. (2012). The relationship between Employees perception of training, Organizational commitment and their Impact on turnover Intentions: A survey of selected SMMES in Cape Metropole Area. *Unpublished Thesis*. Cape peninsula University of technology.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and academic of affective, normative and continuance commitment to the organization. *Journal of Occupational Psychology*, 63(1),1-18. <http://dx.doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Almodarresi,S. M.& Hajmalek, S. (2014). The effect of perceived Training on organizational commitment. *International Journal of Scientific Management and Development*, 3 (12),664-669.
- Armstrong, M.(2009). *A Hard book of Human Resource Management Practice*. 10th Edition London: Kogan Page Ltd.
- Awamleh, N.A (1996), Organizational Commitment of Civil Service Managers in Jordan: a Field Study, *Journal of Management Development*, 15, 65-74.
- Baldwin & Ford. (1998). Transfer of training: A review and directions for Future research. *Personnel psychology*,41 (1),63-105
- Barlett, K. R (2001). The relationship between Training and Organizational Commitment. A study in the Health care Field. *Human Resource Development Quarterly*, 12(4), 335-351.

- Baron, R.M., & Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, Strategic, and Statistical considerations. *Journal of personality and Social psychology*, 51, 1173-1182.
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 32-40.
- Berson, Y., Oreg, S., & Dvir, T. (2008). CEO values, organizational culture and firm outcomes. *Journal of Organizational Behavior*, 29(5), 615-33. .
- Bhattacharjee, A. (2012). Social Science Research: Principles, Methods, and Practices. Textbooks Collection. Book 3.
- Blau, Peter M. (1964). *Exchange and Power in social Life (1st Ed.)*. New York: John Wiley and Sons, Inc. print.
- Boon, O.K. and V. Arumugam (2006), "The influence of corporate culture on Organizational commitment: case study of semiconductor organizations in Malaysia", *Sunway Academic Journal*, Vol. 3 No., pp. 99-115.
- Bretz, R. D., & Judge, T. A. (1994). Person organization fit and the theory of work adjustment: Implications for satisfaction, tenure and career success. *Journal of Vocational Behaviour*, 44, 32-54. <http://dx.doi.org/10.1006/jvbe.1994.1003>
- Brown Stan (2016), Measures of shape: Skewness and Kurtosis; <http://brownmath.com/stat/shape.htm>
- Buckley, R. and Caple, J. (1995). *The Theory and Practice of Training*, 3rd edn (London: Kogan Page).
- Bulut, C. & Culha, O. (2010). The effects of organizational training on organizational commitment. *International Journal of Training and Development*, 14, 4, pp. 309-332.
- Butcher, K, Sparks, B. and Kennedy, J.M. (2009), Predictors of customer service training in hospitality firms, *International Journal of Hospitality Management*, 28,3,389-96.
- Cameron, K., & Quinn, R. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework (3rd ed.)*. San Francisco, CA: Jossey-Bass..
- Cameron, K.S., & Freeman, S.I. (1991). Cultural Congruence, Strength, and type: Relationship to effectiveness. *Research in organizational Change and development*, 5(1),23-58.

- Carvalho J., (1984) 'Archival application of mathematical sampling techniques', *Records management quarterly*, 18(63).
- Cherrington, D.J: (1995). The management of human resources (4th ed.). Englewood Cliff, NJ: Prentice –Hall.
- Chiang, C. F. and Jang, S.C. (2008) , An Expectancy theory model for Hotel employees motivation ' *International Journal of Hospitality Mangement*,27,2,313-22.
- Chiang, S. I. (2008). The relations among corporate social responsibility, organizational Commitment and organizational citizenship behavior. *Unpublished master"s these*, Southern Taiwan University of Science and Technology, Taiwan.
- Chung, E.(2013). The relationship of Training and Organizational Commitment in one Korean Organization. *Unpublished Dissertation*. The University of Minnesota.
- Cropanzano, R, Mitchel, M.s , 2005, " Social exchange Theory ", *Journal of applied psychology* Vol. 31,No.6 pp.874-900.
- Daft, Richard L. (2006). *Organization Theory and Design*, translated by Li Zai-Chang. Taipei: Hwatai Culture Co., Ltd.
- Daniel, J. (2012), *Sampling Essentials: Practical Guidelines for Making Sampling Choices*, SAGE Publications, California.
- Deal, T. E.,& Kennedy, A. (1982). *Corporate Culture: The Rites and Rituals of Corporate Life*. Reading:M.A: Addison Wesley
- Donovan, P., Hannigan ,K. and Crowe, D. (2001), The Learning Transfer System Approach to estimating the Benefits of Training: Empirical Evidence, *Journal of European Industrial Training*,25,2,221.
- Druckman, D., Singer, J. E., & Van Cott, H.(1997) *Enhancing organizational performance*. Washington, DC: National Academy Press.
- Ehrhardt ,k, Miller, J.S., Freeman, S.J, & Hom, p. W.(2011). An examination of the relationship between training comprehensiveness and organizational commitment: Further exploration of training perceptions and employee attitudes. *Human Resource Development Quarterly*, 22,459-489.doi:10.1002/hrdq,20086.
- Eisenberger, R, Fasolo,P., & Davis-LaMastro, V. (1990). Percieved Organizational Support and employee diligence, Commitment, and Innovations. *Journal of Applied Psychology*. &5,51-59.

- Facteau, J. D., Dobbins, G. H., Russell, J. E. A., Ladd, R. T. and Kudisch, J. D. (1995), 'The influence of general perceptions of the training environment on pre-training motivation and perceived training transfer', *Journal of Management*, 21, 1, 1–25.
- Gaertner K, Nollen S. (1989), 'Career experiences, perceptions of employment practices, and psychological commitment to the organization', *Human Relations*, Vol. 42, pp. 975-991
- Geale, J. (1995). Accreditation of Employee Development. England: Lancaster University Dept. Of Continuing Education.
- Geethu, A.M & Siby, Z. (2014). Employees benefits from training and organizational commitment – A Review. A paper presented at the twelfth AIMS International conference on management.
- Guest, D. (2007). HRM and the Worker: Towards a new psychological contract. *International Journal of Human Resource Management*, 12 (7), 1092-1106.
- Haar, J. & Spell, C. (2004). Program knowledge and value of work-family practices and organizational commitment. *International Journal of Human Resource Management*, 15(6), 1040-1055.
- Ismail, N. (2013). Organizational Commitment and Job Satisfaction among staff of Higher learning Education Institutions in Kelantan. *Unpublished MSc Project*. University Utara Malaysia.
- Janice Z. Rouiller, I.L.(1993, December). The relationship between organizational transfer climate and positive transfer of training. *The Re-Human Resource Development Quartely*, 4,377-390.
- Julie W.Pepe, 1990 University of central Florida, Orlando, Florida SAS institute Inc, SAS language: Reference, Version 6, First Edition.
- Karia, N., & Asaari,M.H.A.(2006).The effects of total quality management practices on employees' work related attitudes .*The TQM Magazine*,18(1),30-43.
- Kinicki, A. J., Carson, K.P. and Bohalander, G. W. (1992), Relationship between an organizations actual human Resource efforts and employees attitudes, *Group and Organization Manegement*,17 135-52.

- Klein, H.J. (2001). Invited reaction: The relationship between training and organizational Commitment. - A study in the Health Care Field. *Human Resource Development Quartely*, 12(4), 353- 361.
- Lamba, S. & Choudhary, N. (2013). Impact of HRM practices on Organizational Commitment of Employees. *International Journal of advancements in Research & Technology*, 2(4),407-423
- Lok, P. and Crawford, J. (2001), “Antecedents of organizational commitment and the mediating role of job satisfaction”, *Journal of Managerial Psychology*, Vol. 16 Nos 7/8, pp. 594-613.
- Lok, P. and Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 16, 8, 594-613.
- Malhotra, N. K., & Peterson, M. (2006). Basic marketing research: A decision- making approach (2nd ed.). New Jersey: Prentice Hall.
- Mathieu, J.E. & Zajac, D. M (1990). A review and Meta–Analysis of the Antecedents, Correlates and Consequences of Organizational Commitment. *Psychological Bulletin*, 108,171-194.
- Mathieu,J.E.Tannenbaum,S.I.and Sales,E.(1992)’ Influences of Individual and situational characteristics on Measures of Training Effectiveness’, *Academy of Management Journal* ,35:828-847.
- Mayer,J.,& Alen, N. (1997). Commitment in the work place, theory research and applications. Thusand Oaks, CA: Sage publications, Inc.
- McShane, S., & Von Glinow, M. (2005). Organizational behavior: Emerging realities for the workplace revolution (3rd ed.). New York: McGraw-Hill Higher Education.
- Meyer, J.P., Allen, N .J., & Smith, C.A. (1993). Commitment to organizations and occupation: Extensions and test of a three component conceptualization. *Journal of Applied Psychology*, 78: 538 – 551.
- Miller, D.C. (1991). Handbook for research design and social measurement (5th ed). Nowbury Park, CA: Sage Publication.

- Montesino, M. U. (2002), Strategic Alignment of Training, Transfer- Enhancing Behaviors, and Training Usage: a post- training study, *Human resource Development Quarterly*, 13,1, 89-108.
- Mouhamadou, T.S. (2015). Relationship between organizational commitment and Turnover intentions among Health Care Internal Auditors. *Unpublished Dissertations. Walden University.*
- Mowday, R.T, 1998, “Reflections on the study and relevance of organizational commitment”, *Human Resource Management Review*, Vol. 8, No 4 pp, 387-401.
- Mugenda, A.G.(2008). Social science Research: Theory and practice: Nairobi. *Applied Research and Training Services.*
- Newman, A. ,Thanacody, R. & Hui, W.(2010). The Impact of Employee perception of training on organizational commitment and turnover intentions. *A study of Multinationals in the Chinese service sector.* Nottingham and Middlesex University.
- Noe, R.A. & Suchmitt, N.(1986)” Investigation of the Factors that Influence Employees Participation in Development Activities”. *Journal of Applied psychology*, 78(2):291-302.
- Nordhaug, O.(1989), Reward Functions of Personnel Training, *Human Relations*, 42,5,373-88.
- Ogbonna, E. and Harris, L.C. 2000.“ Leadership style. Organizational culture and performance: Empirical Evidence from UK Companies”. *International Journal of Human Resource Management*, 11(4): 766-7888.
- Ojo, O.(2010). Organizational Culture and Corporate Performance: Empirical Evidence from Nigeria, *Journal of Business Systems, Governance and Ethics*, 5(2), 1-12.
- Olaniyan; D.A. & Lucas. B.Ojo, (2008). Staff training and Development: A vital tool for Organizational Effectiveness, *European Journal of Scientific Research*, 24 (3), 326-31.
- Orodho, A.(2003). Essentials of education and social science research methods. *Nairobi: Masola Publishers.*
- Palthe, J., & Kossek, E . E. (2003). Subculture and employment modes: Translating HR strategy into practice. *Journal of Organizational Change Management*, 16,287-309.

- Pierce, J.L., Kostova, T., & Dirks, K. (2001). Towards a theory of psychological ownership in organizations. *Academy of Management Review*, 26, 298-310.
- Raju, P., & Srivastava, R. (1994). Factors contributing to commitment to the teaching profession. *International Journal of the Education Management*, 1994 ;8(5): 7-13.
- Robinson, S.L. and Morrison, E.W. (1995), Psychological contracts and organizational citizenship behavior: the effect of unfulfilled obligations on civic virtue behavior', *Journal of organizational behavior*, 16, 3, 289-98.
- Rhoades, L. & Eisenberger, R., (2001). Affective Commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, 86, 825-835
- Roth, P. L., & BeVier, C. A. (1998). Response rates in HRM/OB survey research: Norms and correlates, 1990–1994. *Journal of Management*, 24(1), 97-117
- Sadaf Z., Amna, I & Hummayoun, N. (2014) Employees Training and its effect on employees Job Motivation and Commitment: Developing and proposing a conceptual Model. *IOSR Journal of Business and Management*, 16 (9), 60-68.
- Salas, E. and Cannon-Bowers, J.A. (2001) The Science of Training A Decade of Progress. *Annual Review of Psychology*, 52, 471-499.
- Sawner, T. (2000). An empirical investigation of the relationship between organizational culture and organizational performance in a large public sector organization, PHD thesis, Washington, DC: The George Washington University.
- Schein, E. (1992). *Organizational culture and leadership* (2nd ed.). San Francisco, CA: Jossey-Bass Publishers.
- Shurbagi, A. A. M. (2014a). The relationship between Transformational leadership and Organizational commitment in national oil corporation of Libiya. 3rd International conference on Humanitie, Biological and Environmental Sciences (pp.99-105), Abu Dhabi, (UAE)
- Sekaran, U. and Bougie, R. (2013) *Research Methods for Business A Skill-Building Approach*. 6th Edition, Wiley, New York.
- Sparrow, P.R. (1998), Reappraising Psychological Contracting, *International studies of management and organization*, 28, 1, 30-63

Wallach E. Individuals and organizations: The cultures match Training and Development. 1983.

Warsame, A. S. (2015). Human Resource Management Practices and Organizational Commitment. *International Journal of Economics, Commerce and Management*, 3(8), 156-193.

Zavyalova, E., & Kucherove, D. (2010). Relationship between organizational culture and job satisfaction in Russian business enterprises. *Human Resource Development International*, 13(2), 225-235.

Zikmund, W. G. (2003). *Business Research Methods*. New Delhi, India: Cengage Learning India Pvt. Ltd.

Appendices
ADDIS ABABA UNIVERSITY
SCHOOL OF BUSINESS AND ECONOMICS
DEPARTEMENT OF MANAGEMENT

Dear Sir/Madam,

You are invited to participate in a research thesis entitled “**THE MEDIATING ROLE OF EMPLOYEE TRAINING IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE COMMITMENT: The Case of Hidassie Telecom S.C**”. This thesis will be conducted as part of partial fulfillment and the requirement for Master Arts Degree in Total Quality Management and will be submitted in the department of Management, School of Business and Economics and Addis Ababa University. All information provided will be strictly confidential and will be used for the purpose of this study. Thus, your anonymity is guaranteed. Questions regarding the survey can be directed to the researcher: Eyerusalem Ajibew (+251911610291 or eyerus_aj@yahoo.com)

Many thanks in advance for your cooperation

Part 2: Organizational Culture:

In this section you are asked to assess six key dimensions of your Company's culture. You will be providing a picture of how your company operates and the values that characterize it. No right or wrong answers exist for these questions, just as there is no right or wrong culture. Every company will most likely produce a different set of responses. Therefore, be as accurate as you can in responding to the questions. **Please circle a number from 1 to 5 using the scale below:**

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

2.1	Dominant Characteristics					
1	The company is a very personal place. It is like an extended family. People seem to share a lot of them.	1	2	3	4	5
2	The company is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	1	2	3	4	5
3	The company is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented	1	2	3	4	5
4	The company is a very controlled and structured place. Formal procedures generally govern what people do.	1	2	3	4	5
2.2	Organizational Leadership					
1	The leadership in the company is generally considered to exemplify mentoring, facilitating, or nurturing.	1	2	3	4	5
2	The leadership in the company is generally considered to exemplify entrepreneurship, innovating, or risk taking.	1	2	3	4	5
3	The leadership in the company is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	1	2	3	4	5
4	The leadership in the company is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	1	2	3	4	5
2.3	Management of Employees					
1	The management style in the company is characterized by teamwork, consensus, and participation.	1	2	3	4	5
2	The management style in the company is characterized by individual risk-taking, innovation, freedom, and uniqueness.	1	2	3	4	5
3	The management style in the company is characterized by hard-driving competitiveness, high demands, and achievement.	1	2	3	4	5
4	The management style in the company is characterized by security of employment, conformity, predictability, and stability in relationships.	1	2	3	4	5

2.4	Organizational Glue					
1	The glue that holds the company together is loyalty and mutual trust. Commitment to this company runs high.	1	2	3	4	5
2	The glue that holds the company together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	1	2	3	4	5
3	The glue that holds the company together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	1	2	3	4	5
4	The glue that holds the company together is formal rules and policies. Maintaining a smooth-running bank is important.	1	2	3	4	5
2.5	Strategic Emphases					
1	The company emphasizes human development. High trust, openness, and participation persist.	1	2	3	4	5
2	The company emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	1	2	3	4	5
3	The company emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	1	2	3	4	5
4	The company emphasizes permanence and stability. Efficiency, control and smooth operations are important.	1	2	3	4	5
2.6	Criteria of Success					
1	The company defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	1	2	3	4	5
2	The company defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	1	2	3	4	5
3	The company defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	1	2	3	4	5
4	The company defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	1	2	3	4	5

Part 3: Training

Kindly, indicate the level with which you agree or disagree with the statements that follow in regard to employee training. Please circle a number from 1 to 5 using the scale below:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

S.N	Training Statements					
3.1	Motivation for training					
1	I believe I can improve my skills by participating in training programs.	1	2	3	4	5
2	I believe I tend to learn more from training programs than others.	1	2	3	4	5
3	Participation in training programs in of little use to me because I have all the knowledge and skills I need to successfully perform my job.	1	2	3	4	5
4	I am willing to invest effort to improve skills and competencies related to my current job.	1	2	3	4	5
5	I am willing to invest effort to improve skills and competencies in order to prepare myself for a promotion.	1	2	3	4	5
3.2	Access to training					
1	My organization has stated policies on the amount and type of training the employees can expect to receive	1	2	3	4	5
2	I am aware of the amount and type of training that my organization is planning for me in the coming year.	1	2	3	4	5
3	This organization provides access to training.	1	2	3	4	5
4	My organization provides a good environment for new recruits to learn job-specific skills and knowledge	1	2	3	4	5
5	My organizations provides its employees with good opportunities to undertake general training programs and seminars outside the organizations.	1	2	3	4	5
3.3	Benefits of training					
1	Participating in training programs will help my personal development.	1	2	3	4	5
2	Participating in training programs will help me network with other employees	1	2	3	4	5
3	Participating in training programs will help me perform my job better	1	2	3	4	5
4	Participating in training programs will help me stay up-to-date on new process and products or procedures related to my job.	1	2	3	4	5
5	Participating in training program will give me a better idea of the career path I want to pursue	1	2	3	4	5
	Participating in training programs will help my personal development.					
3.4	Support for training					

1	My manager can be counted on to help me develop the skills emphasized in training programs	1	2	3	4	5
2	I can expect my manager to assign me to special projects requiring use of the skills and knowledge emphasized in training.	1	2	3	4	5
3	My manager enthusiastically supports my participation in training programs	1	2	3	4	5
4	My manager believes advising or training are one of his or her major job responsibilities.	1	2	3	4	5
5	Would not hesitate to tell my manager of a training need I have in particular area.	1	2	3	4	5

Part 4: Organizational Commitment

Kindly, indicate the level with which you agree or disagree with the statements that follow in regard to Organizational Commitment. Please circle a number from 1 to 5 using the scale below:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

4.1	Affective Commitment					
1	I really feel as if this company's problems are my own.	1	2	3	4	5
2	I do not feel like 'part of my family' at this company.	1	2	3	4	5
3	I do not feel 'emotionally attached' to this company.	1	2	3	4	5
4	This company has a great deal of personal meaning for me.	1	2	3	4	5
5	I do not feel a strong sense of belonging to this company.	1	2	3	4	5
4.2	Continuance Commitment					
1	It would be very hard for me to leave my job at this company right now even if I wanted to.	1	2	3	4	5
2	Too much of my life would be disrupted if I leave my company.	1	2	3	4	5
3	Right now, staying with my job at this company is a matter of necessity as much as desire.	1	2	3	4	5
4	I believe I have too few options to consider leaving this company.	1	2	3	4	5
5	One of the few negative consequences of leaving my job at this company would be the scarcity of available alternative elsewhere.	1	2	3	4	5
4.3	Normative Commitment					
1	Even if it were to my advantage, I do not feel it would be right to leave	1	2	3	4	5
2	I would feel guilty if I left this company now.	1	2	3	4	5
3	This organization deserves my loyalty.	1	2	3	4	5
4	I would not leave my company right now because of my sense of obligation to it.	1	2	3	4	5
5	I owe a great deal to this company.	1	2	3	4	5

መመሪያ

የድርጅት ባህል ፣ ስራ-ተኞችን ስልጠና፣ እና ድርጅታዊ ቁርጠኝነትን በሚመለከት ከዚህ በታች ለቀረቡ ጥያቄዎች የምትስማሙበትን እና የማትስማሙበት ልክ በደረጃ ይጠቀሙ። እባክዎን ከታች ባለው መስፈሪያ መሰረት ከ 1 እስከ 5 ድረስ ያለውን ቁጥር ያክብቡ።

- 1= በፍፁም አልስማማም 2= አልስማማም 3= መካከለኛ
 4= እስማማለሁ 5= በጣም እስማማለሁ

Coding	ተ.	ጥያቄዎች					
C1DC1	1	ኩባንያው የግል የስራ ቦታ ይመስላል። በዘመድ አዝማድ የተሞላ ትልቅ ቤተሰብ ቤት ሆኖ ሰዎቹም ብዙ የሚጋሩት ነገር ያለ ይመስላል።	1	2	3	4	5
C2DC2	2	ኩባንያው በጣም ፈጣን ተለዋዋጭና የስራ ፈጠራ ያለበት ቦታ ነው። ሰዎቹም ሲሰሩ ማናቸውንም አደጋ ለመጋፈጥ እና በስራቸው ኃላፊነትን ለመውሰድ ቁርጠኛ ናቸው።	1	2	3	4	5
C3DC3	3	ኩባንያው በጣም ወጤት ተኮር ነው። ዋናዉ የኩባንያው ጉዳይ ስራዉ ተፈፅሞ ማየት እና ሰዎቹም በጣም ተወዳዳሪ እና ወጤት ላይ ብቻ የሚያተኩሩ ናቸው።	1	2	3	4	5
C4DC4	4	ኩባንያው በጣም ቁጥጥር የበዛበት እና ጠንካራ ድርጅታዊ ቅርፅ ያለዉ ነዉ። ሰዎቹም የሚሰሩት በመመሪያና ደንብ ታግዘው ነው።	1	2	3	4	5
C5OL1	5	በኩባንያው ዉስጥ ያለዉ አመራር በአጠቃላይ ስራን ለሌሎች በማሳየት፣ በማስተባበር ወይም በመከታተል አርያነት ያለው ነው።	1	2	3	4	5
C6OL2	6	በኩባንያው ዉስጥ ያለዉ አመራር በአጠቃላይ በስራ ፈጠራ፣ በአዳዲስ ግኝቶች እና አደጋዎችን በመጋፈጥ በአርያነት ይጠቀሳል።	1	2	3	4	5
C7OL3	7	በኩባንያው ዉስጥ ያለዉ አመራር በአጠቃላይ ጠንካራ ስራተኛ ተወዳዳሪ እና አትኩሮቱ ወጤት ላይ የሆነ እይታ ያለዉ ነዉ።	1	2	3	4	5
C8OL4	8	በኩባንያው ዉስጥ ያለዉ አመራር በአጠቃላይ በማቀናጀት፣ በማደራጀት ሀብትን በአግባቡ በመጠቀም በአርያነት ይታያል።	1	2	3	4	5
C9MG1	9	በኩባንያው ዉስጥ ያለዉ የማኔጅመንቱ የአመራር ስልት በባህሪዉ የቡድን ስራ፣ መግባባትና እና አሳታፊነት ያለዉ ነዉ።	1	2	3	4	5
C9MG2	10	በኩባንያው ዉስጥ ያለዉ የማኔጅመንቱ አመራር ስልት በባህሪዉ አደጋን በግል የመጋፈጥ፣ የፈጠራ፣ የነፃነት እና ለየት ያለ ባህሪ ያለው ነው።	1	2	3	4	5
C9MG3	11	በኩባንያው ዉስጥ ያለዉ የማኔጅመንቱ አመራር ስልት በባህሪዉ ጠንካራ፣ ተፎካካሪ፣ ከፍተኛ ፍላጎት ያለውና ውጤታማ ነዉ።	1	2	3	4	5

C9MG4	12	በኩባንያው ዉስጥ ያለዉ የማይጅመንቱ አመራር በባህሪዉ በስራ ደህንነት /ዋስትና/ ያለው፣ ሊተነባይ የሚችልና የተረጋጋ የስራ ግንኙነት ያለው ነው።	1	2	3	4	5
C13OG 1	13	ኩባንያውን በአንድነት ያያያዘዉ ነገር እርስ በርስ በመተማመኑ እና ከፍተኛ የስራ ቁርጠኝነት መኖሩ ነው።	1	2	3	4	5
C14OG 2	14	ኩባንያውን በአንድነት ያያያዘዉ ነገር ለአዳዲስ ፈጠራ እና ዕድገት ያለዉ ትኩረት እና ቁርጠኛ ዉሳኔ ነዉ።ኩባንያው በእያንዳንዱ ዝርዝር ጉዳይ ላይ ትኩረት አድርጎ ይሰራል።	1	2	3	4	5
C15OG 3	15	ኩባንያውን በአንድነት ያያያዘዉ ነገር ዉጤታማነት እና ወደ ግብ መድረስ ዓላማ አድርጎ ስለሚሰራ ነዉ። ሁልጊዜ ታታሪነት እና አሸናፊነት የተለመዱ መገለጫዎች ናቸዉ።	1	2	3	4	5
C16OG 4	16	ኩባንያውን በአንድነት ያያያዘዉ ነገር ቋሚ ህጎች እና ፖሊሲዎቹ ናቸዉ። የድርጅቱን ወጥ አሰራር መጠበቅ በኩባንያው ወሳኝነት ጉዳይ ነው።	1	2	3	4	5
C17SE1	17	የኩባንያው ትኩረት ሰዉ በማልማት ላይ ነዉ። እንዲሁም ከፍተኛ አመኔታ፣ ግልፅነት እና አሳታፊነት ይታይበታል።	1	2	3	4	5
C18SE2	18	የኩባንያው ትኩረት አዳዲስ ሀብትን በማፍራት እና አዳዲስ ፈተናዎች ዉስጥ በመግባት ላይ ነዉ። አዲስ ነገሮችን መሞከር እና ሊገኙ የሚችሉ ዕድሎችን መጠቀም ዋጋ ይሰጠዋል።	1	2	3	4	5
C19SE3	19	የኩባንያው ትኩረት ተፎካካሪ ድርጊቶችን በመፈፀም ፣ ስኬቱም ቀጥታ ግቦችን በመምታት ፣ ሰው በማሳደግ እና በገበያ ዉስጥ አሸናፊ መሆን ዋናዉ ነገር ነዉ።	1	2	3	4	5
C20SE4	20	ኩባንያው እንደ ጠቃሚ አድርጎ ያየው ትኩረት ረዘም ላለ ጊዜ መቆየት ፣ መረጋጋት፣ ቁጥጥርን እና የተስተካከለ አፈፃፀምና ዉጤታማነትን ማምጣት ነዉ።	1	2	3	4	5
C21CS1	21	ኩባንያው ስኬትን የሚተረጎመዉ በሰዉ ኃይል ልማት፣ በቡድን ስራ፣ በሰራተኞች ቆራጥነት እና ለሰዎች ባለዉ ትኩረት ነዉ።	1	2	3	4	5
C22CS2	22	ኩባንያው ስኬትን የሚተረጎመዉ በጣም ልዩ ወይም አዲስ በሆኑ አገልግሎቶች እና ምርቶች ነዉ። ኩባንያው በምርት መሪና ፈጣሪ ነዉ።	1	2	3	4	5
C23CS3	23	ኩባንያው ስኬትን የሚተረጎመዉ በገበያ ቦታ አሸናፊነት እና ፉክክርን በመቅደም ነዉ። የገበያ ፉክክር መሪነት ቁልፍ ነዉ።	1	2	3	4	5
C24CS4	24	ኩባንያው ስኬትን የሚተረጎመዉ በስራ አፈፃፀም ጥራት ነዉ። ለኩባንያው አስተማማኝ አቅርቦት፣ የተስተካከለ ዕቅድ እና አነስተኛ ወጪ ያለዉ የአገልግሎት አሰጣጥ ሒደት ወሳኝ ናቸዉ።	1	2	3	4	5
M25TR1	25	በስልጠና ፕሮግራሞች ላይ በመሳተፍ ችሎታዬን /ክህሎቴን/ ማሻሻል እንደምችል አምናለሁ።	1	2	3	4	5
M26TR	26	ከሌሎች የአቅም ግንባታ ፕሮግራም ይልቅ በስልጠና ፕሮግራም የተሻለ እንደምማር	1	2	3	4	5

2		አውቃለሁ።						
M27TR	27	ሰራዬን በሚገባ ለመፈጸም የሚያስችለኝን በቂ ዕውቀት እና ስልጠናዎች ስላሉኝ በስልጠና ፕሮግራሞች ላይ መሳተፍ ለእኔ የሚኖረው ጥቅም አነስተኛ ነው።	1	2	3	4	5	
3								
M28TR	28	አሁን ያለኝን የሰራ እውቀትና ችሎታ ለማሻሻል የሚያስችል ልዩ ልዩ ጥረቶችን አደርጋለሁ።	1	2	3	4	5	
4								
M28TR	29	አሁን ያለኝን የሰራ እውቀትና ችሎታ በመሻሻል ራሴን ለእድገት ዝግጁ አደርጋለሁ።	1	2	3	4	5	
5								
A30T1	30	ኩባንያው የስልጠና መጠንና ዓይነት ለመወሰን የሚያስችለው ፖሊሲ አስቀምጧል።	1	2	3	4	5	
A30T2	31	ሁልጊዜ ኩባንያው ለእኔ የሚያስፈልገኝን ስልጠና በበጀት ዓመቱ በእቅድ መያዝ አለመያዙን እንዳውቅ ተደርጊያለሁ።	1	2	3	4	5	
A30T3	32	ይህ ኩባንያ ለሰራተኞች ልዩ ልዩ የስልጠና እድል ይሰጣል።	1	2	3	4	5	
A30T4	33	ኩባንያው ለአዳዲስ ሰራተኞች ልዩ የስልጠና እድል ያመቻቻል።	1	2	3	4	5	
A30T5	34	ኩባንያው በሌሎች ስልጠና ተቋማት ውስጥ ለማጎደብ ለሰራተኛው ስልጠና እና የማሻሻያ ትምህርቶችን እንዲያገኙ ያደርጋል።	1	2	3	4	5	
B35T1	35	በስልጠና ፕሮግራሞች መካፈል የግል ብቃቴን ለማሳደግ ያግዘኛል።	1	2	3	4	5	
B36T2	36	በስልጠና ፕሮግራሞች መካፈል ከሌሎች ሰራተኞች ጋር ጥሩ የእርስ በእርስ ግንኙነት እንዲኖረኝ ያግዘኛል።	1	2	3	4	5	
B37T3	37	በስልጠና ፕሮግራሞች መካፈል ስራዬን በተሻለ ጥራት እንድሰራ ይረዳኛል።	1	2	3	4	5	
B38T4	38	በስልጠና ፕሮግራሞች መካፈል ለአዳዲስ አሰራሮች ምርቶች ወይም ከስራዬ ጋር የሚገናኙትን አዳዲስ አሰራሮች ለማወቅ እና ለማሻሻል ይረዳኛል።	1	2	3	4	5	
B39T5	39	በስልጠና ፕሮግራሞች መካፈል በምመኘው የሰራ ዘርፍ የተሻለ የእድገት መሰላል እንዳገኝ ይረዳኛል።	1	2	3	4	5	
S40T1	40	የቅርብ ኃላፊዬ በስልጠና የተማርኩትን ችሎታ እንዳዳብር ይረዳኛል።	1	2	3	4	5	
S41T2	41	የቅርብ ኃላፊዬ በስልጠና ወቅት ያገኘሁትን ችሎታና ዕውቀት ለመጠቀም በሚያስችለኝ ስራ ላይ እንዲመድቡኝ እጠብቃለሁ።	1	2	3	4	5	
S42T3	42	የቅርብ ኃላፊዬ በስልጠና ፕሮግራሞች ላይ እንድሳተፍ በሙሉ ልብ ይደግፋኛል።	1	2	3	4	5	
S43T4	43	የቅርብ ኃላፊዬ መምከርን ወይም ማሰልጠን ከእርሳቸው ዋና የሰራ ኃላፊዎች እንደ አንዱ አድርገው መውሰድ እንዳለባቸው ያምናሉ።	1	2	3	4	5	
S44T5	44	ከቅርብ ኃላፊዬ ጋር በችሎታዬ ድክመቶች ዙሪያ በነፃነት ልወያይ እችላለሁ።	1	2	3	4	5	
A45C1	45	የኩባንያው ችግሮች የእኔ ችግሮች እንደሆኑ ያክል ከልብ ይሰማኛል።	1	2	3	4	5	
A46C2	46	ኩባንያው ለእኔ ምንም የቤተሰብ አይነት ስሜት አይሰማኝም።	1	2	3	4	5	
A47C3	47	ለዚህ ኩባንያ ምንም የስሜት ቁርኝት ያለኝ መስሎ አይሰማኝም።	1	2	3	4	5	
A48C4	48	ኩባንያው ለእኔ ትልቅ ትርጉም አለው።	1	2	3	4	5	

A49C5	49	ለኩባንያው ጠንካራ የሆነ የወገናዊነት ስሜት አይሰማኝም ::	1	2	3	4	5
C50C1	50	አሁን ብፊልግ እንኳን ስራዬን ለመተዉ ለእኔ በጣም ከባድ ይሆናል::	1	2	3	4	5
C50C2	51	ከኩባንያው ብለቅ ወይም ትቼ ብወጣ የህይወቴ ብዙ ነገር ይቃወሳል::	1	2	3	4	5
C52C3	52	በአሁኑ ወቅት በዚህ ኩባንያ ላይ በስራዬ መቆየቴ ምክንያቱ ፍላጎቴ ሳይሆን ስራው ለመኖር አስፈላጊ ስለሆነብኝ ብቻ ነው::	1	2	3	4	5
C53C4	53	ይህንን ኩባንያ መልቀቅን ሳስብ እጅግ በጣም ጥቂት አማራጮች ብቻ ይኖሩኛል ብዬ አምናለሁ::	1	2	3	4	5
C54C5	54	ይህንን ኩባንያ ከመልቀቅ ጥቂት ጉዳዮች አንዱ መልቀቁ ተጨባጭ የግል መስዋዕት የሚያስከፍለኝ መሆኑ ነው::	1	2	3	4	5
N55C1	55	ለእኔ ጥቅም ቢሆንም እንኳን በዚህ ወቅት ስራ መልቀቅ ትክክል ነዉ የሚል ስሜት አይሰማኝም::	1	2	3	4	5
N56C1	56	ይህንን ኩባንያ ብለቅ የበደለኝነት ስሜት ይሰማኛል::	1	2	3	4	5
N57C1	57	ለኩባንያው የእኔ ታማኝ ሆኖ ማገልገል ያገበዋል::	1	2	3	4	5
N58C1	58	ለኩባንያው ካለኝ የግዴታ ስሜት የተነሳ አሁን ኩባንያውን አልለቅም::	1	2	3	4	5
N59C1	59	በዚህ ኩባንያ ላይ ትልቅ አስተዋፅኦ አለኝ::	1	2	3	4	5

ስ ላ ደ ረ ጉ ል ኝ ት ብ ብ ር በ ድ ጋ ሚ ከ ል ብ አ መ ሰ ግ ና ለ ሁ ፡ ፡

Descriptive Statistics

	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
CULTUREORGN	101	61.1980	1.91766	19.27227	.068	.240	-.341	.476
Clannculture	101	14.7624	.41319	4.15247	.323	.240	-.186	.476
Adhocracyculture	101	14.0792	.51927	5.21859	.266	.240	-.066	.476
MarktCulture	101	15.6931	.57622	5.79093	.252	.240	-.201	.476
Heirachycult	101	16.6634	.52469	5.27310	-.181	.240	-.473	.476
TRAINIGORGNNN	101	66.4356	1.20547	12.11480	-.871	.240	3.202	.476
MOTNTRAINING	101	18.3069	.33441	3.36078	-1.193	.240	3.706	.476
ACCESSTRAINING	101	12.3663	.46303	4.65343	.467	.240	.047	.476
TRAINBENEFIT	101	20.2376	.47139	4.73740	-1.373	.240	2.255	.476
TRaINGSUPRTT	101	15.5248	.48799	4.90427	-.379	.240	-.653	.476
COMMUNTORGN	101	46.9703	.77376	7.77619	.461	.240	.145	.476
COMMAFFECT	101	14.6040	.29887	3.00360	-.257	.240	2.510	.476
COMMNCONTN	101	14.0693	.44661	4.48833	.199	.240	-.292	.476
COMMNORMATV	101	18.2970	.35364	3.55400	.308	.240	-.802	.476
Valid N (listwise)	101							

ANNEX 4

Correlations between variables															
		1	1.1	1.2	1.3	1.4	2	2.1	2.2	2.3	2.4	3	3.1	3.2	3.3
CULTUREORGN	Pearson Correlation	1	.921**	.950**	.952**	.944**	.573**	.262**	.617**	.194	.463**	.538**	.169	.472**	.438**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.008	.000	.052	.000	.000	.091	.000	.000
	N		101	101	101	101	101	101	101	101	101	101	101	101	101
Clannculture	Pearson Correlation		1	.834**	.816**	.856**	.533**	.321**	.553**	.201	.378**	.461**	.099	.390**	.431**
	Sig. (2-tailed)			.000	.000	.000	.000	.001	.000	.044	.000	.000	.325	.000	.000
	N			101	101	101	101	101	101	101	101	101	101	101	101
Adhocracyculture	Pearson Correlation			1	.891**	.846**	.574**	.236	.588**	.221	.484**	.586**	.195	.534**	.443**
	Sig. (2-tailed)				.000	.000	.000	.018	.000	.026	.000	.000	.050	.000	.000
	N				101	101	101	101	101	101	101	101	101	101	101
MarktCulture	Pearson Correlation				1	.856**	.532**	.227	.593**	.179	.423**	.549**	.179	.479**	.445**
	Sig. (2-tailed)					.000	.000	.023	.000	.074	.000	.000	.074	.000	.000
	N					101	101	101	101	101	101	101	101	101	101
Heirachycult	Pearson Correlation					1	.522**	.222	.587**	.135	.450**	.420**	.151	.361**	.335**
	Sig. (2-tailed)						.000	.026	.000	.180	.000	.000	.131	.000	.001
	N						101	101	101	101	101	101	101	101	101
TRAINIGORGNNN	Pearson Correlation						1	.720**	.675**	.683**	.676**	.478**	.167	.415**	.380**
	Sig. (2-tailed)							.000	.000	.000	.000	.000	.095	.000	.000
	N							101	101	101	101	101	101	101	101
MOTNTRAINING	Pearson Correlation							1	.238	.726**	.167	.191	.023	.085	.291**
	Sig. (2-tailed)								.017	.000	.096	.055	.819	.396	.003
	N								101	101	101	101	101	101	101
ACCESSTRAININGg	Pearson Correlation								1	.104	.456**	.424**	.224	.438**	.186
	Sig. (2-tailed)									.301	.000	.000	.025	.000	.063
	N									101	101	101	101	101	101
TRAINBENEFIT	Pearson Correlation									1	.126	.195	-.136	.176	.319**
	Sig. (2-tailed)										.210	.051	.175	.078	.001
	N										101	101	101	101	101
TRaINGSUPRTT	Pearson Correlation										1	.459**	.316**	.382**	.255**
	Sig. (2-tailed)											.000	.001	.000	.010
	N											101	101	101	101
COMMUNTORGN	Pearson Correlation											1	.503**	.844**	.698**
	Sig. (2-tailed)												.000	.000	.000
	N												101	101	101
COMMAFFECT	Pearson Correlation												1	.199	.004
	Sig. (2-tailed)													.046	.971
	N													101	101
COMMNCONTN	Pearson Correlation													1	.415**
	Sig. (2-tailed)														.000
	N														101
COMMNORMATV	Pearson Correlation														1
	Sig. (2-tailed)														
	N														101

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

* . Correlation is significant at the 0.05 level (2-tailed).

Summary of the Regression of organizational Culture and employees training to employees commitment

	Model 1	Model 2	Model 3	Model 4
Variables	Employees Commitment	Employees Training	Employees Commitment	Employees Commitment
Regression Coefficient and Significance				
Clan Culture	.051 (.873)	.454 (.377)	-.015 (.963)	
Adhocracy Culture	.919(.002)	.905(.048)	.788 (.008)	
Market Culture	.425(.110)	.056(.896)	.416 (0.109)	
Heirarchichal Culture	-. 583(.036)	.083(.852)	-. 319 (.092)	
Employees training	-----	-----	.144 (.022)	.307(.000)
Employees Commitment	-----	-----	-----	-----
R ²	.414	.34	.414	.229
Adj. R ²	.384	.312	.384	.221
F- Value	13449 (.000)	12342(.000)	13.449(.000)	29.339(.000)