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***The Effect of Organizational Culture on Employees' Commitment:
The case of Oromia International Bank S.C.***

***A Thesis Submitted to Addis Ababa University College of Business and
Economics School of Graduate Studies MBA Program in Partial Fulfillment
of the Requirements for the Award of Master Business Administration in
Management:***

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POST GRADUATE PROGRAM OF BUSINESS ADMINISTRATION

This is to certify that this research entitled as “**The effect of organizational culture on employees’ commitment the case of Oromia international bank S.C**”. It is submitted to College of Business and Economics at Addis Ababa University in partial fulfillments of the requirements for the degree of Master of Business Administration in Management. The thesis done by Ambo Gemedra is an authentic study carried by his own effort under our guidance.

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DECLARATION

I, the undersigned, declare that this study entitled as “**The effect of organizational culture on employees’ commitment the case of Oromia international bank S.C**” is outcome of my own effort and study. This study has not been submitted for a degree in any other university. It is submitted to College of Business and Economics at Addis Ababa University in partial Fulfillment of the Requirements for the degree of Master of Business Administration. All sources of materials used for the Research have been duly acknowledged, cited and referenced.

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LETTER OF CERTIFICATION

This is to certify that Ambo Gemedra has carried out his study under my supervision on the topic of: **The effect of organizational culture on employees' commitment the case of Oromia international bank S.C.** This work is original in its nature and it is suitable for Submission in partial fulfillment of the requirement for the award of Degree Master of Business Administration in Management.

Asres Abitie (PHD) _____

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Date _____

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ABSTRACT

The objective of this study was to examine the effect of organizational culture on employees' commitment in Oromia International Bank S.C. The conceptual framework was designed by considering organizational culture as an independent variable and employee commitment as dependent variable. To achieve the objective, four research questions and four hypotheses were formulated. Organizational culture was more expressed using specific culture dimensions such as involvement, consistency, adaptability and mission. Explanatory or causal research design with quantitative research approach was applied. In order to check the reliability and internal consistency of the questionnaire, cronbach's alpha was tested. The data were obtained by closed-ended questionnaires consisted of 51 statements with five point Likert scale. The study took 1535 target population with sample of 307 respondents, out of which 291 (94.8%) were returned. The data were analyzed using SPSS (version 24). Both Descriptive and inferential statistics were used to analyze the data and interpret results. Pearson Correlation analysis shows that there was statistically significant positive relationship between all selected four organizational dimensions (i.e. involvement, consistency, adaptability and mission) and employees' commitment. Moreover, the regression result revealed that all the four dimensions measuring organizational culture were found to have their own positive and significant effect on employees' commitment. Consistency was found to be the most contributing organizational culture dimension in the prediction of employees' commitment. The remaining three dimension; adaptability, involvement and mission had significant contribution in predicting employees' commitments in their respective order. And also the results of regression analysis, it can be concluded that 64.6% of the variation in the employees' commitment of the bank can be explained by the organizational culture. Based on the research findings and research conclusions, the bank should observe the organizational culture and should check whether the cultures they have consistent approach to doing business are making their employees more committed or not. The bank has to make sure that the involvement of its employees, consistency, adaptability and let know the mission and the directions of the organizations so that employees' commitment could be improved.

Key words: *Organizational Culture, Involvement, Consistency, Adaptability, Mission, Employees' Commitment.*

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List of Acronyms

ANOVA - Variation of analysis

DF - Degree of freedom

OIB - Oromia International Bank

SPSS - Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

People are constantly surrounded by culture (often invisible) that forms the background of their work-lives in organizations. Organizational culture offers an important mechanism for controlling behavior by influencing how we view the world around us. Organizations do not exist in a vacuum but in a particular culture or socio-cultural environment that effect the way their employees think, feel and behave. Work place culture is a very influential force that influences an employee's work life. Organizational cultures have been correlated with a variety of individual and organizational outcomes. Organizational culture for employees, it is either the determinant that link people to an organization or what drives them away (Agwu, 2014).

Hofstede, Hofstede & Minkov (2010) affirms that every person carries within him/herself a way by which they feel, act and think that are learnt during the person's life. These people come into an organization that has its own set of values, beliefs and way of doing things. In order to achieve the common goal the organization must therefore define a common culture and endeavor to instruct it to its components – its employees. Culture is said to reside in the seen and existing practices and in the way people identify that which goes on within their organization (Hofstede et al, 2010). Organizational culture is the shared way of being, thinking and acting in a collective of coordinated people with common expectations; it is shaped, disseminated, learned and changed over time, provided that some predictability in every organization (Serpa, 2016).

Denison and Neale (2011) stated organizational culture is the important values, beliefs and principles that provide as a basis for an organization's management system, as well as the set of management practices and behaviors that both establish and sustenance those basic principles. These authors further explain the visible and invisible aspect of organizational cultures. The noticeable aspect includes working hard, proper attire, acting friendly to customers etc. On the other hand, the invisible assumptions are value and core beliefs which

are harder to observe including honesty, integrity, being ethical, going beyond expectations to satisfy customers.

On the other hand, employees' commitment is the extent to which an employee identifies with the organization and needs to continue actively contributing in it (Newstrom and Davies, 2014). The sustainable success of an organization is essentially dependent on employee's organizational commitment and hence the concept has fascinated many researchers in helping organizations to be productive and achieving their long-term missions and visions (Allen & Meyer, 1991). Committed employees are thought to have higher job satisfaction, intensify performance and reduced intention to leave their organization (Ali, Rehman, Yousaf & Zia, 2010). Employees' organizational commitment is also supposed to be one of the primary determinants of workers' performance and business success. In order to obtain the greatest out of their employees and sustain their success, organizations are expected to know what factors are affecting the organizational commitment of their work force (Ali et al., 2010). Employee's organizational commitment is an effective response to the whole organization and is the degree of attachment or devotion employees' sense towards their organization (Wei & Tai, 2010). Employees with poor organizational commitment do not exercise their full potential into the work and realizing mission of their employers (Ali et al., 2010). Even if organization may design and institute fair compensation policies and human resource practices to stimulate and retain employees, most of times, they would fail to recognize why some employees are not committed to the organization (Allen & Mayer, 1991). It can be costly if workers are not committed in their jobs, and if they lack the enthusiasm to work out their full capacities (Ongori, 2007).

Allen and Meyer (1990) also proposed a three-component model of commitment, which integrated Affective Commitment, Continuance Commitment and Normative Commitment. The Affective Commitment refers to employee's emotional affection to, identification with, and participation in the organization. It also refers to the extent of emotional attachment of a person to the organization. This attachment could be due to one's role in relative to the organizational goals and values, or to the organization for its own sake. The continuance commitment refers to commitment based on the costs the employees subordinate with leaving the organization. The last one which is, normative commitment, refers to employees' feelings of obligation to remain with the organization. This type of commitment will be influenced by an individual's experience both prior to cultural socialization and following organizational socialization entry into the organization.

Organizational commitment has an important role on employee performance. The commitment can be realized if the individual in the organization, when running their rights and obligations according to their duties and functions and functions within the organization, because the success of organizational goals is the work of all members of the organization that are common (Vipraprastha, Sudja & Yuesti, 2018).

Culture can enhance the consistency of employees' behavior; this clearly benefits an organization and employees, because it spells out how things are done and what is important (Stephen & Timothy, 2012). As Baker (2004) concludes that the short of such organizational cultures affect the employees' commitment and performance through decision making, problem solving and strategy formulation and finally it will be source of organizational illness.

This study was conducted with the objective of analyzing the organizational culture based on Denison's cultural model which involves the four cultural dimensions (involvement, consistency, adaptability and mission) and its relationship with three component model of employees' commitment (Affective Commitment, Continuance Commitment and Normative Commitment) in the case of Oromia International bank. It is also intended to identify which organizational culture dimension/s was significantly correlated with employees' commitment by keeping in view of understanding the concept of organizational culture and employees' commitment asserted by different researchers.

1.2. Statement of the problem

Effective organizations place high highlighting on their people and consider their most important asset in achieving their goals (Peters & Waterman, 1982). The same works for Oromia International Bank which states in its values that building highly competent and motivated human resources for the success of the bank. Simply stating or listing competent and motivated human resources is not enough to get the required output from them rather organizations should work hard to create organizational culture which improves the commitment of their employees. Committed employees are becoming more important these days than ever before as committed employees benefit their organization more.

A study by Nongo and Ikyanyon (2012) stated that organizational culture is significant in improving the level of employees' commitment to the organization but not all organizational cultural measures have effect on employees' commitment. They used survey research design

and also adopted Dennison's cultural model using involvement, consistency, adaptability and mission. The result of their study shows a significant and positive relationship between involvement and commitment; and the relationship between consistency and commitment was however not significant but positive. There was also a significant and positive relationship between adaptability and commitment, while the relationship between mission and commitment was not significant and negative. Hence, these researchers concluded that consistency and mission are not significantly correlated with organizational commitment.

Mousa (2017) this study has found that involvement, consistency, adaptability, and mission sharing have a strong effect on employees' commitment approaches (affective commitment, continuance commitment, & normative commitment).

Masouleh & Allahyari (2017) showed that the establishment of the promising organizational culture in the research population and the resulting increase in their commitment requires that the authorities and managers use new character of the organizational culture and improve it among their people.

In Ethiopia, present day Banking Industry is increasing in number and the competition among banks are getting a great attention. Thus, the workforce and human resource systems to produce corporate- level competencies that create sustainable competitive advantage are the key factors of winning the competition. They need to have employees who are excited about their work and strive to take their organization to greater heights. Accordingly to Astri (2012), organizational commitment is very important for managers in organization either government organization or private sector for their success. In addition, the organizational culture related with employees' commitment toward their organization and nature of influence that organizational culture has upon organizational commitment of employees within organization and is better to be clearly studied so that it will encourage the organizational commitments. Specific empirical study of organizational culture on employees' commitment in the banking industry, particularly in Ethiopia is somehow limited and the banking sector was selected to undertake this study.

Oromia International Bank is one of the private banks established in 2008. The bank has been and is operating in the banking industry since its establishment. The bank is facing competition from other private banks and state owned banks operating in Ethiopia. Hence, Oromia International Bank needs to have organizational culture which enables employees to be committed and loyal to the bank so that it can be a competitive advantage. But, some

employees of the bank blame the banks organizational culture by stating that the bank's culture does not invite employees' involvement in various decisions, lack consistency and lack of understanding and clarity in the mission and strategic directions of the bank. This could reveal the organizational culture the bank is practicing as measured by the various dimensions (factors) has a problem. These and other factors are expected to have its own effect on the commitment employees and hence, on the performance of the bank. Hence, the bank's position with respect to the dimensions organizational culture such as involvement, consistency, adaptability and mission and their effect on employees' commitment was studied.

Though various studies have been done in the past related to the relationship between organizational culture on employee performance or job satisfaction and the relationship between organizational culture dimensions and employees' commitment, they came up with some different findings. Furthermore, as far as the researcher's knowledge is concerned, no similar research has been conducted on the issue taking the bank as a case study. Therefore, studying the organizational culture based on Denison's cultural model dimensions (involvement, consistency, adaptability and mission) and its relationship with employees' commitment (Affective Commitment, Continuance Commitment and Normative Commitment) their effect on it is required in Oromia international bank. This might help the organization to enrich its organizational culture practice and adjust its focus on the most important organizational culture dimensions that can bring employees' commitment and also this study were conducted to identify the relationship of each selected organizational culture dimensions (involvement, consistency, adaptability and mission) and its effect in employees' commitment in Oromia International bank as the knowledge gap necessitating this research study.

1.3. Research Questions

The following questions are the possible research questions the study was attempted to answer:

1. What is the effect of involvement dimension of organizational culture on employees' commitment in the bank?
2. What is the effect of consistency dimension of organizational culture on employees' commitment in the bank?

3. What is the effect of adaptability dimension of organizational culture on employees' commitment in the bank?
4. What is the effect of mission dimension of organizational culture on employees' commitment in the bank?

1.4 Objective of the study

1.4.1. General Objective of the study

The core objective of the study was to examine the effect of organizational culture on employees' commitment in Oromia International Bank S.C.

1.4.2. Specific objectives of the study

The specific objectives of the study are:

- To analyze the effect of **Involvement** on employee commitment in the bank.
- To identify the effect of **Consistency** on employee commitment in the bank.
- To find out the effect of **Mission** on employee commitment in the bank.
- To examine the effect of **Adaptability** on employee commitment in the bank.

1.5. Significance of the study

Organizational culture is one of the critical factors that improve the accomplishment of organizational goals and objectives (Nongo & Ikyanyon, 2012). Thus, it seems highly essential that ensuring to have highly committed employees might help Oromia International Bank S.C to meet the strategic objectives and goals. Furthermore, this study had the following significances:

- The study assisted the bank by determining which organizational culture dimension has highest effect on employee's commitment. This will lead to developments in workplaces to help employees become more committed to their jobs and the bank.
- It assistances the Management of Oromia International Bank S.C to know how effective its organizational culture is and how far its employees are committed to their job

- It may create awareness among employees of Oromia International Bank S.C about the need of effective and strong organizational culture.
- The study might contribute to the existing literature through identifying the significance relationship between the selected organizational culture and employee's engagement. Furthermore, empirically classifying the role of organizational culture traits to employee engagement in Ethiopian context is an important addition for the literature as well.
- The company might use the study finding as an input to amend its policy and procedure on organizational culture and other related human capital management strategies.
- It may also provide a support to other researchers who are interested to conduct further study on similar areas.
- It will enable the researcher to acquire good practice and to fulfill preconditions for graduation.

1.6. Scope of the study

This was focused on analyzing organizational culture and its relationship with employees' commitment in the organization under study, OIB. In this study, structured questionnaire was used to collect data from professional employees located in Addis Ababa, Head Quarter and selected branches of the bank. Therefore, non-professional employees and employees located in the other regions of the country were not part of this study due to knowledge gap, financial and time constraints.

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

1.7. Limitation of the Study

Regarding the geographical area coverage, the study is limited to focus only on employees who are working in Addis Ababa branches and Head Office even if the bank has huge number of employees both in Addis Ababa and other countries regions, this is due to the time constraint, budget and geographical limitation to cover all branches in the country, this research work generalizes the result based on the sample employees at Head Quarter and selected branches in Addis Ababa.

Another limitation of this study was pandemic virus COVID-19 during data collection since the virus transmitted from person to person through many ways the respondents do not had willingness to respond the questions and also it was more risk for the researcher to collect data used to undertake the study.

1.8. Definition of terms

Organizational Culture - Organizational culture refers to the basic values, beliefs and principles that help as a basis for an organization's management system, in addition to the set of management practices and behaviors that both demonstrate and support those basic principles (Denison and Neale, 2011).

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

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

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

Mission - Mission is defining an expressive long-term direction for an organization and provides purpose and meaning by defining a social role and external goals for the organization. It gives a clear way and goals that support to define a proper course of action for the organization and its members (Denison and Neale, 2011)

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

Affective Commitment - Affective commitment refers to an employee's want to continue with the organization because they want to do so (Allen and Meyer, 1997).

Normative Commitment - Normative commitment refers to an employee's desire to stay with the organization based on a sense of duty, loyalty, or moral obligation (Allen and Meyer, 1997).

Continuance Commitment - Continuance commitment is described as a need to remain in the organization based on the costs associated with leaving (Allen and Meyer, 1997).

1.9. Organization of the study

This research was structured in to five chapters. The first chapter was the introduction which includes background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, and limitation of the study. The second chapter was literature review which includes both theoretical and empirical review. The third chapter was the research methodology. The fourth chapter was research findings and results and the last chapter were the conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This study affords an insight to readers about the theoretical understanding of the topics under study. In line with the objectives of the study, the chapter covers topics related to the theories and concepts of organizational culture and employees' commitment. In addition, the chapter includes empirical reviews on effect of organizational culture on employees' commitment. Furthermore, the conceptual framework and hypothesis test of the study is presented at the end of this chapter.

2.1. THEORETICAL LITERATURE REVIEW

2.1.1. CONCEPT OF ORGANIZATIONAL CULTURE

According to Nongo (2012) stated that culture is critical to understanding any society or group. Groups have the ability to shape, influence, and determine group members, outlooks, viewpoints, outputs, attitudes and indeed behaviors. Nelson and Quick (2013) stated organizational cultures as "a pattern of basic assumptions that are considered valid and that are taught to new members as a way to perceive, think and feel in the organization". Organizational cultures are an important aspect of any company's environment and afford employees with the necessary tools to incorporate themselves into the overall organizational dynamic; however, most organizational cultures are overwhelmed with dysfunctional changing aspects that have stemmed from a dysfunctional personality of a key leader in their environment. Organizational culture is well viewed as one of the unique characteristics that distinguish successful organizations from others (Berson, Oreg, & Dvir, 2008). Therefore, understanding the concept of organizational culture is a critical task for leaders because of its great impact on different aspects of organizational behavior. Forgetting organizational culture in plans for any changes within the organization would yield unexpected and undesirable consequences (Cameron & Quinn, 2011).

Schein, (1985) defined organizational culture is an outline of basic assumptions created, discovered, or developed by a group because it deals with difficulties of external adaptation and internal cooperation that has worked well enough to be considered valid and, to be accomplished to new members as the correct way to recognize, think and feel in relation to those processes.

Organizational culture refers to a method of shared meaning believed by members that distinguishes the organization from other organizations (Robbins and Judge, 2013). It is very important to note that leaders shape and reinforce culture by what they pay attention to, how they behave, how they allocate rewards and how they hire and fire individuals (Nelson & Quick, (2011), 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). Cameron and Quinn (2011) argue that organizational culture has a strong association with the organizations sense of uniqueness, its values, mission, aims, goals and ways of building shared values.

Wambugu, (2014) stated that organizational culture includes the unwritten customs, behaviors and beliefs that regulate the rules of the game for decision-making, empowerment, structure and power. It's constructed on the shared history and traditions of the organization combined with current leadership values. In result, culture orders the way we do business here and the organizational existence tactics that facilitate integration and personal success. From this definition, if there is a strong organizational culture, employees do things because they believe it's the right thing to do and feel they'll be rewarded for their actions.

Jahmurataj (2015), organizational culture in the enterprise is very important in managing of the quality as a complete system of norms, values, performance, socializing and elements that determine a characterized system at the enterprise. Certain types of cultures are additional ready and inclined for change that is invited by time. Even though request to define a certain culture or to identify possible fields that are related with initiatives of change. According to Robbins and Judge (2013), culture is transmitted to workers in a number of forms such as stories, rituals, symbols and languages.

Robbins and Judge, (2013) identified the three methods that culture can be shaped. First, founders hire and keep only employees who think and feel an equivalent way they are do. Second, they instruct and socialize these employees to advert their way of thinking and feeling. And lastly, the initiators own behavior inspires employees to categorize with the man

internalize their beliefs, values and assumptions. Moreover, Robbins and Judge (2013), Kondalrk, (2007) include topics on how organization survive and transfer organizational culture. Thus, selection practices, the actions of top management and socialization methods are the three forces that play important part in sustaining a culture. The authors also states that many organizations use stories, rituals, material symbols and language as means to transmit culture to employees.

2.1.2. The Development concept of organizational culture

In 1951, Jaques defined an organizational culture during a business framework that enclosed cultural matters within the manufacturing industry. In the early 1980s, organizational culture theory contained organizational behavior mostly with social science disciplines like sociology, anthropology, and psychology (Denison, 1990). Nwibere (2013) stated that the absence of theoretical establishment to advance the manager's knowledge happened in the area of organizational culture effectiveness and efficiency.

Muafi (2009) has defined organizational culture as values, ideology, reputation, philosophy, symbols, customs, and therefore the norms affecting organizational performance. In this context, corporate culture are often spread among employees in several forms, including ceremonies, stories, physical elements that are symbolic, and language, which are the foremost effective elements (Robbins & Judge, 2013). These elements will be briefly discussed. Stories are short histories shared among employees and adapted from real actions to inform others, especially new employees, about the organization. Physical symbols are the element that suggests something that differentiates one organization from another. Physical symbols are often stronger than other elements, especially because they attract attention to the apparent theme. Therefore, this physical element symbolizes the cultural values of the organization, like open communication, cooperation, creativity and equality (Daft, 2015).

Lukic, Džamic, Knezevic, Alčaković, & Bošković (2014) explained Organizational culture is a social phenomenon which appears and changes through interaction of employees both mutually and with the environment. Organizational culture appears in the process of collective problem solving with which members of an organization are faced. Following a long-term repetition of effective solutions, these solutions are changed into rules (norms and values), and then into expectations and beliefs. The occurrence and development of organizational culture demand time and we can say that it changes by following the life span

of an organization. Organization, national culture and other employees affect the development of a certain organizational culture. Organization management should grow organizational culture which the customers of the company will always be aware of it.

2.1.3. Characteristics of organization culture

Each of those characteristics exists on a continuum from low to high. Appraising the organization on them, then, gives a complex picture of its culture and a basis for the common understanding members have about the organization, how things are done in it, and the way they are supposed to behave (Robbins & Judge, 2013). Innovation and risk taking are the extent to which employees are interested to be innovative and risk taker. Attention to detail the degrees to which employees are expected to display precision, analysis, and attention to detail. Outcome orientation is the extent to which management focuses on the outcomes rather than on the techniques and processes used to attain them. People orientation is the degree to which management decisions take into consideration to know the effect of outcomes on people within the organization. Team orientation is the extent to which work activities are organized around groups or teams rather than individuals. Aggressiveness is the degrees to which people are aggressive and competitive rather than relaxed. Stability is also the degree to which organizational activities give emphasis to preserving the recognized order in contrast to growth.

2.1.4. Functions of Organizational Culture

Organizational culture has many benefits to both organization and employees. Culture has a boundary-defining role and it makes distinctions between one organization and others (Robbins and Judge, 2013). They additional stated that organizational culture takes a sense of identity for organization members and culture facilitates commitment to something larger than individual selfishness. It also improves the stability of the social organization by being social attach that helps to carry the organization together by giving standards for what employees should say and do.

Kondalrk (2007) confirmed to answer what culture does to both employees and organization. First, culture gives members an organizational identity; Sharing norms, values and views gives people a sense of familiarity that helps to promote a feeling of shared purpose. Then, it facilitates mutual commitment. The common purpose that grows out of shared culture tends

to provoke strong commitment from all those that accept the culture as their own. Third, it encourages systems constancy through exciting a shared sense of identity and commitment, culture encourages lasting integration and coordination among the members of the organization. Fourth, it shapes behavior by providing members make sense of their surroundings. An organization culture serves as a basis of shared meaning that explains why things occur the way they are doing. Finally, it helps organizational members stick to conformity and expected mode of behavior. So, Culture confirms that everyone thinks and behaves in a given manner.

Accordingly, culture benefits organization as well as employees mainly as it is a sense-making and control mechanism that guides and shapes employees' attitudes/ behavior and brings strong commitment from all those who accept the expected mode of behavior.

2.1.5. Models of Organizational Culture

Different models by scholars have been develop until this time express the organization culture and some researchers describe different indicators and dimensions of organizational cultures. The famous scholars exploring organizations culture are as follow:

2.1.5.1. Charles Handy's model of Organizational Culture

The model that Dolan and Lingham (2012) discussed in detail is Charles Handy Model. Organizational building or structure is the base for this model to classify organizational culture in to four:

Power: There are some organizations where the power remains in the hands of only few people and only they are authorized to take decisions. They are those who enjoy special privileges at the workplace. They are the foremost important people at the workplace and are the main decision makers. These individuals further sharing responsibilities to the other employees. In such a culture the subordinates haven't any option but to strictly follow their superior's instructions. The employees don't have the freedom to precise their views or share their ideas on an open forum and need to follow what their superior says. The managers in such a kind of culture sometimes are often a fan of someone or the opposite resulting in major unrest among others.

Task Culture: Organizations where teams are designed to realize the targets or solve the main problems follow the task culture. In such organizations individuals with common

interests and concentrations come together to form a team. Each team consist at least four to five members. In such a culture every team member has got to give equally and attain tasks within the most innovative way.

Person Culture: There are certain organizations where the workers feel that they're more important than their organization. Such organizations follow a culture referred to as person culture. In a person culture, individuals are more concerned about their own self instead of the organization. The organization in such a culture takes a back seat and finally suffers. Employees just come to the office for the matter of money and never get attached to it. They are rarely loyal towards the management and never decide in kindness of the organization. One should remember that organization comes first and everything other later.

Role culture: may be a culture where every employee is delegated roles and responsibilities consistent with his specialization, educational qualification and interest to extract the simplest out of him. In such a culture employees decide what best will do and willingly accept the challenge. Every individual is responsible for something or the other and has to take ownership of the work given to him. Power comes with obligation in such a work culture.

2.1.5.2. Edgar Schein model of Organizational Culture

The organizational culture model that Dolan and Lingham (2012) tried to summarize is Edgar Schein Model. According to Edgar Schein - Organizations don't adopt a culture during a single day, instead it's formed in due course of your time because the employees undergo through various changes, adapt to the external environment and solve difficulties. They gain from their past experiences and begin practicing it a day thus forming the culture of the workplace. The new employees also strive hard to regulate to the new culture and luxuriate in stress free life. Schein believed that there are three levels in an organization culture.

Artifacts: The first level is that the characteristics of the organization which may be simply viewed heard and felt by individuals cooperatively referred to as artifacts. The code of the workers, furniture, facilities, behavior of the employees, mission and vision of the organization all come under artifacts and go an extended way in deciding the culture of the workplace.

Values: The following level reliable with according to Schein which constitute the organization culture is that the values of the employees. The values of the individuals working within the organization play a crucial role choose the organization culture. The believed process and attitude of employees have deep influence on the culture of any specific organization. The mind-set of the individual related to with any particular organization influences the culture of the workplace.

Assumed Values: The third level is the assumed values of the employees which can't be measured but do make a change to the culture of the organization. There are certain beliefs and facts which cannot seen but do affect the culture of the organization. The inner aspects of attribute come under the third level of organization culture. Organizations where female workers dominate their male counterparts don't believe in late sittings as females aren't very comfortable with such quite of culture. Male employees on the opposite hand would be more aggressive and wouldn't have any problems with late sittings. The organizations follow certain practices which are not discussed often but understood their own.

2.1.5.3. Deal and Kennedy Model of Organizational Culture

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

The first Tough-Guy Macho Culture where by response is fast and the rewards are high. This often applies to fast pace financial activities like brokerage and it's very stressful culture during which to work. Secondly, the work hard culture is characterized by few risks being taken, all with rapid feedback. This is typical in huge organizations, which struggle for high quality customer service. Thirdly, bet your Company Culture in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation. Fourthly, Process Culture which occurs in organizations where there is little or no feedback and the people become doubtful with how things are done not with what is to be achieved. This is often associated with bureaucracies.

2.1.5.4. Hofstede's Model of Organizational Culture

Another author, Hofstede (1984) organization culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with one other or with the external parties and also decide their involvement in productive tasks. Accordingly, there are majorly six factors which influence the culture of the workplace.

Power Distance Orientation: power distance refers to the differences in the work culture as per the power delegated to the employees. There are certain organizations which believe in appointing team leaders or team managers who are accountable for their respective teams and have the challenge of removing the best out of the members. The team members also have to respect their immediate boss and work as per their orders and advice. However in some organizations, every employee is in charge of his own performance. No special person is assigned to require charge of the employees. The individuals are answerable to none apart from themselves. Every employee gets an equal treatment from the management and has gone to take ownership of his /her own work.

Masculinity versus Feminity: this refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a serious say within the deciding process of the organization. Male employees would be more aggressive than the females who would be more caring and soft hearted.

Individualism versus Collectivism: It could be defined as the extent to which an organization integrates a group mentality and provides a strong sense of community within the organization. There are some organizations which strongly believe on team work. Here individuals with a common interest come together and work in group. These organizations believe that the output is usually more when individuals exchange their ideas, discuss things among themselves to return out with innovative ideas. In such condition the employees share a healthy relationship and take each other's help when required.

Uncertainty Avoidance Index: uncertainty avoidance describes an organization's comfort level with risk-taking. As risk and return are mainly correlative in the business environment, it is mostly important for organizations to introduce a consistent level of comfort with taking risks. Uncertainty avoidance index refers to a culture where employees know how to respond

to unusual and unexpected circumstances. It deals with the tolerance level of the employees in both favorable and unfavorable situations.

Long Term Orientation: this is the extent to which an organization or culture plans practically for the future or attempts to build short-term gains. There are some organizations which specialize in future relationship with the employees. In such organizations people have a gentle approach and strive hard to measure up to the expectations of the management. Employees get attached to the organization and don't check out short term objectives. On the other hand, some organizations have employees who are more concerned with their position and image. They follow a culture where people advance during a short span of your time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave the organization when they get a better opportunity.

2.1.5.5. Denison Model of Organizational Culture

Denison and Neale (2011) identifies four organizational culture traits i.e. Involvement, Consistency, Adaptability and Mission. These fundamental traits are stated in terms of a set of managerial practices and measured using the twelve indices that make up the model.

The first organizational trait is involvement which ensures the contribution of employees in decision making; it also depends on team effort to get work done and frequent investment in the expansion of employee's capabilities and skills. Involvement is developing human ability, possession, and obligation. Thus, organizational cultures characterized as highly involved, strongly inspire employee involvement, and build wisdom of ownership and responsibility.

The keys of the involvement organizational culture trait are empowerment, team orientation, and capability development. First empowerment deals with individuals' power, creativity and capability to manage their job. Team Orientation emphasis on working supportively to attain common goals for which all employees feels jointly accountable. Finally, capability development clarifies the organization persistently invests in the development of employees' skill in order to stay competitive and meet ongoing business requirements.

The second organizational culture trait is consistency which underlines on maintenance of the status quo by being well organized and well cohesive also the organization develops clear agreement about the right way and the wrong way to do things.

In addition, consistency deals with the significant values and systems that are the basis of a strong culture. It also affords a fundamental source of integration, coordination and control. Consistent organizations improve an attitude and a set of organizational systems that make an internal system of control based on consensual support also has clear set of what to do and not do. Coordination and integration, agreement and core values are keys of the consistency organizational culture trait. Accordingly, coordination and integration clarify ability of different functions and units of the organization to work together well to attain common goals. Organizational boundaries don't affect with getting work done. The second indices are agreement in which are basic level of agreement and the ability to resolve differences when they happen. The last one core values focus in which members of the organization share a set of values that build a sense of identity and a clear set of prospects.

The third organizational culture traits is adaptability represent the ability of the organization in translating the demands of the business environment into action through creating change, customer focus and organizational learning environment. It deals with interpreting the demands of the business environment into action. Organizations holds a system of norms and beliefs that provision the organization's capacity to receive, interpret, and interpret signals from its environment into internal behavioral changes that increase its probabilities for survival, growth and development.

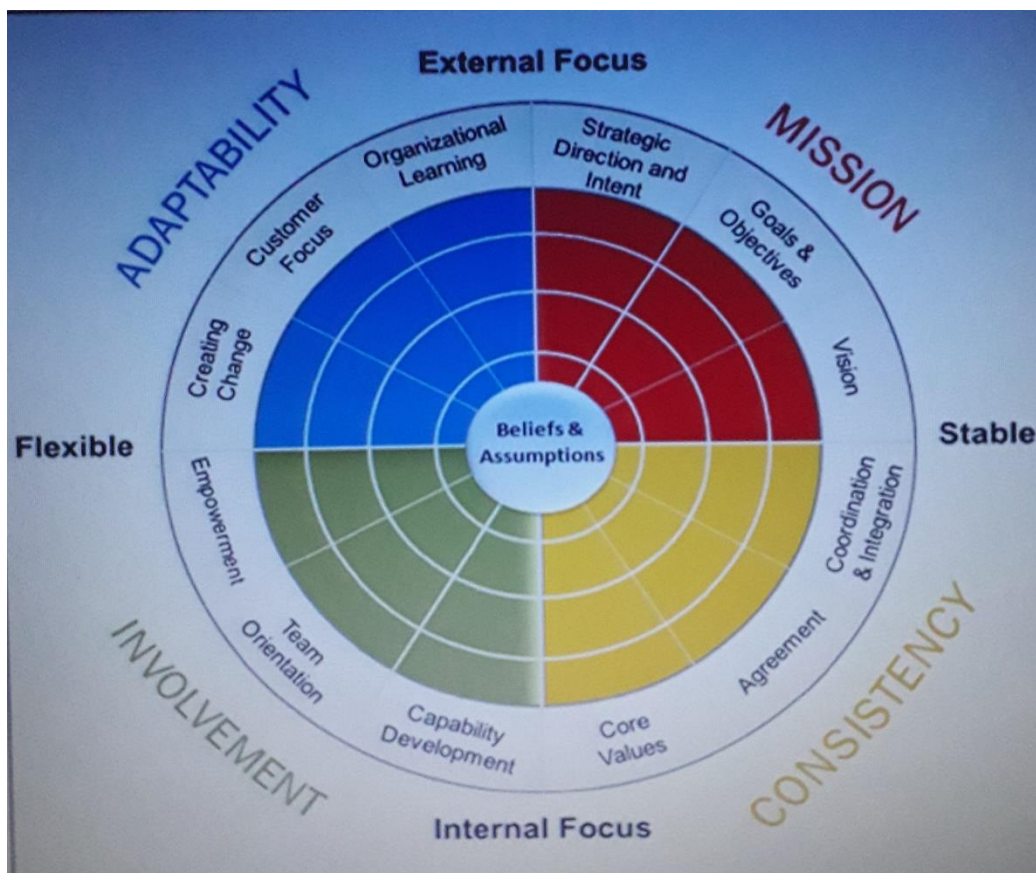
The indices of the adaptability dimension of organizational culture were delivers creating change, customer focus and organizational learning. Creating change deals with the capability of organization to create adaptive ways to meet changing needs. So organization will be able to read the business environment, quickly respond to current trends, and predict the future changes. Customer focus is the second indices which focus on the organization understanding and reply to its customer and expectation to future needs. Lastly, organizational learning imitated when on organization receives, translates, and interprets signals from the environment into opportunities for encouraging improvement, gaining knowledge and developing competences.

The fourth organizational culture trait is mission which involves defining an expressive long-term way for the organization. A mission delivers purpose and meaning by defining a social role and external goals for the organization. It provides a transparent direction and goals that serve to define a suitable course of action for the organization and its employees.

A sense of mission consents an organization to shape current behavior by predicting a wanted future state.

Strategic direction, vision and intent, goals and objectives are the guides of the mission of organizational culture trait. Thus, strategic direction and intent deals with clear strategic intentions take the organization’s drive and make it clear how everybody can contribute. The second indices, goals and objectives, stress on a clear set of goals and objectives can be connected to the mission, vision, and strategy, and afford everybody with a clear direction in their work. Finally, vision settles that organization has a shared view of a wanted future state. It represents core values and captures the hearts and minds of the organization's people, while providing guidance and direction. The Denison’s model has also categorized the organizational culture dimensions as; Involvement and Consistency to determine the level of Internal Focus, while; Adaptability and Mission to determine the level of External Focus. Again Mission and Consistency to determine the level of Stability, while Involvement and Adaptability to determine the level of Flexibility.

Figure 2. 1: The Denison Organizational Culture Model Circumplex



Source: D.R. Denison, *Organizational Culture Survey Facilitator guide*

Therefore; the researcher was adopted the Denison's organizational culture model for this research study. As the primary objective of this study was to examine the influence of the organizational culture on employees' commitment in terms of the Denison's four cultural dimensions: Involvement, Consistency, Adaptability and Mission.

The reason why this model was preferred is that: the Denison Organizational Culture Model describes a theory of organizational behavior that links the strength of corporate culture to bottom-line employees' commitment and also highlights both the need of the employees' internal integration and the importance of the external adaptation process, providing an opportunity to shape a certain cultural profile of the organization.

2.1.6. Organizational commitment

Organizational commitment is an active employee affiliation with the organization, an affiliation in which an individual is agreeable to give up something for the matter of the organization (Mowday, 1979). Jančićjević, (2008) stated that organizational commitment is often seen as a particular expansion and a better degree of job satisfaction and motivation, where employees feel a high connection to an organization or some of its memberships.

Madigan, Norton and Testa (1999:03), stated that committed employees would work attentively, conscientiously, provide value, inspire the organizations services or products and seek continuous improvement. In conversation, they suppose a work environment that raises growth and empowerment, allows for a better balance of personal and work life, provides the necessary resources to satisfy the desires of customers and delivers for their education and training as well as that of their co-workers.

Scholars defined and explained employees' commitment based on their experience. The following are some of the definitions. According to Hakim (2015) employees' commitment is the desire and the willingness of employees to remain in the organization and devote themselves to the success of an organization. Nongo and Ikyanyon (2012) concise the three defined characteristics of Employees' commitment which was developed by Mowday. As to them the three defined characteristics of employees' commitment are a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a strong need to maintain membership in the organization. Whereas, Mowday, Steers, and Porter (1979) stress that commitment represents something beyond mere passive loyalty to an organization.

According to O'Reilly (1989), employees' commitment is typically basically individual's psychological bond to the organization, including a sense of job involvement, loyalty, and a belief in the values of the organization. In addition, O'Reilly explained the three processes or stages of commitment: compliance, identification, and internalization. In the first stage, compliance, an individual accepts the influence of others mainly to get something from others, like pay. The second stage is identification in which the individual receives the challenges in order to preserve a satisfying, self-defining relationship. People feel pride in belonging to the firm.

The third stage of commitment is internalization in which the individual finds the values of the organization to be essentially rewarding and corresponding with personal values. Generally, the above definitions given by different researcher tend to contain certain common arguments on defining organization commitment. Accordingly, commitment is the desire, willingness or perceived obligation of employees to remain in the organization and also emotional ties the employee can be resulted from perceived costs (economic and social) of leaving the organization.

2.1.7. Dimensions of Organizational Commitment

Meyer and Allen (1997) use three dimensional model to conceptualize organizational commitment i.e. affective, continuance and normative commitments.

2.1.7.1. Affective Commitment

According to Meyer and Allen (1997), affective commitment is the employee's emotional affection, identification and participation in the organization. Organizational memberships, who are committed to an organization on an affective base, remain working for the organization because they want to (Meyer & Allen, 1991). Memberships who are committed on an affective level stay with the organization because they view their personal service correlation as conforming to the goals and values of the organization (Beck & Wilson, 2000). An individual who is affectively committed or expressively involved to the organization is trust in the goal and values of the organization, works hard for the organization and plan to stay with the organization (Mowday, porter and stersor.,1982).

The organizational commitment model of Meyer and Allen (1997) involves that affective commitment is suffering from factors like job challenge, role clarity, and goal clarity, and

goal difficulty, availability by management, peer cohesion, fairness, personal importance, feedback, involvement, and dependability.

2.1.7.2. Continuance Commitment

Once employees enter into the organization, they are assured to retain a link with the organization or committed to remain with the organization because lack of alternative opportunity or awareness of the costs associated with leaving the organization. This was more properly defined by Allen and Meyer (1990). He suggested that continuance commitment improves on the basis of two factors i.e. number of investment individuals make in their current organization and supposed lack of alternatives. These investment can be anything that the individual reflects valuable such as pension plans, organization benefits, status, etc. that would be gone by leaving the organization, which makes them stay with their current employers (Meyer & Allen, 1984) Similarly, lack of employment alternatives also increases the perceived costs related with leaving the organization and therefore increase the continuance commitment of employees to the organization (Allen & Meyer, 1990). Kanter (1968) defined continuance commitment as cognitive continuance commitment as that which happens when there's a profit related with continued participation and a price related with leaving.

The approach of continuance commitment develops when an individual knows that he or she loses investments (the money they earn as a result of the time spent in the organization), and/or perceives that there are no alternatives or other courses of action. When a private has awareness or consideration about expenses and threats linked to leaving the organization, this type of commitment is taken in to account to be calculative (Meyer & Allen 1997). Meyer and Allen (1991) also stated that an individual who's mostly related with the organization is based on continuance commitment stay with the organization simply because they have any other option. Whereas affective commitment is, where individuals remain with an organization because they want to and because they are aware with it and they have emotional attachment with it.

2.1.7.3. Normative Commitment

Meyer and Allen (1997, p.11) define normative commitment as a feeling of obligation to continue employment. The normative aspect develops as individuals' perception of their

moral obligation to remain with a particular organization, regardless of how much status improvement or fulfillment the organization gives the individual over the times (Marsh & Mannari, 1977). The common obligation is predicated on the social exchange theory, which suggests that an individual receiving a benefit is under a robust normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals regularly feel an obligation to repay the organization for investing in them through training and development.

2.2. EMPIRICAL LITERATURE REVIEW

2.2.1. Involvement and Employee Commitment

Nongo and Ikyanyon, (2012) stated that involvement and commitment has a significant and positive relationship. This means that employees are committed to their organizations when they are empowered and involved in decision making. The main success factors for organizations today are employee empowerment, teamwork, and employee development. These enable managers and employees to be more committed to work and feel that they own a piece of the organization. People at all levels feel that they have at least some participation into decisions that will affect their work and that their work is directly connected to the goals of the organization. Similarly, Singh and Verghese (2015) investigated the impact of employee involvement on employees' commitment. The researcher found out that there is a significant positive relationship between employee involvement and employees' commitment. Seeking suggestion from employees, listening to their grievances and by involving them in the decision making process of the organization to a certain extent can ensure employee's continuous involvement thus employees feel to be involved in the organization. Firuzjaeyan and Sadeghi (2015) found out that involvement is one of the most important dimensions of organizational culture and it has great role in fulfillment of employees' commitment of teachers. Mersen B.(2016) finding shows that involvement has moderate level of correlation with employee commitment, which means that employees are committed to their organizations when they are involved in decision making and also sense of ownership result a greater commitment to the organization. Furthermore, teamwork, investment to develop the skills of employees, room to receive inputs from organizational members enhances both implementation process and employee commitment. Similarly, found of that involvement and

employees commitments significantly relationship like: (Saadat et al, 2012), (Ghorbanhosseini, 2013), (Nikpour, 2017) and (Mashithoh& Sunarsih, 2016).

This displays that people involvement in work helps their intention to stay in work place. The employees' involvement means using them in decision making and this leads to the stability of their commitment.

2.2.2. Consistency and employee commitment

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

On the other hand, the research finding by Firuzjaeyan and Sadeghi (2015) revealed that there is positive relationship between consistency and employees' commitment in which coordination and integration, agreement and fundamental values as a component of consistency increase employee commitment to provide efficient and effective work. Consistency doesn't have significant effect on employee commitment. Hence, as much as organizations try to maintain a strong culture by being highly consistent, well-coordinated, and well integrated; this does not have significant contribution to the level of employee commitment (Mersen, 2016).

To the contrary, research finding by Mousa M. (2017) consistency tends to be the most influential trait in terms of normative commitment. Hakim (2015) stated that an indicator of the most powerful in shaping the organizational culture variable is stability (consistency). It means that, cultural values that established the most attention in the activities of the organization, which emphasizes the maintenance of the status quo as a contrast to the growth will have positive effect on employees' commitment.

2.2.3. Adaptability and Employee Commitment

Adaptability forecasts employee commitment more than any other corporate cultural variables. Employees are highly committed to organizations that adapt to changing

circumstances. Companies should encourage innovation and teamwork among employees. This may enable employees to adapt in an environment of change by improving their level of commitment (Nongo & Ikyanyon, 2012)

Similarly, employees exhibited the highest employees' commitment when they perceived higher learning culture (adaptability traits) which includes culture of creating, acquiring, and transferring knowledge and also quickly react to current trends, and anticipate future changes (Azadi, Bagheri, Eslami & Aroufzad, 2013). Mersen (2016) found out that Adaptability is the most contributing organizational culture traits in the prediction of employee commitment in Ethiopian Airlines.

According to Masouleh and Allahyari (2017), found focus on the relationship between organizational culture and commitment among faculty members of Islamic Azad University, Rasht, Iran. Based on the results, the Islamic Azad University of Rasht Branch possesses an Average organizational culture and needs to improve. Adaptability factor has the highest factor loading and an important role in organizational culture improvement.

2.2.4. Mission and employee commitment

Denison and Neale, (2011) stated that mission provides purpose and meaning by elaborating a social role and external goals for the organization. And also mission provides clear direction and goals that serves to define an appropriate course of action for the organization and its members which result the increase in level of employee commitment to the organization. Mersen (2016) finding implies that the existence of positive relationship between mission and employee commitment in Ethiopian airlines.

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

2.3. Conceptual Framework

Denison and Neale (2011) has developed a model which consists of four key organizational culture traits which has a unique future of being behaviorally based, designed and created within the business environment. Moreover, the model depicts the correlation between

cultural traits and organizational effectiveness measures which includes employee’s satisfaction, return on investment, product development etc. Accordingly, they found that nearly all of the underlying organizational traits showed significant and positive correlation with organizational effectiveness and hence commitment. Therefore, Denison model of organizational culture is a base to select the four cultural traits emphasized under this study and has been modified to see the effect of the four cultural traits on employees’ commitment.

The adopted framework from literature is shown below

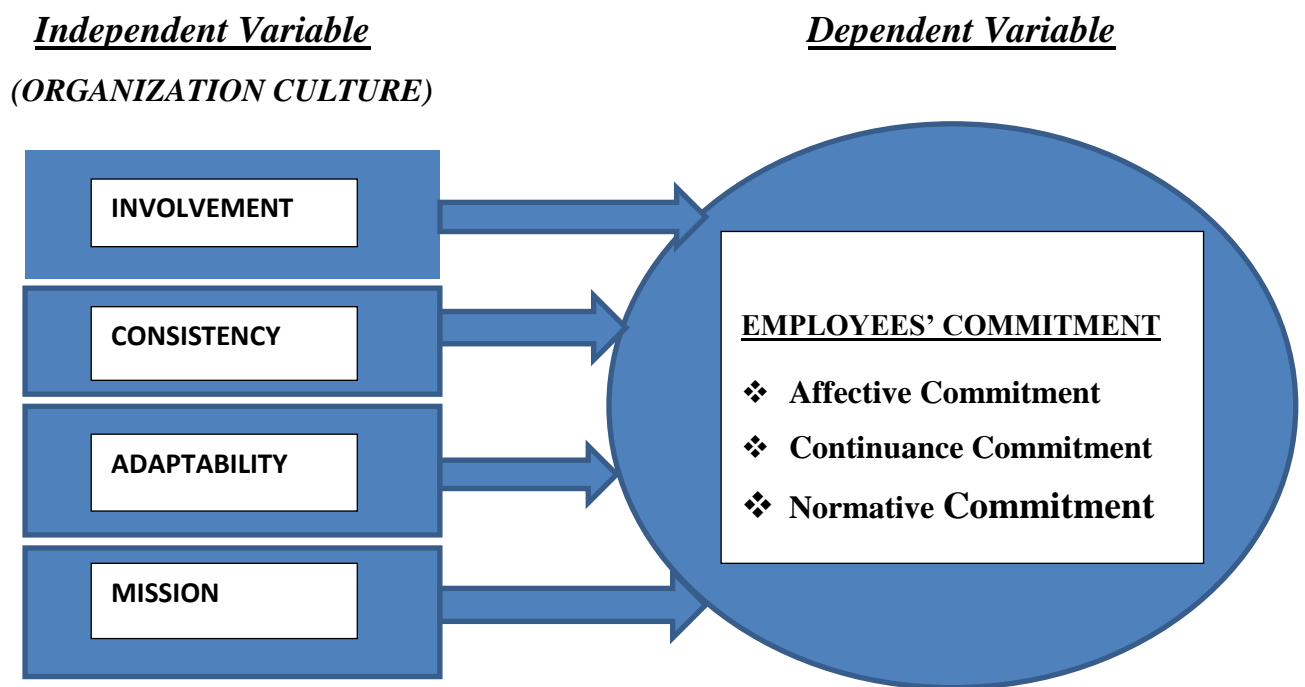


Figure 2. 2: Conceptual Framework

2.4. Summary of Hypothesis

Therefore, based on the conceptual frame work and research questions, the summary of null hypothesis of main questions were outlined in such manner as follows.

- H1: There is significant relationship between **involvement** and employees’ commitment.
- H2: There is significant relationship between **consistency** and employees’ commitment.
- H3: There is significant relationship between **adaptability** and employees’ commitment.
- H4: There is significant relationship between **mission** and employees’ commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Method is the techniques and procedures used to find and analyze research data, including questionnaires, observations, interviews, and statistical and non-statistical techniques (Saunders, Lewis and Thornhill, 2009). This chapter outlines the general methodology that was used in the study. It begins by describing area of the Organization; followed by research design, research approach, sampling design, target population, sampling size determination, sampling technique, sources of data; research instrument, questionnaire design, method of data analysis, model specification, validity and reliability test and ethical considerations.

3.2. Description of the Study Area

Oromia International Bank S.C. (OIB) was established in accordance with the pertinent laws, regulations and the 1960 Commercial Code of Ethiopia, by the Monetary and Banking Proclamation No. 83/1994 and by the Licensing and Supervision of Banking Proclamation No. 592/2008. Accordingly, on September 18, 2008, OIB acquired a banking business license. At the time of its establishment, OIB's authorized capital was Birr 1.5 billion, whereas its subscribed capital was Birr 279.2 million, and its paid-up capital Birr 91.2 million. OIB began operation on October 25, 2008 by opening its first branch at the Dembel City Center. More specifically, its branch was named Bole Branch. The Bank has been in operation for over the last twelve years. Now, the Bank has managed to reach a record high profit of Birr one billion (before tax); earning per share stood at Birr 374; thus Birr 307 (30.7%) average dividend per share for the fiscal year (2018/19). The total assets of the bank grew by 34% and reached Birr 31.78 billion. The Bank's paid up capital reached Birr 2.4 billion, as per the planned move to achieve the Birr 3.00 billion paid up capital by the end of the current financial year (2018/19)(www.oroointbank.com).

Established with the commercial banking business objectives, OIB is undertaking a universal commercial banking services such as deposit mobilization, lending of money, remittance service, and international banking services and interest free banking. The Bank has now launched Electronic banking outputs such as Card banking known as Oro-Card (ATM and

POS), Mobile Banking named as Oro-Cash, Agent Banking-Oro Agent and Internet banking namely Oro-Click. The numbers of OIB branches are now reached 265 adding 17 new branches during the reporting financial year throughout the country all connected by core banking system. Oromia International Bank S.C owns a 13 story building Headquarters in Addis Ababa City on Bole road next to Getu Commercial Center. The Bank is now one of the most influential and popular private banks in Ethiopia and also known for pioneering Interest free banking services.

The bank is working hard to attain its vision of “To be the Bank of your first choice ” and mission of “We are committed to providing full-fledged and best quality commercial banking services within the pertinent regulatory requirement with due diligence to sustainable business while empowering the missing middle and discharging social responsibility by engaging highly qualified, skilled, motivated and disciplined employees and state-of-the- art information technology, adding real value to the shareholders interest and win the public trust.”

The bank states encouraging a sense of belonging among all its employee and providing total respect to its customers and employees as the most important assets for the achievement of the bank by listing it as one corporate value.

3.3. Research Design

Research design is that the blue print for attaining research objectives and answering questions (Cooper and Schindler, 2006). It was categorized into three exploratory research, descriptive research and causal or explanatory research (Saunders, Lewis and Thorhill, 2009). Exploratory research studies aims to formulate an issue for more precise investigation, emphasis on the invention of ideas and insights. And descriptive studies are those studies which are concerned with describing the characteristics of a selected individual, or of a group. Causal or explanatory researches are those where the researcher tests the hypotheses of causal relationships between variables. Explanatory research design emphasizes on studying a situation or a problem in order to explain the relationship between variables (Saunders, Lewis and Thorhill, 2009). Therefore, as the aim of this study was to examine the causal relationship between organizational culture and employees’ commitment and therefore the study was followed explanatory research design.

3.4. Research Approach

According to Kothari (2004) the two basic approaches to research are quantitative approach and qualitative approach. Quantitative approach contains the group of data in quantitative form which can be subjected to difficult quantitative analysis in a formal and informal manner. Qualitative approach on the other hand is concerned with subjective assessment of attitudes, opinions and behaviour. For this study quantitative research approach was followed to examine the effect organizational culture on employees' commitment, as quantitative technique helps to explore, present, describe and examine relationships and trends within data and as it also supports to collect results in numerical and standardized data (Saunders, Lewis and Thorhill, 2009).

3.5. Sampling Design

3.5.1. Target Population

Population is the total collection objects, people and even events to be studied (Walliman, 2011). The target populations for study were professional employees of Oromia International bank branches located in Addis Ababa and those who are working in the head office of the bank. The total numbers of permanent employees who are working in the branches which are located in Addis Ababa and in head office were **1535**.

3.5.2. Sampling Size Determination

The ever increasing values for research have formed a need for an efficient method of determining the sample size desired to be representative of a selected population. Therefore, representative sample of these bank employees was calculated based on formula for sample size determination and for finite population.

According to Kothari (2004) it is given by the formula;

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 \cdot (N-1) + z^2 \cdot p \cdot q}$$

Where, **n** = the desired sample size

z = the value of the standard variation at a given confidence level (to be read from the table giving the areas under normal curve)

p = the proportion of target population estimated (50%)

$$q = 1-p$$

e = acceptable error (the precision) N = population size

Therefore, representative sample of population will be determined at 95% degree of confidence.

Hence at 95% degree of confidence,

Z=1.96 p=0.5 q=1-p e=5% (0.05); by substituting;

$$n = \frac{(1.96)^2 (0.5) (0.5) (1535)}{(0.05)^2 (1535-1) + (1.96)^2 (0.5) (0.5)} = 307.39 \text{ which is approximately equal to } 307.$$

For this study the researcher was used the above formula by considering sampling technique to minimize sampling error and to determine the sample size of 307 from 1535 permanent employees of head office and Addis Ababa city branches of OIB.

3.5.3. Sampling Technique

According to Sekeran (2001) Sample as a portion of the population that has attributes as the entire population. As for this study it was assumed that the all branches of OIB operate in a similar manner with respect to policies and practices despite the fact that they are located in geographical areas that span the state, the researcher were used to study stratified sampling technique to select the pertinent sample and the basis of stratification was geographical area location of the bank. Stratified proportionate random sampling technique produce the overall population parameters with greater precision and ensures a more representative sample is derived from a relatively heterogonous population Denscombe, (2007). From each stratum the study was used simple random sampled to select 307 respondents. The technique is the most appropriate in that it were allowed the researcher to use statistical methods to analyze sample results.

TABLE3. 1: Sampling frame

Head office and Addis Ababa District	Total no of employees	Sample size	Percentage
Head office	525	110	35.8%
East	259	55	17.9%
West	259	55	17.9%
North	233	32	10.5%
South	259	55	17.9%
Total	1535	307	100%

Source: From HR planning, performance management and MIS Division of OIB Jan, 2020.

The distribution of the sample is on the bases of selected branches randomly from head office and each district from the list of employee data by using a lottery system in order to select certain number.

3.6. Sources of Data

The researcher were used both primary and secondary data in order to get a picture of the present situations regarding the organizational culture in OIB and its effect on employees' commitment. Accordingly, primary data were collected from the Employees of OIB by using structured questionnaire. Furthermore, the researcher was used secondary data such as relevant journal articles, books and Company profile.

3.7. Questionnaire Design

For this research, the questions in the questionnaire were closed-ended or structured in order to ease the process of analyzing the data from respondents. A scale developed by Denison and Neale (2011) four cultural traits Involvement, Consistency, Adaptability and Mission was used. And this research was measured by three dimensions, namely: continuance commitment, normative commitment and affective commitment (Allen and Mayer, 1990). The questionnaire were consists of three sections, section one was be designed to collect respondent's demographic information, and in section two, it consists of questions about the organization culture and section three consists of questions related to employees' commitment. Questions related with demographic information were designed by simple English to reduce misunderstanding and uncertainties on the questions by the respondents. The questionnaire leads to a better understanding towards the organization culture and employees commitment in OIB.

3.8. Methods of Data Analysis

The data analysis was both descriptive and inferential. Descriptive statistics such as frequencies, percentages, means and standard deviations were used to summarize and present the data. Inferential statistics such as, correlation coefficient and multiple regressions were applied so as to see the relationship between organizational culture dimensions and

employees' commitment. For analysis, Statistical Package for Social Science (SPSS) software version 24 was applied.

The data analyses were include a profile of the respondents, descriptive data analyses, multiple regression analysis and some regression assumption tests. According to Anderson, Babin, & Black (2010), the regression analysis was used to examine the relationship between organizational culture and employees' commitment. The multiple regression analysis is the main technique which was used to examine the relationships between the organizational culture and employees' commitment for the case OIB for this research. The multiple regressions are a suggested technique which is widely used to analyze the relationships between a single dependent variable and a set of independent variables. It is a statistical tool that is usually used when both the dependent and independent variables are available (Hair et al., 2010).

3.9. Model Specification

Model specification can be defined as the existence of formally stating a model. It shows the explicit change of theory into mathematical equations and involves using all the available relevant theory research and information and developing a theoretical model. The following model was proposed for the purpose of running multiple linear regressions that is necessarily to test the effects and statistical significance level of organization culture on employees' commitment in Oromia international bank S.C.

Research Model,

$$EMPCOMMi = \alpha + \beta_1 INVOi + \beta_2 CONSi + \beta_3 ADAPi + \beta_4 MISSi + \epsilon_i$$

Where,

EMPCOMM = Dependent variable (Employees' commitment)

α = constant

β = (Beta value) coefficient of slope of regression model

INVO = Involvement

CONS= Consistency

ADAP= Adaptability

MISS= Mission

ϵ_i = error terms

3.10. Validity and Reliability

3.10.1. Validity

Validity is that the extent, to which data accurately reflects what they are meant to reflect, i.e., the instrument measures what is supposed to measure. Accordingly, the questionnaire were adapted from Denison and Neale (2011) and Allen and Mayer (1990), standard questions in order to increase its validity. Besides, the researcher discussed with the advisor about the questionnaires before it was distributed in order to assure the validity of the study.

3.10.2. Reliability

According to Kothari (2004), reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire.

One of the foremost commonly used indicators of internal consistency is Cronbach's alpha coefficient. According to Pallant (2005), the Cronbach's alpha coefficient of scales should be at least 0.70 and the higher the better. Therefore, as shown on table 3.2 below, the results for reliability test of Cronbach's Alpha Coefficients are above 0.7. Therefore, it can be concluded that each variable represents a reliable and valid construct.

TABLE3. 2: Measurement of reliability Analysis

Variables	Cronbach's Alpha	N of Items
Involvement	.834	9
Consistency	.826	9
Adaptability	.806	9
Mission	.852	9
Employees' Commitment	.831	15

Source: Own Survey, computed in SPSS, 2020

3.11. Ethical Consideration

As far as possible, efforts were made to consider some ethical matters. Out of which soliciting explicit consent from the respondents the first so as to ensure their participation to the study is not out of their own volitions. The researcher was ensured that the respondents were aware of the objectives of the research and their contribution to its completion. Furthermore, treating the respondents with respect and courtesy is another ethical issue which is considered during the survey. Maximum efforts were exerted to make respondents feel at ease and more likely to give honest responses to the questionnaire. Various ethical issues were also carefully followed in the data analysis process.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter contains data presentation, analysis, interpretation and discussion on findings under each presentation, aimed at achieving the research objective. In this regard, the chapter discusses the response rate; descriptive analysis on both independent and dependent variables; the result of tests of assumptions; inferential analysis which is performed to examine relationship of variables, influence of independent variable over dependent variable was examined and hypothesis analysis was tested.

A total of 307 questionnaires were distributed out of which 291 (94.8%) were responded, while 16 (5.2%) questionnaires were not returned from respondents. Therefore, 291 questionnaires served as a source of data for analysis, findings presentation and drawing conclusions.

4.1.1. Demographic Profile of Respondents

This section presents a descriptive analysis of the personal profile of the respondents of Oromia International Bank. The personal profile includes the gender, age, education level, marital status, years of experience in the present bank, and member of promotion received. The demographic characteristics of those respondents are summarized in the table 4.1 below.

TABLE4. 1: Demographic profile of Respondents

	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
GENDER	Male	180	61.9	61.9
	Female	111	38.1	100
	Total	291	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
AGE	18-25 years	69	23.7	23.7
	26-35 years	188	64.6	88.3
	36-50 years	33	11.3	99.7

	>50 years	1	0.3	100
	Total	291	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
MARITAL STATUS	Single	149	51.2	51.2
	Married	142	48.8	100
	Total	291	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
EDUCATION LEVEL	Diploma/TVET	19	6.5	6.5
	Bachelor's Degree	223	76.6	83.2
	Master's Degree	49	16.8	100
	Total	291	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
SERVICE	<1 Years	64	22	22
	1-5 Years	149	51.2	73.2
	6-10 Years	60	20.6	93.8
	>10 Years	18	6.2	100
	Total	291	100	
	ITEM	FREQUENCY	PERCENT	CUMMULATIVE PERCENT
POSITION	Managerial	41	14.1	14.1
	Non-Managerial	250	85.9	100
	Total	291	100	

Source: Own Survey, computed in SPSS, 2020

As shown in the above table 4.1 presents the demographic information of the respondents. Considering the gender of the respondents, 180 (61.9%) of the respondents are males while the rest 111 (38.1%) were females. This indicates that majority of the respondents in the study were male employees which also could reveal most of the employees of the bank are male.

The table also discloses that the large number respondents dominated by the age group of 26-35 was 188 (64.6%) , respondents whose age fall in the age group of 18-25 years was 69 (23.7%), those in the age group of 36-40 years were 33 (11.3%) and those above 50 years

where accounted for a tiny 0.3%. This could reveal that the largest proportions of the Bank's employees (88.3%) are in the relatively younger age group which may imply the likely competitive advantage in realizing the Bank's vision because of having a young energetic and trainable workforce. Looking at the marital status of the respondents, the bank's employees who participated in the survey were single 149 (51.2%) and those who were married 142 (48.8%).

With regard to educational level of the respondents, the largest portions 223 (76.6%) were university graduates with Bachelor's degree, 19 (6.5%) of them were College graduates with Diploma/TVET and the remaining 49 (16.8%) of them were Second Degree or Master's Degree holders. This reveals that the majority of the employees of the bank are first degree holders.

In terms of work experience or service years, the majority 149 (51.2%) of the respondents served the Bank between 1 and 5 years, 64 (22%) of the respondents served the Bank less than 1 Years, 60 (20.6%) of the respondents served the Bank between 6 Years to 10 Years and the rest 18 (6.2%) of the respondents served the Bank for more than 10 Years. In General, about 93.8% of the respondents have 10 years and less experience in the bank.

Whereas, as far as the position of employees is concerned, the majority 250 (85.9%) of the employees of the bank involved in the survey had a non-managerial position and only 41 (14.1 %) of the respondents had a managerial position.

4.2. Descriptive analysis on organizational culture dimensions

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

Thus, the mean indicates to what extent the sample group on average agrees or disagrees with the different statements. Marczyk et al., (2005) stated that the lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement.

Thus, the bench mark for the descriptive analysis of this study was a mean score between 1 and 2.33 indicates low agreement, a mean score between 2.34 and 3.67 indicates moderate

(medium) agreement and a mean score of 3.68 or above indicates strong agreement (Zaidatol et al., 2012).

4.2.1. Involvement

TABLE4. 2: Descriptive statistics summary result of Involvement dimension of organizational culture

Questions	Responses					Mean	Std.dev
	1 SDA	2 D	3 N	4 A	5 SA		
Decision are made at the level where information is available in the bank	13 (4.5%)	55 (18.9%)	17 (5.8%)	114 (39.2%)	92 (31.6%)	3.75	1.214
Employees believes that they can have a positive impact	21 (7.2%)	41 (14.1%)	20 (6.9%)	107 (36.8%)	102 (35.1%)	3.78	1.261
Information is widely shared so that employees can get the information they need	28 (9.6%)	36 (12.4%)	24 (8.2%)	112 (38.5%)	91 (31.3%)	3.69	1.292
Cooperation across different parts of the organization is encouraged	24 (8.2%)	36 (12.4%)	24 (8.2%)	77 (26.5%)	130 (44.7%)	3.87	1.325
Teamwork is used to get work done, rather than hierarchy	23 (7.9%)	29 (10.0%)	23 (7.9%)	86 (29.6%)	130 (44.7%)	3.93	1.279
Employees work like they are part of a team	18 (6.2%)	35 (12.0%)	18 (6.2%)	90 (30.9%)	130 (44.7%)	3.96	1.245
There is a continuous investment to develop the skills of employees	41 (14.1%)	46 (15.8%)	26 (8.9%)	67 (23.0%)	111 (38.1%)	3.55	1.476
The capabilities of employees are viewed as an important source of competitive advantage	37 (12.7%)	37 (12.7%)	22 (7.6%)	85 (29.2%)	110 (37.8%)	3.67	1.415
Authority is delegated so that employees can act on their own	32 (11.0%)	43 (14.8%)	18 (6.2%)	91 (31.3%)	107 (36.8%)	3.68	1.384
Total grand mean and standard deviation						3.77	1.321

SDA – Strongly Disagree, D - Disagree, N - Neither agree nor disagree, A - Agree, SA - Strongly agree
Source: Own Survey, computed in SPSS, 2020

The above table 4.2 sought that majority of the respondents 206 (70.8%) agreed and strongly agreed that decisions were usually made at the level where right information is available in the bank. The mean score of 3.75 also infers that the sample group on average highly agreed on the first item under involvement. When employees were asked if they believe they can have a positive impact 209 (71.9%) of the respondents confirmed agreed and strongly agreed and the mean score of 3.78 employees on average agreed the positive impact employees for the banks progress if they are empowered and involved. Besides when employees asked information is widely shared so that employees can get the information they need, 203 (69.8%) of the respondents agreed and strongly agreed and the mean score of 3.93 implied that the sample employees on average highly agreed that they can get the information they need as information is widely shared in the bank.

Therefore, the researcher generalized that majority of the respondents agreed on the attributes of empowerment under the dimension of involvement in the bank.

On the other hand, the mean score of 3.87 on average showed that and also 207 (71.2%) of the respondents agreed and strongly agreed on the active encouragement of cooperation across different parts of the organization. Mean Score of 3.93 implied that and 216 (74.2%) of the respondents agreed and strongly agreed that Team work is used to get work done, rather than hierarchy in Oromia international bank. And also the highest mean score for responses on the item under team orientation dimension of involvement was 3.96 and 220 (75.6%) of respondents agreed and strongly agreed on “I work like I am part of the team” which implies that employees were exerting team effort to get work done and it indicates the existence of team work spirit in the bank.

In line with this, the researcher summarized that majority of the respondents in the Oromia International Bank, agreed that the existence of active encouragement of cooperation across different parts of the bank, agreed on the utilization of Team work to get the work done, rather than hierarch and also agreed on they work like they are part of the team.

Furthermore, 178 (61.1%) respondents agreed and strongly agreed that there is a continuous investment to develop the skills of employees in the bank. Its mean score of 3.55 also implies that the sample group on average moderately agreed on there is a continuous investment to develop the skills of employees first item under involvement. In addition to that, the mean score of 3.66 implied that respondents on average moderately agreed and 195 (67%) of the respondents agreed and strongly agreed on the consideration of employees’ capabilities as an

importance source of competitive advantage in the bank. At last, the mean score of 3.54 implies that; and 198 (68.1%) of the respondents agreed & strongly agreed on the existence of delegation of Authorities to employees to act on their own.

Generally the researcher summarizes, from the total grand mean value 3.77 and standard deviation 1.321 indicates that respondents were highly agreed on that involvement is an important dimension of organizational culture which helps to increase the level of empowerment, team work, build human capability and sense of ownership in Oromia International Bank.

4.2.2. Consistency

TABLE4. 3: Descriptive statistics summary result of Consistency dimension of organizational culture

Questions	Responses					Mean	Std.dev
	1 SDA	2 D	3 N	4 A	5 SA		
Managers "practice what they preach"	36 (12.4%)	53 (18.2%)	29 (10.0%)	70 (24.1%)	103 (35.4%)	3.52	1.439
There is a consistent set of values that govern the way the bank does business	36 (12.4%)	32 (11.0%)	26 (8.9%)	88 (30.2%)	109 (37.5%)	3.69	1.389
There is an ethical code that guides employees' behavior and tells right from wrong	35 (12.0%)	34 (11.7%)	20 (6.9%)	93 (32.0%)	109 (37.5%)	3.71	1.384
When disagreements occur, employees work hard to achieve a "win-win" solutions	34 (11.7%)	32 (11.0%)	46 (15.8%)	75 (25.8%)	104 (35.7%)	3.63	1.370
There is a clear agreement in the bank regarding the right way and the wrong way to do things	34 (11.7%)	41 (14.1%)	16 (5.5%)	97 (33.3%)	103 (35.4%)	3.67	1.385
It is easy to reach consensus, even on conflicting issues	33 (11.3%)	42 (14.4%)	34 (11.7%)	78 (26.8%)	104 (35.7%)	3.61	1.389
Employees from different parts of the organization share a common perspective	40 (13.7%)	46 (15.8%)	19 (6.5%)	92 (31.6%)	94 (32.3%)	3.53	1.429
It is easy to coordinate projects across different parts of the organization	44 (15.1%)	57 (19.6%)	29 (10.0%)	83 (28.5%)	78 (26.8%)	3.32	1.436

The approach to doing business is very consistent	31 (10.7%)	60 (20.6%)	19 (6.5%)	85 (29.2%)	96 (33.0%)	3.53	1.403
Total grand mean and standard deviation						3.59	1.403

SDA – Strongly Disagree, D - Disagree, N - Neither agree nor disagree, A - Agree, SA - Strongly agree
Source: Own Survey, computed in SPSS, 2020

As shown in the above table 4.3, the mean score of 3.52 implies that the respondents moderately agreed and also 173(59.5%) of the respondents agreed and strongly agreed on the Managers "practice what they preach". On the other hand, the mean score of 3.69 implies that the respondents on average agreed on the existence of clear and consistent set of values and also 197(67.7%) of the respondents agreed and strongly agreed that there is a clear and consistent set of values that govern the way the company do its business. Besides 278 (84%) of the respondents agreed and strongly agreed and also the mean value 3.71 indicates that there is an ethical code that guides employees' behavior and tells them right from wrong in bank.

Furthermore, mean score of 3.63 implies that the respondents on average moderately agreed on when disagreements occur, employees work hard to achieve a "win-win" solutions and 179 (61.5%) of the respondents agreed and strongly agreed that it was easy reach on the consensus even on difficult issues and challenging situations in the bank. On the other hand, the mean score of 3.67 implies that and 200 (68.7%) of the respondents agreed and strongly agreed on there is a clear agreement regarding the right way and the wrong way to do things. Besides, the mean score 3.61 and 182 (62.5%) under consistency indicates that the respondents where agreed and strongly agreed on the item "It is easy to reach consensus, even on conflicting issues." In line with this, the researcher summarized that majority of the respondents agreed on that employees work hard to achieve a win-win solution when disagreement occur, "There is an ethical code that guides behavior and that tells right from wrong" and also easy to reach consensus, even if the conflict happened in the bank.

On the other hand, the mean score of 3.53 on average showed that and also 186 (63.9%) of the respondents agreed and strongly agreed on the Employees from different parts of the organization share a common perspective. Relatively the least Mean Score 3.32 item under consistency dimension implied that and 161 (55.3%) of the respondents agreed and strongly agreed that it is easy to coordinate projects across different parts of the organization. The mean score of the last item under consistency, 3.53 indicated that and 181 (62.2%) of the

respondents shows their agreement on the consistency and predictability of the approach to do business in Oromia International Bank.

At last the researcher summarizes that from the total grand mean value 3.59 and standard deviation 1.403 indicates that respondents were moderately agreed on that consistency dimension of organizational culture.

4.2.3. Adaptability

TABLE4. 4: Descriptive statistics summary result of Adaptability dimension of organizational culture

Questions	Responses					Mean	Std.dev
	1 SDA	2 D	3 N	4 A	5 SA		
In the bank improved ways to do work are continually adapted	18 (6.2%)	27 (9.3%)	9 (3.1%)	117 (40.2%)	120 (41.2%)	4.01	1.173
Different parts of the organization cooperate to create change	29 (10.0%)	42 (14.4%)	23 (7.9%)	93 (32.0%)	104 (35.7%)	3.69	1.350
The bank responds to competitors actions and other changes in the business Environment	36 (12.4%)	43 (14.8%)	21 (7.2%)	94 (32.3%)	97 (33.3%)	3.59	1.397
Customers comment leads to changes and influences decision making	30 (10.3%)	42 (14.4%)	23 (7.9%)	92 (31.6%)	104 (35.7%)	3.68	1.359
Employees understand customers wants and needs	31 (10.7%)	37 (12.7%)	25 (8.6%)	98 (33.7%)	100 (34.4%)	3.68	1.343
Customers inputs directly influences company's decisions	23 (7.9%)	41 (14.1%)	35 (12.0%)	74 (25.4%)	118 (40.5%)	3.77	1.324
Innovations are encouraged	34 (11.7%)	43 (14.8%)	23 (7.9%)	73 (25.1%)	118 (40.5%)	3.68	1.425
Learning is an important objective in a day-to-day work of the bank	33 (11.3%)	33 (11.3%)	17 (5.8%)	85 (29.2%)	123 (42.3%)	3.80	1.386
The bank view failures as an opportunity for learning and improvement	55 (18.9%)	68 (23.4%)	15 (5.2%)	66 (22.7%)	87 (29.9%)	3.21	1.541
Total grand mean and standard deviation						3.68	1.366

SDA – Strongly Disagree, D - Disagree, N - Neither agree nor disagree, A - Agree, SA - Strongly agree
Source: Own Survey, computed in SPSS, 2020

As indicated on the above table 4.4, the respondents were asked if new and improved ways to do work were continually adapted in the company, relatively the highest 237 (81.4%) of the respondents agreed and strongly agreed and the highest mean score of 4.01 indicated that the sample respondents on average highly agreed that the bank continually adapted new and improved ways to do work which helped the bank to be the most competent in local and global market. 197 (67.7%) of the respondents agreed and strongly agreed that and also the mean score of 3.69 implied that the respondents on average agreed on which different parts of the organization often cooperate to create changes in the company. On the other hand, the mean score of 3.59 indicated that the respondents on average moderately agreed and 191 (65.6%) of the respondents agreed and strongly agreed that the bank responds to competitors actions and other changes in the business Environment.

When the respondents were asked on the “Customers comment leads to changes and influences decision making” 196 (67.4%) of the respondents agreed and strongly agreed and the mean of 3.68 implied that respondents on average agreed on that Customers comment leads to changes and influences decision making. And also 3.68 mean score and 198 (68.1%) of the respondents agreed and strongly agreed that employees understand customers wants and needs. On the other hand, 192 (65.9%) of the respondents agreed and strongly agreed and the mean of 3.77 implied that respondents on average highly agreed on customers inputs directly influences company’s decisions.

Out of the total respondents, 191(65.6%) of them agreed and strongly agreed that Innovations are encouraged in the bank. And also relatively the second highest mean value score of 3.80 implied that the respondents on average highly agreed on the Learning is an important objective in a day-to-day work of the bank. Besides, 208 (71.5%) of the respondents agreed and strongly agreed on the Learning is an important objective in a day-to-day work of the OIB. On the other hand, relatively least mean score from the items under adaptability dimension is 3.21 on “The bank view failures as an opportunity for learning and improvement” and 153 (52.6%) of the respondents agreed and strongly agreed that the bank view failures as an opportunity for learning and improvement.

In general, from the total grand mean value 3.68 and standard deviation 1.366 indicates that the bank is relatively better in terms of adapting to various changes and the changing business environment. This could help the bank to cope with the recurrent changes which are happening and will happen in the coming future.

4.2.4. Mission

TABLE4. 5: Descriptive statistics summary result of Mission dimension of organizational culture

Questions	Responses					Mean	Std.dev
	1 SDA	2 D	3 N	4 A	5 SA		
There is a clear mission that gives meaning and direction	30 (10.3%)	16 (5.5%)	9 (3.1%)	87 (29.9%)	149 (51.2%)	4.06	1.301
The banks strategic direction is clear to me	30 (10.3%)	21 (7.2%)	18 (6.2%)	92 (31.6%)	130 (44.7%)	3.93	1.314
There is a long-term purpose and direction of the bank	31 (10.7%)	20 (6.9%)	15 (5.2%)	77 (26.5%)	148 (50.9%)	4.00	1.342
Leaders set goals that are ambitious, but realistic	29 (10.0%)	29 (10.0%)	27 (9.3%)	71 (24.4%)	135 (46.4%)	3.87	1.357
The bank continuously track its progress against the stated goals	29 (10.0%)	30 (10.3%)	22 (7.6%)	80 (27.5%)	130 (44.7%)	3.87	1.349
There is widespread agreement about the goals of the company	25 (8.6%)	35 (12.0%)	16 (5.5%)	79 (27.1%)	136 (46.7%)	3.91	1.332
Employees have a shared vision of what the organization will look like in the future	26 (8.9%)	34 (11.7%)	18 (6.2%)	76 (26.1%)	137 (47.1%)	3.91	1.342
Leaders have a long-term viewpoint	29 (10.0%)	34 (11.7%)	23 (7.9%)	87 (29.9%)	118 (40.5%)	3.79	1.346
The bank's vision creates excitement and motivation for employees	28 (9.6%)	30 (10.3%)	21 (7.2%)	110 (37.8%)	102 (35.1%)	3.78	1.288
Total grand mean and standard deviation						3.91	1.331

SDA – Strongly Disagree, D - Disagree, N - Neither agree nor disagree, A - Agree, SA - Strongly agree
Source: Own Survey, computed in SPSS, 2020

As shown in the above table 4.5, the highest mean score of 4.06 implied that the respondents on average strongly agreed on there is a clear mission that gives meaning and direction in the bank. Besides, 236 (81.1%) of the respondents agreed and strongly agreed on there is a clear mission that gives meaning and direction in OIB. Similarly, 222(76.3%) of the respondents who participated in the study agreed and strongly agreed on the clarity of the banks strategic direction to them and the mean value of 3.93 indicated that the respondents agreed on the

clarity of the banks strategic direction of the bank. Furthermore, mean score of 4.00 implied that the respondents on average strongly agreed and 225 (77.4%) of the respondents agreed and strongly agreed that on the presence of long-term purpose and direction of the bank. On the other hand, the mean score of 3.87 indicated that the respondents on average agreed and 206(70.8%) of the respondents agreed and strongly agreed on the item “Leaders set goals that are ambitious, but realistic” under Mission. This implies that the goals set by Leaders were achievable and realistic.

When respondents requested, the bank continuously track its progress against the stated goals that 210 (72.2%) of the respondents agreed & strongly agreed and the mean value 3.87 also indicates that most of respondents agreed on the bank continuously track its progress against the stated goals. On the other hand, Mean score of 3.91 implies that the respondents on average agreed; and 215 (73.8%) of the respondents agreed and strongly agreed that there is widespread agreement about the goals of the bank.

Furthermore, the mean value of 3.91 and 213 (73.2%) of the respondents agreed and strongly agreed on the employees have a shared vision of what the organization will look like in the future under mission. When respondents requested, Leaders have a long-term viewpoint that 205(70.4%) of the respondents agreed and strongly agreed and the mean value 3.79 also indicates that Leaders have a long-term viewpoint in the bank. Moreover, the mean value of 3.78 and 212 (72.9%) of the respondents agreed and strongly agreed on the bank’s vision creates excitement and motivation for employees.

Generally the researcher summarizes that relatively high total grand mean value 3.91 of mission dimension of organizational culture than other dimension and standard deviation 1.331. This indicates that employees give more value and agree with the measure of mission statements and company has clear mission, vision, goals and objectives whose implementation status is checked periodically.

4.3. Descriptive analysis on employees' commitment

TABLE4. 6: Descriptive statistics summary result of employees' commitment

Questions	Responses						Mean	Std.dev
	1 SDA	2 D	3 N	4 A	5 SA			
I would be very happy to spend the balance of my career with my current organization.	37 (12.7%)	31 (10.7%)	28 (9.6%)	94 (32.3%)	101 (34.7%)		3.66	1.379
I enjoy discussing my organization with outsiders.	36 (12.4%)	36 (12.4%)	24 (8.2%)	112 (38.5%)	83 (28.5%)		3.58	1.345
I do not feel like "part of the family" at my organization.	58 (19.9%)	90 (30.9%)	25 (8.6%)	71 (24.4%)	47 (16.2%)		2.86	1.408
I do not feel a 'strong' sense of belonging to my organization.	52 (17.9%)	105 (36.1%)	28 (9.6%)	98 (33.7%)	8 (2.7%)		2.67	1.192
I do not feel emotionally attached to my organization.	38 (13.1%)	68 (23.4%)	20 (6.9%)	108 (37.1%)	57 (19.6%)		3.27	1.358
AFFECTIVE COMMITMENT	44 (15.2%)	66 (22.7%)	25 (8.58%)	97 (33.2%)	59 (20.4%)		3.21	1.336
It would be very difficult for me to leave my organization right now - even if I wanted to.	46 (15.8%)	78 (26.8%)	29 (10.0%)	104 (35.7%)	34 (11.7%)		3.01	1.316
One of the major reasons that I continue to work for my current organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits that I have here	42 (14.4%)	87 (29.9%)	31 (10.7%)	101 (34.7%)	30 (10.3%)		2.97	1.281
One of the few negative consequences of leaving my organization is the scarcity of available alternatives	45 (15.5%)	78 (26.8%)	17 (5.8%)	88 (30.2%)	63 (21.6%)		3.16	1.427
I am not afraid what might happen if I quit my job without having another one lined up	53 (18.2%)	48 (16.5%)	26 (8.9%)	94 (32.3%)	70 (24.1%)		3.27	1.453
At this point, remaining								

with my organization is a matter of necessity as much as desire	33 (11.3%)	54 (18.6%)	31 (10.7%)	109 (37.5%)	64 (22.0%)	3.40	1.318
CONTINUANCE COMMITMENT	44 (15.04%)	69 (23.72%)	22 (9.22%)	99 (34.08%)	52 (17.94%)	3.16	1.068
I believe that these days, people move from one company to another too frequently	40 (13.7%)	39 (13.4%)	32 (11.0%)	112 (38.5%)	68 (23.4%)	3.44	1.347
One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here	37 (12.7%)	34 (11.7%)	35 (12.0%)	129 (44.3%)	56 (19.0%)	3.46	1.279
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	50 (17.2%)	86 (29.6%)	32 (11.0%)	91 (31.3%)	32 (11.0%)	2.89	1.315
I do not believe that a person must always be loyal to his / her organization	46 (15.8%)	62 (21.3%)	25 (8.6%)	114 (39.2%)	44 (15.1%)	3.16	1.349
Things were better in the old days when people stayed with one organization for most of their careers	41 (14.1%)	45 (15.5%)	39 (13.4%)	88 (30.2%)	78 (26.8%)	3.40	1.392
NORMATIVE COMMITMENT	43 (14.7%)	53 (18.3%)	33 (11.2%)	107 (33.7%)	56 (19.1%)	3.27	1.337
Total grand mean and standard deviation						3.21	1.247

SDA – Strongly Disagree, D - Disagree, N - Neither agree nor disagree, A - Agree, SA - Strongly agree
Source: Own Survey, computed in SPSS, 2020

The above table 4.6 shows that the mean score of 3.21 on the total average variables under affective commitment shows that the sample respondents moderately agreed, 1.336 standard deviation which reveal that variables have variation in respondents perception for these study questions and also 156 (53.6%) of the respondents i.e. more than half of the respondents, agreed & strongly agreed on the questions asked under affective commitment in OIB. The remaining 110 (37.9%) and 25 (8.58%) of the respondents were disagreed and strongly disagreed and neutral on the item respectively.

In addition, mean score of 3.16 implies that the respondents moderately agreed on the item of continuance commitment and 1.068 standard deviation reveals that respondents were insight for the questions. 151(52.02%) of the respondents were agreed and strongly agreed on the

item listed under continuance commitment and 22(9.22%), 110(38.76%) respondents were disagreed and neutral respectively in the bank.

Furthermore, 163(52.8%) of total respondents were agreed and strongly agreed on the questions asked under normative commitment in the bank. Relatively the highest mean score of 3.27 on the total average variables under normative commitment than other commitment variables which indicates that the sample respondents moderately agreed on the normative commitment and 1.337 standard deviation which reveals that variables have variation in respondents' perception for these study questions in the bank.

Generally, the researcher summarize that relatively among employees' commitment variables normative commitment had higher mean score 3.27 followed affective commitment and continuance commitment mean score 3.21 and 3.16 respectively which implies that the employee continue to work in the bank because they feel a sense of moral obligation to remain. The total grand mean value 3.21 and standard deviation 1.247 indicates that respondents were moderately agreed on employees' commitment.

4.4. Correlation Analysis

Correlation analysis is a technique used to indicate the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund et al, 2013).

This study employs correlation analysis, which investigates the strength of the relationships between organizational culture dimensions (involvement, consistency, adaptability and mission) and employees' commitment. In order to evaluate this relationship and for the purpose of this study, Pearson correlation analysis was used to provide evidences.

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

As per Marczyk et al., (2005) correlations of .01 to .30 are considered as weak, correlations of .30 to .70 are considered as moderate, correlations of .70 to .90 are considered as strong,

and correlations of .90 to 1.00 are considered as very strong. So to determine the relationship between the selected four organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) and employees' commitment, Pearson correlation was computed in the table 4.7 below.

TABLE 4. 7: Correlation coefficients between dependent and independent variables

		Employees' Commitment	Involvement	Consistency	Adaptability	Mission
Employees' Commitment	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	291				
Involvement	Pearson Correlation	.723**	1			
	Sig. (2-tailed)	.000				
	N	291	291			
Consistency	Pearson Correlation	.745**	.785**	1		
	Sig. (2-tailed)	.000	.000			
	N	291	291	291		
Adaptability	Pearson Correlation	.730**	.775**	.768**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	291	291	291	291	
Mission	Pearson Correlation	.701**	.728**	.716**	.744**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	291	291	291	291	291

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

Source: Own Survey, computed in SPSS, 2020

The above table 4.7 explains the relationship between the overall organizational culture and employees' commitments. Based on the output of the correlation matrix; the results indicated

that there is a strong positive and significant correlation between involvement dimension of organizational culture and employees' commitment ($r=0.723$, $p<0.01$). Moreover, consistency dimension of organizational culture had stronger positive and statistically significant correlation with employees' commitment ($r=0.745$, $p<0.01$) than the other cultural dimensions. Following to consistency, the result indicated that adaptability dimension of organizational culture had strong positive and significantly correlated with employees' commitment ($r=0.730$, $p<0.01$). Relatively mission dimension of organizational culture had correlation with $r=0.701$, $p<0.01$ to employees' commitment than other cultural dimensions. Generally, the above correlation result shows that all the selected organizational cultural dimensions based on Denison's cultural model i.e. involvement, consistency; adaptability and mission had strong level of positive correlation to employees' commitment in the bank and all variables statistically significant with each other.

4.5. Multiple Regression Analysis

Multiple regression analysis is used to discover the relationship between one dependent variable and a number of independent variables or predictors (Pallant, 2005). Multiple regression also tells that how much of the variance in the dependent variable can be explained by independent variables.

According to Ballance (2004), the correct use of the multiple regression models involves that several critical assumptions be satisfied in order to apply the model and establish validity. Inferences and generalizations about the theory are only valid if the assumptions in an analysis have been tested and fulfilled.

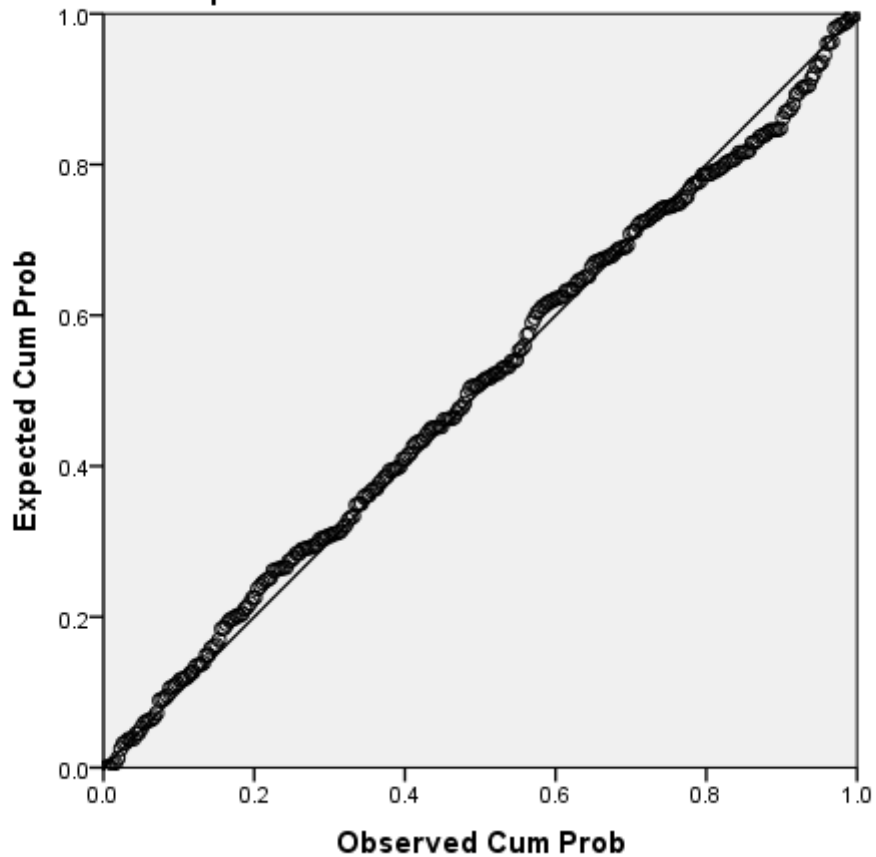
Before running out multiple regression analysis, the researcher has conducted the required preliminary assumptions that the data must meet to make the analysis reliable and valid. The following assumptions of multiple linear regressions were tested using SPSS.

4.5.1. Linearity Assumption Test

Linearity defines the dependent variable as a linear function of the predictor (independent) variable (Balance, 2004). If the data are normally distributed then the data points was be close to the diagonal line. Linearity assumption was tested by producing scatterplots of the relationship between independent variable and the dependent variable. By visually looking at the scatterplot produced by SPSS, the relationship between independent variable and the dependent variable found to be linear as shown in the figure below.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Commitment

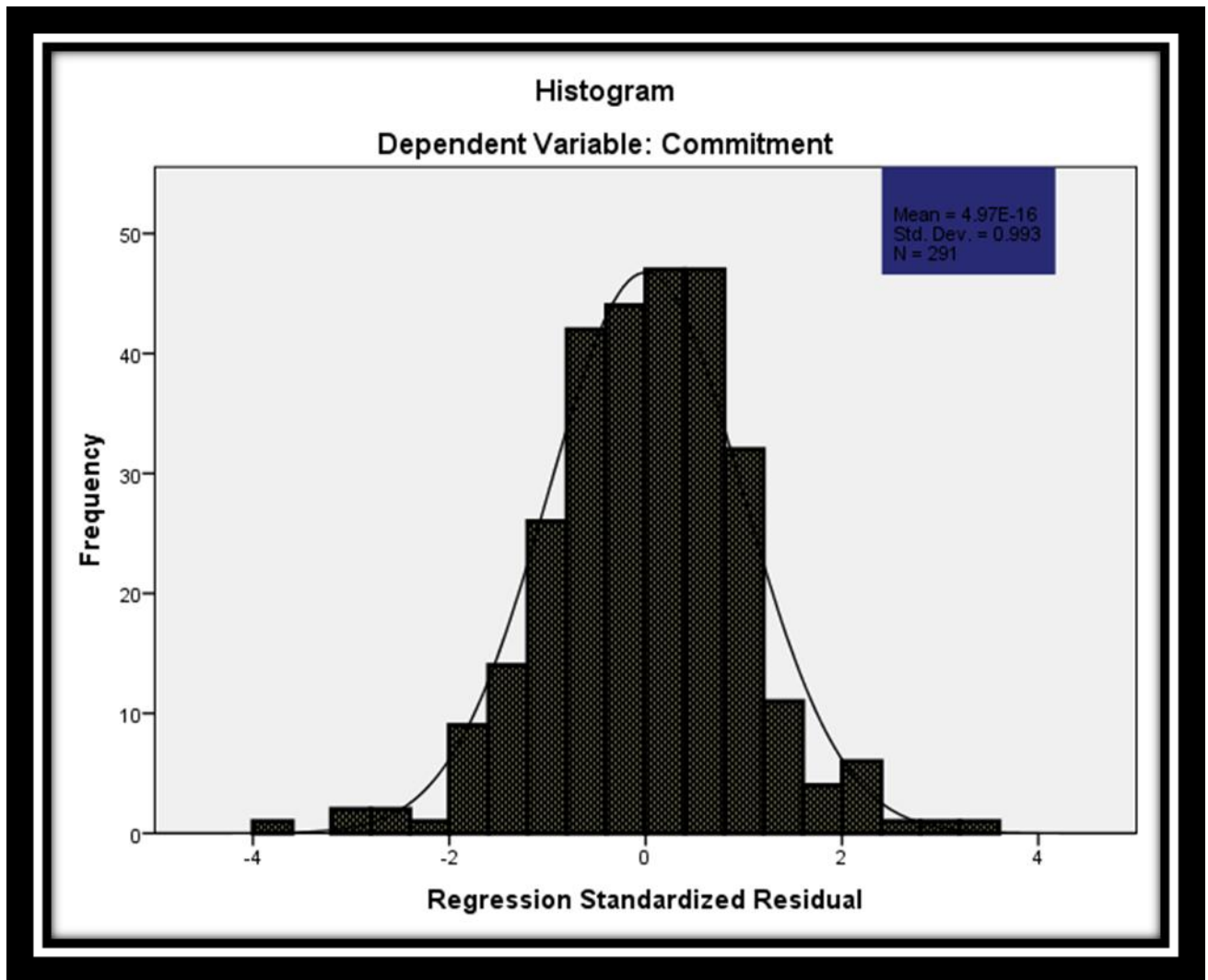


Source: Own Survey, computed in SPSS, 2020

Figure4. 1: Linearity Assumption test

4.5.2. Normality Assumption Test

Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes. Normality test is used to determine whether the error term is normally distributed. Therefore, normality test for the data used in this study were shown by the following histogram which we can clearly see that error terms are normally distributed.



Source: Own Survey, computed in SPSS, 2020

Figure4. 2: Normality Assumption Test

4.5.3. Multicollinearity Assumption Test

Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated with other. One major assumption that applies in multiple regression analysis was the existence of a very high correlation between the independent variables of the study which is termed as Multicollinearity (Burns, 2008). This may lead to the inconsistent effect, whereby the regression model fits the data well, but none of the predictor variables has a significant effect in predicting the dependent variable. In this research multicollinearity was checked with tolerance and VIF statistics. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly designates a serious collinearity problem. Burns (2008) also state that a VIF value greater than 10 is also a concerns there were a serious collinearity problem. Field (2009), also underline that, values for “tolerance” below 0.1 indicate serious problems,

although several statisticians suggests that values for “tolerance” below 0.2 are worthy of concern. As indicated in the table 4.8 below in this study, all of the independent variables (involvement, consistency, adaptability and mission) were found to have a tolerance of more than 0.1 and a VIF value of less than 10 which indicates that there is no problem of Multicollinearity in this study.

TABLE4. 8: Result of Multicollinearity test

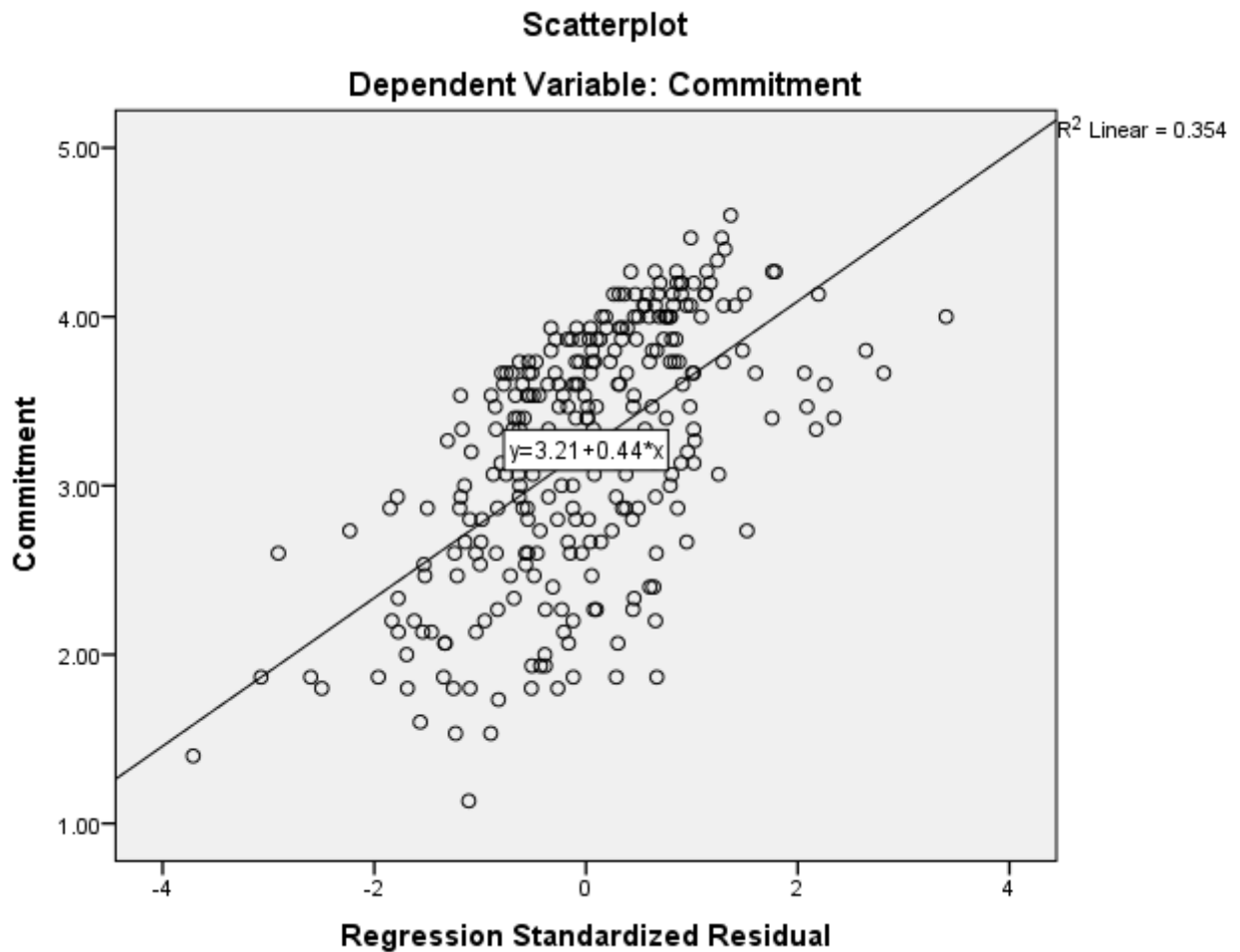
Coefficients^a		
Model	Collinearity Statistics	
	Tolerance	VIF
Involvement	.293	3.409
Consistency	.306	3.266
Adaptability	.298	3.357
Mission	.372	2.686
a. Dependent Variable: Employees’ commitment		

Source: Own Survey, computed in SPSS, 2020

4.5.4. Homoscedasticity Assumption Test

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables. This means that errors are spread out consistently between the variables. This is evident when the variance around the regression line is the same for all values of the predictor variable. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution. Heteroscedasticity is indicated when the scatter is not even; fan and butterfly shapes are common patterns of violation.

To assess homoscedasticity, the researcher created a scatterplot of standardized residuals versus standardized predicted values using SPSS and found that heteroscedasticity was not a major problem as shown in the figure below.



Source: Own Survey, computed in SPSS, 2020

Figure4. 3: Homoscedasticity Assumption Test

After the data was checked for the above required multiple regression assumptions and researcher confirmed that it has meet all these assumptions, multiple regression analysis was carried out to determine how well the regression model fits the data (model summary), independent variables statistically significantly predict the dependent variable (ANOVA) and statistical significance of each of the independent variables (regression coefficients).

4.5.5. Independent of Residuals Assumption Test

This is basically the same as saying that the observations (individual data points) to be independent from one another (uncorrelated). The Durbin-Watson statistic is used to test for independence of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson value is approximately closer to 2, and values below 1 and above 3 are causes for concern and may render the analysis invalid.

TABLE4. 9: Independent Residuals Assumption test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.804 ^a	.646	.642	.43900	2.052
a. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement					
b. Dependent Variable: Employees' Commitment					

Source: Own Survey, computed in SPSS, 2020

In this case the Durbin-Watson statistics showed (Durbin-Watson = 2.052). Hence, the result approximately approach to 2 and falls between 1 and 3, the researcher assumed independence of residuals assumption is satisfied.

4.5.6. Model Summary

As indicated in the below model summary table (table 4.10), The "R" column represents the value of R, the multiple correlation coefficient. R value of 0.804 indicates very strong correlation between employees' commitment and the four organizational culture traits (involvement, consistency, adaptability and mission) which shows a good level of prediction. The "R Square" column represents the R^2 value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. As shown from the table, R^2 value of .646 indicates that 64.6% of the variation in the employees' commitment of OIB can be explained by the organizational culture (independent variables included in the model). The remaining 36.4 % variation is explained by stochastic error term (e) meaning that 36.4% of changes in employees' commitment changes are explained by factors that are not explained in the model.

TABLE4. 10: Multiple Regression result of selected organizational cultures traits and employees' commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 ^a	.646	.642	.43900
c. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement				
d. Dependent Variable: Employees' Commitment				

Source: Own Survey, computed in SPSS, 2020

4.5.7. ANOVA Model Fit

ANOVA analysis is normally used to compare the mean scores of more than two variables. It is also called analysis of variance because it compares the variance between variables and tests whether the overall regression model is a good fit for the data (Pallant, 2005). Accordingly, table 4.11 of this study shows that the value of R and R² found from the model summary is statistically significant at (F=130.747), (P<0.001) and it can be said that there is a relationship between employees' commitment and the organizational culture in OIB.

TABLE4. 11: ANOVA model fit

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.793	4	25.198	130.747	.000b
	Residual	55.119	286	.193		
	Total	155.912	290			
a. Dependent Variable: Employees' Commitment						
b. Predictors: (Constant), Mission, Consistency, Adaptability, Involvement						

Source: Own Survey, computed in SPSS, 2020

4.5.8. Regression Coefficients

TABLE4. 12: Regression coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.478	.125		3.825	.000
	Involvement	.151	.055	.178	2.745	.006
	Consistency	.240	.051	.297	4.678	.000
	Adaptability	.184	.055	.215	3.343	.001
	Mission	.162	.047	.198	3.443	.001

a. Dependent Variable: Employees' Commitment

Source: Own Survey, computed in SPSS, 2020

Standardized Coefficients

The standardized coefficients are useful to know which of the different independent variables is more important. They are used in comparison of impact of any independent variable on the dependent variable. Hence, the strength of each independent (predictor) variable influence on the criterion (dependent) variable can be inquired by standardized Beta coefficient. Therefore, the regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable. Thus, as indicated in regression coefficients table (table 4.12) above, Consistency is the most contributing organizational culture traits in the prediction of employees' commitment with beta value of (B=.297), followed by adaptability (B=.215), mission (B=.198) and involvement (B=.178) that the variables are making significant to the prediction of employees' commitment.

As it can be seen from the regression coefficient table, all selected organizational culture traits i.e. involvement, consistency, adaptability and mission had statistically significant contribution to employees' commitment at 95% confidence level, since their p-values are .006, .000, .001 and .001 respectively and the significance level for them were less than 0.05 ($p < 0.05$). In general, consistency is the most significant independent variable which has significant statistical contribution to employees' commitment with p-value of .000 in Oromia International Bank.

Unstandardized Coefficients

Unstandardized coefficient denotes the change in the dependent variable with a unit change in the independent variable. But they are not comparable in terms of impact on the dependent variable.

As stated in chapter three, the study used the following multiple regression model to establish the statistical significance of the independent variables on the dependent variable.

$$\text{EMPCOMM}_i = \alpha + \beta_1 \text{INV}_i + \beta_2 \text{CON}_i + \beta_3 \text{ADAP}_i + \beta_4 \text{MISS}_i + \epsilon_i$$

Where,

EMPCOMM = Dependent variable (Employees' commitment)

α = constant

β = (Beta value) coefficient of slope of regression model

INV = Involvement

CON= Consistency

ADAP= Adaptability

MISS= Mission

ϵ_i = error term

In the model, α = Constant, β_1 to β_4 = Regression coefficients represent the mean change in the dependent variable for one unit of change in the independent variable while holding other variables in the model constant and ϵ = Error term which captures the unexplained variation in the model.

$$\text{EMPCOMM}_i = 0.478 + 0.151\text{INV} + 0.240\text{CON} + 0.184\text{ADAP} + 0.162\text{MISS} + \epsilon_i$$

The constant value ($\alpha = 0.478$) shows that employees' commitment of OIB would be 0.478 if other variables (involvement, consistency, adaptability and mission) of the model were zero. On the other hand, a beta coefficient of 0.151, 0.240, 0.184 and 0.162 indicates that if there is one unit increase in involvement, consistency, adaptability and mission respectively leads to increase in the employees' commitment of Oromia International Bank by 15.1%, 24%, 18.4% and 16.2% respectively. In addition, the Error term (ϵ) estimate was assumed to be zero.

4.6. Testing Hypothesis with Regression analysis

Hypothesis is simply an educated and testable guess about the answer to your research question. A hypothesis is often described as an attempt by the researcher to explain the

phenomenon of interest. Those hypotheses are the researcher’s attempt to explain the phenomenon being studied, and that explanation should involve a prediction about the variables being studied. These predictions are then tested by gathering and analyzing data, and the hypotheses can either be supported or refuted (falsified) on the basis of the data. Accordingly, the four hypotheses which were developed earlier in chapter two were tested based on the regression coefficient data.

TABLE4. 13: Summary Result of Regression Analysis

Model		Beta	Statistical significance
1	(Constant)		.000
	Involvement	.178	.006
	Consistency	.297	.000
	Adaptability	.215	.001
	Mission	.198	.001
a. Dependent Variable: Employees’ Commitment			

Source: Own Survey, computed in SPSS, 2020

Hypothesis 1

H1: There is significant relationship between **involvement** and employees’ commitment:

The regression coefficient result of consistency dimension in Oromia International Bank was indicated as ($\beta=0.178$, $P<0.01$ as Sig.006, which implies that 17.8% of increase in employees’ commitment is due to the change in the involvement culture, assumed all other variables are being constant, which entails that involvement culture dimension has significant relationship and effect on employees’ commitment, therefore, the Hypothesis 1 is accepted.

Hypothesis 2

H1: There is significant relationship between **consistency** and employees’ commitment:

The consistency regression coefficient result was defined with ($\beta=0.297$, $P<0.01$, sig.000), which infers that 29.7% of increase in employees’ commitment is explained or justified due to the changes in consistency culture traits assumed all other variables are being constant, which entails that consistency culture dimension has significant relationship and effect on employees’ commitment, therefore, the Hypothesis 2 is accepted.

Hypothesis 3

H1: There is significant relationship between **adaptability** and employees' commitment:

The regression coefficient result of adaptability dimension in Oromia International Bank was indicated as ($\beta=0.215$, $P<0.01$ as Sig.001, which implies that 21.5% of increase in employees' commitment is due to the change in the adaptability culture, assumed all other variables are being constant, which entails that adaptability culture dimension has significant relationship and effect on employees' commitment, therefore, the Hypothesis 3 is accepted.

Hypothesis 4

H1: There is significant relationship between **mission** and employees' commitment:

The mission regression coefficient result was defined with ($\beta=0.198$, $P<0.01$, sig.001), which infers that 19.8% of increase in employees' commitment is explained or justified due to the changes in mission culture traits in the bank, assumed all other variables are being constant, which entails that mission culture dimension has significant relationship and effect on employees' commitment, therefore, the Hypothesis 4 is accepted.

TABLE4. 14: Summary of Tested Hypothesis

Hypothesis	Results
<p>Ho: There is no significant relationship between involvement and employees' commitment.</p> <p>H1: There is significant relationship between involvement and employees' commitment.</p>	<p>Ho: Rejected</p> <p>H1: Accepted</p>
<p>Ho: There is no significant relationship between consistency and employees' commitment.</p> <p>H1: There is significant relationship between consistency and employees' commitment.</p>	<p>Ho: Rejected</p> <p>H1: Accepted</p>
<p>Ho: There is no significant relationship between adaptability and employees' commitment.</p> <p>H1: There is significant relationship between adaptability and employees' commitment.</p>	<p>Ho: Rejected</p> <p>H1: Accepted</p>
<p>Ho: There is no significant relationship between mission and employees' commitment.</p> <p>H1: There is significant relationship between mission and employees' commitment.</p>	<p>Ho: Rejected</p> <p>H1: Accepted</p>

Source: Own Survey, computed in SPSS, 2020

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter provides the summary of findings with respect to the study objectives, conclusions and recommendations of the study.

5.2. Summary of Findings

This study aimed to examine the effect of organizational culture on employees' commitment in Oromia International bank. Data for the study was obtained through distribution of questionnaires to a pre-determined sample of employees in OIB. A total of 307 questionnaires were distributed to respondents and 291 were returned with a response rate of 94.8%. An overall value of Cronbach alpha ($\alpha = 0.954$) was obtained and the overall internal consistency test of research instruments was found in "excellent" reliability range.

The background information of OIB respondents indicates that the majority of the respondents are male which account 180 (61.8%) of the total respondent. The age distribution shows that most of respondents are aged in the range of 26-35 was 188 (64.8%) of the total respondents. Most of respondents 149 (51.2%) are single, with regard to educational level of the respondents, the largest portions 223 (76.6%) were Bachelor's degree holders, the majority 149 (51.2%) of respondents have tenure between 1 and 5 years and 250 (85.9%) of the employees had a non-managerial position in the bank.

Through the descriptive statistical analysis, an overall frequency, percentages and mean score was computed for each independent variable (involvement, consistency, adaptability and mission) and dependent variable (employees' commitment). The study revealed that the mean score for the measures of mission was relatively high (3.91), followed by involvement (3.77). However, adaptability and consistency scores a mean of 3.68 and 3.59 respectively which is lower in comparison with the other two dimensions of organizational culture. On the other

hand, the mean score of employees' commitment (3.21) implies that respondents agreed moderately on the commitment measures.

Pearson correlation coefficients were determined to obtain information about the relationships between the dependent (employees' commitment) and independent variables (organizational culture). The study revealed that there is a positive and statistically significant relationship between each independent variable and the dependent variable. Based on the Pearson correlation analysis result, all selected organizational culture traits involvement ($r=0.723$, $p<0.01$), consistency ($r=0.745$, $p<0.01$), adaptability ($r=0.730$, $p<0.01$) and mission ($r=0.701$, $p<0.01$) had strong level of positive correlation with employees' commitment in the bank and all variables statistically significant with each other.

Multiple regression analysis was used to determine whether the independent variables will influence the dependent variable. R square value from the regression model summary ($R^2 = 0.646$) indicated that 64.6% of the variation in the employees' commitment of OIB can be predicted by the independent variables i.e. involvement, consistency, adaptability and mission. This implied that employees' commitment is influenced by 64.6% of the organizational culture and the remaining 36.4% of the variation of employees' commitment can be explained by other variables in Oromia International Bank S.C.

The ANOVA test result revealed that the independent variables statistically and significantly predict the dependent variable ($F = 130.747$, $p < .001$). This is to mean that the model is significant and acceptable from a statistical perspective.

The regression analysis result further revealed that the predictor variables of all selected organizational culture traits i.e. involvement, consistency, adaptability and had statistically significant contribution to employees' commitment at 95% confidence level, since their p-values are .006, .000, .001 and .001 respectively and the significance level for them were less than 0.05 ($p<0.05$). Relatively consistency is the most significant independent variable than other organizational culture dimension which has significant statistical contribution to employees' commitment with p-value of 0.000.

All alternative hypotheses related to the relationship between the dimensions of organizational culture and employees' commitment were accepted and null hypothesis of all variables were rejected. All the independent variables i.e. involvement, consistency,

adaptability and mission significance level were .006, .000, .001 and .001 at $p < 0.05$ respectively. This implies that all selected organizational culture dimensions have positive significant effect on the level of employees' commitment in Oromia International Bank S.C.

5.3. Conclusion

The main objective of the study was to examine the effect of organizational culture on employees' commitment in Oromia International Bank S.C. Based on the above findings; consistency had stronger positive and statistically significant correlation with employees' commitment. The other three organizational culture dimension; adaptability, involvement and mission were ranked depending on their correlation level from highly correlated to the least correlated. Relatively, mission was less positively correlated with employees' commitment.

Hence, the researcher concluded that consistency is the most significant independent variable which has significant statistical contribution to employees' commitment. If there is a consistent set of values, clear agreement, coordination and integration among employees of the bank, they become more committed to the bank. When employees internalize and identify the core values, ways of reaching on consensus even on conflicting issues and coordination and integration, it significantly contributes to employees' commitment in the bank.

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

Involvement Culture traits can also had positive influence employees commitment concludes that directors, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly linked to the goals of the organization. When capability development is higher than empowerment, this can be a sign that the organization does not assign capable employees with important decision making that influence their work.

Finally, mission Culture traits had positive significant contribution to employees' commitment. This indicates that the degree to which employees know and share the purpose, the goals and the vision of their organization (Mission) which tells that as the employees' understand the mission, their commitment increases. The researcher concluded that when an organization underlying mission changes, changes also occur in other aspects of the organizations culture.

Generally, on the basis of the findings of this study, the researcher concluded that the organizational culture could have positive significant effect in improving the level of employees' commitment. This confirmed that all selected organizational culture variables (involvement, consistency, adaptability and mission) have positive significant contribution towards employees' commitment in the Oromia International Bank S.C.

5.4. Recommendations

Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations which would help the organization to focus on organizational culture that can largely contribute to the improvement level of employees' commitment.

- ❖ Since consistency culture has a dominant contribution towards employees' commitment, the bank is advised to maintain its consistency culture through developing the key management tools like; implementation of corporate governance, company policies and procedures, managing risk and compliance, developing internal audit guideline, developing company's code of conduct to bring consistent work practices for all the functions of its departments so that all work together contribute well to achieve common goals.
- ❖ The bank should also maintain the consistency so that employees can understand the shared system of values in their organization and are able to act in a expectable way and in integrative way even when facing difficult condition.
- ❖ In adaptability culture dimension, organizations are likely to have the ability to understand and react to the competitive environment and customers. In this regard, Oromia international bank is expected to work a lot and it is encouraging that the bank follows adaptability strategy by design a communication strategy whenever there is new changes implemented within the bank in order to make employees more

familiar with it and it will increase the confidence of employees on the bank's existence and highly reduces a culture of resistance.

- ❖ The bank should also strengthen its organizational learning culture because it is a requirement for adaptability strategy. Therefore, the bank should encourage and empower its employees so as to make them more innovative and to develop an appetite for taking risks and to proactively respond to the changing needs of their customers, and finally they can easily adapt to the competitive business environment at large.
- ❖ The bank has to ensure the involvement of its employees by empowering them to participate in different decisions processes by sharing information as they need and encouraging team work and by developing the capacity of employees by investing on them and seeing them an important asset.
- ❖ Finally, the bank should make sure that mission, goals, objectives and visions of the bank are clear and plausible so that everyone works for their achievement.

In general, the bank should observe the organizational culture and should check whether the cultures they have consistent approach to doing business are making their employees more committed or not. This is especially important for organizations which are service rendering such as banks. This because in service rendering organization, there is a continuous contact between employees and customers and employees should be highly committed to their work. And also the bank should give emphasis to all selected organizational culture traits i.e. involvement, consistency, adaptability and mission which had strong influences on employees' commitment.

5.5. Future Research Directions

The sample size of this study was limited to Addis Ababa area, to make the conclusion and recommendation more wide and applicable for more organizations, future researchers should also make their researches in different banking institutions and other different organizations by increasing the sample size and diversify organization types in order to broaden empirical evidences in the area.

This research had intended to establish the effect of organizational culture on employees' commitment in selected branches and head office of Oromia international bank. Other researchers as a scope for further studies; it is better to add others variable that give influence

to the organizational commitment, such as; work achievement, motivation, engagement, leadership and others.

Future researchers can also apply various types of organizational culture models formulated by different authors other than the Denison model; therefore, their perspectives regarding organizational culture will be widened.

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Appendix



COLLEGE OF BUSINESS AND ECONOMICS

MASTERS OF BUSINESS ADMINISTRATION (MBA) PROGRAM

(Regular)

Name of student: Ambo Gemed

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Dear Respondents:

This questionnaire is designed to collect primary data for thesis entitled “**The effect of organizational culture on employee’s commitment: In the case of Oromia International Bank S.C.**” The research is conducted as a partial fulfilment of the requirement for the Masters of Business Administration (MBA). This study is purely for academic purpose and in no ways affects the respondent personally. It will be kept confidential. So your genuine view, honest & timely responses are very valuable in determining the success of the study. Therefore, you are kindly requested to extend your cooperation by frankly providing relevant information.

I thank you in advance for your anticipated cooperation and participation in this study.

GENERAL INSTRUCTION

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

SECTION ONE

DESCRIPTION OF DEMOGRAPHICS

1. Sex: A. Male. B. Female

2. Age (in year):

A. 18-25 B.26-35 C. 36-50 D. More than 50

3. Marital status:

A. Single B. Married C. Divorce D. Widowed

4. Educational background:

A. Diploma (TVET) B. Bachelor's Degree C. Masters D. PHD and above

5. Length of service (in year):

A. Less than 1 year . B. 1-5 years . C. 6-10 years . D. More than 10 years.

6. Place of work: Branch/District/Process _____

7. Occupation/ Position/Job title:

A. Managerial B. Non-Managerial

SECTION 2

ORGANIZATIONAL CULTURE

Please indicate the degree of your agreement/disagreement with the following statements associated with the four dimensions of organizational culture; involvement, consistency, adaptability and mission in Oromia International bank by putting “√” on your choice.

NO.	Dimensions of Organizational Culture	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1.	INVOLVEMENT					
1.1.	Empowerment					
1.1.1.	Decisions are made at the levels where right information is available					
1.1.2.	Employees believes that they can have a positive impact					
1.1.3.	Information is widely shared so that employees can get the information they need					
1.2.	Team Orientation					
1.2.1.	Cooperation across different parts of the organization is encouraged					
1.2.2.	Teamwork is used to get work done, rather than hierarchy					
1.2.3.	Employees work like they are part of a team					
1.3.	Capability Development					
1.3.1.	There is a continuous investment to develop the skills of employees					
1.3.2.	The capabilities of employees are viewed as an important source of competitive advantage					
1.3.3.	Authority is delegated so that employees can act on their own					
2.	CONSISTENCY	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
2.1.	Core Values					
2.1.1.	Managers "practice what they preach"					
2.1.2.	There is a consistent set of values that govern the way the bank does business					
2.1.3.	There is an ethical code that guides employees' behavior and tells right from wrong					

2.2.	Agreement					
2.2.1.	When disagreements occur, employees work hard to achieve a "win-win" solutions					
2.2.2.	There is a clear agreement regarding the right way and the wrong way to do things					
2.2.3.	It is easy to reach consensus, even on conflicting issues					
2.3.	Coordination and Integration					
2.3.1.	Employees from different parts of the organization share a common perspective					
2.3.2.	It is easy to coordinate projects across different parts of the organization					
2.3.3.	The approach to doing business is very consistent					
3.	ADAPTABILITY	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
3.1.	Creating Change					
3.1.1.	Improved ways to do work are continually adapted					
3.1.2.	Different parts of the organization cooperate to create change					
3.1.3.	The bank responds to competitors actions and other changes in the business Environment					
3.2.	Customer Focus					
3.2.1.	Customers comment leads to changes and influences decision making					
3.2.2.	Employees understand customers wants and needs					
3.2.3.	Customers inputs directly influences company's decisions					
3.3.	Organizational Learning					
3.3.1.	Innovations are encouraged					
3.3.2.	Learning is an important objective in a day-to-day work of the company					
3.3.3.	The bank view failures as an opportunity for learning and improvement					
4.	MISSION	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
4.1.	Strategic Direction and Intent					
4.1.1.	There is a clear mission that gives meaning and direction					

4.1.2.	The banks strategic direction is clear to me					
4.1.3.	There is a long-term purpose and direction of the bank					
4.2.	Goals and Objectives					
4.2.1.	Leaders set goals that are ambitious, but realistic					
4.2.2.	The bank continuously track its progress against the stated goals					
4.2.3.	There is widespread agreement about the goals of the company					
4.3.	Vision					
4.3.1.	Employees have a shared vision of what the organization will look like in the future					
4.3.2.	Leaders have a long-term viewpoint					
4.3.3.	The bank's vision creates excitement and motivation for employees					

SECTION 3

EMPLOYEES' COMMITMENT

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

NO	Employees' Commitment	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1.	AFFECTIVE COMMITMENT					
1.1.	I would be very happy to spend the balance of my career with my current organization.					
1.2.	I enjoy discussing my organization with outsiders.					
1.3.	I do not feel like "part of the family" at my organization.					
1.4.	I do not feel a 'strong' sense of belonging to my organization.					
1.5.	I do not feel emotionally attached to my organization.					
2.	CONTINUANCE COMMITMENT					
2.1.	It would be very difficult for me to leave my organization right now - even if I wanted to.					
2.2.	One of the major reasons that I continue to work for my current organization is that leaving would require					

	considerable personal sacrifice - another organization may not match the overall benefits that I have here					
2.3.	One of the few negative consequences of leaving my organization is the scarcity of available alternatives					
2.4.	I am not afraid what might happen if I quit my job without having another one lined up					
2.5.	At this point, remaining with my organization is a matter of necessity as much as desire					
3.	NORMATIVE COMMITMENT					
3.1.	I believe that these days, people move from one company to another too frequently					
3.2.	One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here					
3.3.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization					
3.4.	I do not believe that a person must always be loyal to his / her organization					
3.5.	Things were better in the old days when people stayed with one organization for most of their careers					

If you have any additional comment or suggestion please add in the given space below

Thank you very much for filling the questionnaire!!!!