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**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE COMMITMENT
IN CASE OF BANK OF ABYSSINIA S.C**

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STATEMENT OF DECLARATION

I, Yordanos Tizazu, confirmed that I have carried out the research for "The effect of organizational culture on employee commitment in case of Bank of Abyssinia S.C" as part of fulfillment for the award of Master of Arts in business leadership. I have properly cited all sources used in the study and received guidance and support from my advisor, Fesseha Afework (Ast. Prof.), throughout the research process.

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CERTEFICATE OF DECLARATION

I confirm that Yordanos Tizazu thesis titled "The effect of organizational culture on employee commitment in case of Bank of Abyssinia S.C" meets the university's regulations and standards for Originality and Quality in partial fulfillment of the Master of Arts in business leadership requirements.

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ACRONYMS AND ABBREVIATION

ANOVA- Analysis of Variance

CLRM- Classical Linear Regression Model

NBE- National Bank of Ethiopia

OLS- Ordinary Least Square

S.C-Share Company

SPSS- Statistical Package for the Social Sciences

VIF: Variance Inflation Factor

ABSTRACT

The primary goal of the research was to determine how employee commitment at Bank of Abyssinia S.C. is affected by four organizational culture traits involvement, consistency, adaptability, and mission. The study was explanatory in character and used a quantitative research approach. A stratified and purposive sampling technique was employed. The study encompassed 6039 employees at Bank of Abyssinia. Of these, 375 samples were chosen for analysis, and a questionnaire was sent to the participants. Ultimately, 300 responses met the study's criteria for analysis. Structured questionnaires were used to gather the primary data required for this purpose, while yearly reports and journal articles are used to gather secondary data. With the aid of the SPSS Version 27 software package, both descriptive and inferential statistics, including mean, standard deviation, correlation, and multiple regression analysis were performed in this study. The results showed that, compared to involvement and adaptability, which were ranked according to how much of an affect they had on the predicted variable, mission had a strongest positive and statistically significant effect on employees' commitment. On the other hand, adaptability had less of a significant effect on workers' dedication. Consistency insignificantly and positive effect on Employee commitment. Based on this finding the researcher recommended that, the bank has to clearly define its vision, mission, Goals & objectives, strategic direction & intent and has to clearly communicate to all employees, the bank should also work on Empowerment of employees in the process of decision making of the bank, create a good sense of team sprit with a sense of cooperativeness and work tirelessly on Capability Development and the management has keeps on adapting quickly to change of business environment and should encourage organizational learning practice to make the employees more innovative and creative.

Key Words: Organizational culture, Employee commitment

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Scholars differ in how they define culture. Dolan & Lingham (2012) define culture as a system of shared values and beliefs that establish the norms and expectations for acceptable behavior within a particular group. Even though culture can also be defined as abstraction, the forces that emerge from it in social and organizational contexts are strong (Schein, 2004). Furthermore, culture is defined by Dolan & Lingham (2012) as one of those concepts that is hard to define precisely but that everyone can sense. This definition concurs with Schein's definition. As a result, cultures exist in all nations, religious and ethnic groupings, and organizations.

Mullins (2010) defines organizational culture as the set of customs, values, beliefs, rules and attitudes that form an established framework for all that occurs within an organization. Another definition of organizational culture is a shared set of rules, beliefs, attitudes, and presumptions that shape how people behave and carry out tasks. Moreover, it guarantees that all individuals think and act in a defined way (Armstrong, 2007). According to Denison & Neale (2011) an organization's organizational culture is its fundamental set of values, beliefs and principles that form the basis of its management practices and system.

Employee commitment, in the words of Bateman & Strasser (1984), is the sum of an employee's devotion to the company, willingness to work hard on its behalf, degree of goal and value congruency between the company and the employee, and desire to stay on staff. Employee loyalty, motivation to embrace the organization's goals, and self-commitment to the organization are all indicators of an employee's psychological attachment to the organization (Cook & Wall, 2015). Deshpandé & Farley (2004) assert that socialization, teamwork, and employees' dedication to the principles and objectives of a business are crucial.

Different dimensions of organizational culture attributes have been defined in a number of studies and literatures. Organizational culture has seven main features, according to Robbins & Judge (2013), these include being creative and willing to take risks, paying close attention to details, being outcome-oriented, people-oriented, team-oriented, aggressiveness and stability.

Additionally, Dolan & Lingham (2012) provide an explanation of Charles Handy's organizational culture concepts, which include the power, role, task and person cultures. First, power cultures focus on a small number of people holding a lot of authority with minimal regulations and bureaucracy. The second organizational characteristic, known as role culture, is exhibited by workers who have been given unambiguous authority inside a rigidly defined bureaucratic framework. The third characteristic is task culture, which involves the formation of teams to address specific issues and multiple matrix reporting lines. The final culture is the person culture, which is present when everyone thinks they are better than the company.

In a similar vein, Coffey et al. (2012) provided an explanation of the Denison organizational culture model's four characteristics of organizational cultures: involvement, consistency, adaptability and mission. The first organizational characteristic, involvement, guarantees that workers participate in decision-making. The consistency trait, on the other hand, focuses on maintaining the status quo through effective coordination and integration. The organization's capacity to implement the needs of the business environment is shown in the third trait, adaptability. The final characteristic is mission, which is how firms create a meaningful long-term strategic direction and corporate vision.

According to Robbins & Judge (2013) employee commitment is increased when workers are in agreement with the company culture. Furthermore, these authors observed that members' commitment to and behavioral effect from the core principles increase with the number of members who accept them. This study was carried out to investigate the effect of organizational culture on employees' commitment in the case of Bank of Abyssinia in light of the concept of culture and employee commitment as well as the relationship between organizational culture and employee commitment as stated by various researchers.

1.2. Background of the organization

According to the 1960 Ethiopian Commercial Code and the Licensing and Supervision of Banking Business Proclamation No. 84/1994, 131 shareholders founded the Bank of Abyssinia S.C. that exists today on February 15, 1996 G.C. The bank employed 32 people when it was first established, and its authorized and paid-up capital were Birr 50 million and Birr 17.8 million, respectively. By 2030 G.C, the bank aspires to be one of the top commercial banks in East Africa. Its objective is to maximize value for all stakeholders by offering exceptional financial

services through skilled, driven staff and digital technology. Customer satisfaction, honesty, cooperation and teamwork, as well as community service, round out its basic values. Bank of Abyssinia's paid-up capital and total assets have grown significantly in the 20 years after its inception, reaching birr 18.59 billion and birr 188.55 billion, respectively. Since the total number of employees has reached 11,575, it has also drawn numerous professional staff members, valuable stockholders, and major clients from all walks of life. The bank provides services to nearly 10.2 million people nationwide through its 909 offices. It is connected to the T-24 core banking system through a well-organized financial services system. Together with the 1429 ATMs, 30 virtual banking centers, and more than 2033 point-of-sale (POS) terminals spread throughout various locations, this enables clients to access their accounts at any time and from any location (www.abyssiniabank.com).

1.3.Statement of the problem

A business's organizational culture has a significant effect on a number of factors, such as job performance, commitment, and employee satisfaction. An organization's shared beliefs, attitudes, and behaviors are reflected in its organizational culture, which is the way things get done around here. In order to make logical and considerate judgments about workplace cultural challenges, successful managers must be aware of the influence that organizational culture has on them and have the necessary skills (Acar, 2016).

Establishing an organizational culture that can sustain a business and encourage continuous improvement is essential. An organization's culture has a big influence on its capacity to grow since it affects both employee devotion and retention. Recent years have seen both success and failure for many organizations worldwide due to a variety of variables, such as cultural influences, poor management, and ethical standards. Organizational culture is sometimes attributed with producing positive attributes and is also commonly blamed for a variety of organizational evils. Organizational members would be more capable to manage issues and increase employee commitment if they had a more comprehensive understanding of this concept (Cohen, 2007).

While corporate culture has an essential role in increasing employees' commitment to the company, not all corporate culture measures have the same effect on employee commitment, as Nongo & Ikyanyon (2012) study showed. In addition to employing Denison's cultural model

which emphasizes involvement, consistency, adaptability, and mission they also used survey research design. 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. To the contrary the study conducted by Asghar et al. (2015) concluded that all organizational culture components Involvement, Consistency, Adaptability and Mission are significantly correlated with employees' commitment.

According to Mersen's (2016) investigation on the relationship between a few chosen organizational culture attributes and staff commitment at Ethiopian Airlines, adaptability is the organizational culture trait that most influences employee commitment prediction. The remaining three characteristics of corporate culture mission, involvement, and consistency are arranged in order of decreasing contribution. Birhane (2021) Investigate the effect of corporate culture on national college staff members' commitment. The findings indicate a strong correlation between staff members' commitment and adaptability, involvement, and mission. Consistency, however, has little bearing on how committed an individual is. Mohammed (2021) carried out another investigation to evaluate the effect of organizational culture (consistency, involvement and adaptability) on workers' commitment in the Ethiopian Islamic Affairs Supreme Council. The study's findings showed a statistically significant and strong positive association between staff commitment and adaptability. Organizational culture involvement and consistency also have a somewhat strong, positive, and statistically significant association.

The result of the above studies are inconsistent and little studies were conducted on the area of organizational culture effect on employee commitment in the country Ethiopian, as far as the researcher knowledge there was no study conducted in the banking sector on the issue of organizational culture effect on employee commitment while the banking sector in Ethiopia has severely suffered from high rate of employee turnover. In line with this, further research was needed to identify the organizational cultures in the Bank of Abyssinia and examine its relationship with employee commitment; and also to maintain the most important organizational culture with high correlation and greater effect on employees' commitment; which may help the bank to keep professional employees and to increase the number of committed employees by

minimizing employees' turnover rate. Therefore, based on the above gaps the researcher had identified the examination of effect of organizational culture on employee's commitment in case of Bank of Abyssinia was conducted.

1.4.Objective of the study

1.4.1. General objective of the study

The general objective of this study was to examine the effect of organizational culture on employees' commitment in case of Bank of Abyssinia S.C.

1.4.2. Specific objective of the study

Having the aforementioned problem and general objective in mind, the study addressed the following specific research objectives:

- To examine the effect of involvement culture on employee's commitment of Bank of Abyssinia S.C.
- To examine the effect of consistency culture on employee's commitment of Bank of Abyssinia S.C.
- To examine the effect of adaptability culture on employee's commitment of Bank of Abyssinia S.C.
- To examine the effect of mission culture on employee's commitment of Bank of Abyssinia S.C.

1.5.Research Hypothesis

In line with the broad purpose statement, the following hypotheses formulated for investigation.

- **H1:** There is significant positive relationship between involvement culture and Bank of Abyssinia employees' commitment.
- **H2:** There is significant positive relationship between consistency culture and Bank of Abyssinia employees' commitment.
- **H3:** There is significant positive relationship between organization adaptability culture and Bank of Abyssinia employees' commitment.
- **H4:** There is significant positive relationship between mission culture and Bank of Abyssinia employees' commitment.

1.6. Significance of the Study

This research was focused on the effect of organizational culture on employees' commitment in the case of Bank of Abyssinia S.C. So that the research had identifying the effects of organizational culture on employees' commitment and it had provided insight for the enhancement of employees' commitment. Thus, it seems highly essential that ensuring to have highly committed employees that might help the bank to meet the strategic objectives and goals. The result of this study may help the bank to re-consider and amend its policy, procedure, strategy and human resources manual on organizational culture to enhance employees' commitment.

The government policy makers has also benefit from the outcome since it has assist them in examining the current policies accordingly. Additionally, this study will serve as a point of departure for further research by academicians. The study may contribute to the existing literature through identifying the significance relationship between the selected organizational culture and employee commitment. And also, similar stake holders might use it as an input for further study and to investigate more in the area: in a broader and wider scope. Lastly, the study might contribute towards the advancement of theoretical knowledge and serves as a preliminary basis and reference material for future studies. It may also contribute to the existing literatures through identifying the significance relationship between the selected organizational culture and employees' commitment in case of Bank of Abyssinia S.C.

1.7. Scope of the study

The main goal of this study was to examine the effect of organizational culture on employees' commitment. This study concentrated only on Bank of Abyssinia from the private commercial banks in Ethiopia. Numerous organizational cultures have an effect on employees' commitment. The research study's respondents had chosen from the head office, each department division, and branches under three districts in the Addis Ababa region. As per the annual report of the bank for the year 2022/23 G.C, Bank of Abyssinia has about 909 branches which are registered with ten district offices throughout the country, with three of them district offices situated in Addis Ababa region.

1.8.Limitation of the study

To undertake research study in the country level of all branches of the banks was difficult to the researcher due to time and financial constraint as the result this study was limited to head office, each department division, and branches under three districts in the Addis Ababa region.

1.9.Organization of the study

The thesis is organized structurally into five chapters. The study's background, the organization's background, the problem statement, the study's aim, research hypothesis, the study's relevance, its scope, and its limitations are all included in the first chapter's introduction. The second part includes a review of related literature, the third chapter discusses study methods, and the fourth chapter includes data analysis and interpretations. The study's summary, conclusion, and recommendations are finally presented in the fifth chapter.

CHAPTER TWO

2. REVIEW OF LITERATURE

2.1.Theoretical Literature Review

2.1.1. Definition of culture

The widely accepted attitudes, values, and ideas that dominate an organization are referred to as its culture. The organization's culture is defined by its practices (Deal & Kennedy, 2012). A group of people develops its own set of behavioral standards that are accepted and eventually come to define that group over time as they learn how to manage their own issues with the external world and internal integration (Schein, 2004). A shared set of presumptions, ideas, and values that underpin and correlate with a particular set of social roles, behaviors, and interpersonal interactions is referred to as a culture. According to Cameron and Quinn (2011), Culture is defined as a set of shared assumptions, beliefs and values that are linked to and support a related set of social behaviors, roles and relationships. Culture is a system of shared values and a belief about what behaviors are important and about feelings and relationships.

2.1.2. Overview of organizational culture

Dolan & Lingham (2012) propose that culture is a system of values and widely held beliefs that establish societal standards and acceptable behaviors within a particular group. Cultures exist in nations, religious and ethnic groupings, and organizations. In line with Dolan & Lingham's concept, Robbins & Judge (2013) define culture as a shared meaning system that sets one organization apart from others.

Organizational culture, according to Groysbrg et al. (2018), is the result of all of the employees' shared values, beliefs, and actions. These standards govern how workers behave and assist clients, collaborate with one another, and determine whether they are driven to achieve objectives in any given workplace.

Organizational culture, according to Jennifer & Gareth (2012), is the collection of common values, beliefs, and standards that shape how workers feel, think, and act toward one another and toward others outside the company. Shared presumptions that individuals and groups come to rely on when attempting to handle opportunities and issues that the organization faces can be

referred to as organizational culture. When new hires learn to see, think, and feel about opportunities and issues in the same manner as current employees, they become members of the organization and are taught these beliefs and values. An organization's culture's values and beliefs have the power to either foster positive work attitudes and behaviors that boost organizational effectiveness or they may promote negative behaviors that are destructive to the organization. This is due to the fact that an organization's culture shapes how its members view and react to the people and circumstances in their immediate environment, as well as how they utilize this perception to guide decisions.

Similarly, Robbins & Judge (2013) refers Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. Organizational culture is the adhesive holding companies together in a country, is characterized by stability processes, collectivity and predictability, and is a source of recreation, of new opportunities as well as of conflicts and of dynamics (Donald & Obura, 2018). Likewise, organizational culture is defined by Robbins & Judge (2013) as a shared meaning system that sets an organization apart from another. According to Donald & Obura (2018), organizational culture is what keeps businesses in a nation together. It is defined by stable processes, collectivity, and predictability. It also provides possibilities for growth and recreation as well as a source of conflict and dynamics.

The traditions, values, beliefs, policies, and attitudes that make up an organization's common framework for all that happens there are collectively referred to as its organizational culture (Mullins, 2010). Similar to this, Hofstede et al. (2010) defined organizational culture as the attitudes, values, and beliefs that the organization reflects in its goals, mission, and activities. According to Denison & Neale (2011), organizational culture also refers to the collection of management behaviors and practices that uphold the fundamental values, beliefs, and principles that form the basis of an organization's management system. These writers also describe organizational cultures' visible and invisible aspects. Work ethic, appropriate dress, being polite with customers, and so on are examples of the visible aspect. On the other hand, it is more difficult to notice underlying presumptions, values, and fundamental beliefs such as honesty, integrity, ethics, and going beyond what is required to satisfy clients.

2.1.3. Models of Organizational Culture

There are different types of models that describe organizations by different organizational culture traits. Some of the models are Schein, Charles Handy, Hofstede and Denison's organizational culture models. These models will be addressed to provide a context for organizational culture.

2.1.3.1. The Model of Organizational Culture by Schein

Schein (2004) divided organizational culture into three categories: The first level is the most noticeable one and is referred to as artifacts. It encompasses all that one can see, hear, or sense while interacting with a new group of people, including their language, customs, technology, architecture, and visible rituals. The group's internal procedures are also considered artifacts. In addition, they are represented in clothing, manners of address, stories told about the organization, its published list of values as well as ceremonies (Schein, 2004). This level of culture is easy to observe but very hard to interpret, which is the most crucial point to make about it. This indicates that although the meaning is difficult to recover, what is seen is simply articulated. According to Schein (2004), it might be challenging to interpret what items signify within a particular group even while the artifacts are visible to everybody. Furthermore, because symbols are inherently ambiguous, comprehending their meaning requires firsthand exposure to the deeper levels of the culture's ideals and presumptions (Schein, 2004).

The second level is called espoused values and contains all values, norms and rules that provide the day-to-day operating principles by which the members of the group are guided in their behavior. Every group or organization reflects the assumptions, beliefs and values about what is right or wrong as well as what will work or not, of someone, mainly the founder (Schein, 2004). Those individuals, commonly identified as leaders or founders, influence the group to adopt a certain approach to problems, but the group does not have a common understanding or shared knowledge yet. Initially, it is only a proposition from the leader; but it is only after some mutual action and joint observation of the successful outcome of the action that the proposal is transformed into a shared belief or value and ultimately into a shared assumption.

If actions continue to be perceived as successful, the shared belief will become a shared assumption. When this process of transformation takes place, the group often forgets that the value or belief was merely an idea to be discussed (Schein, 2004). However, not all values and beliefs go through this kind of change. This is because some values can't have a consistent

answer, and some values can't even be tested, such moral or aesthetic issues. Schein (2004) asserts that social validation is achievable in these situations. Social validation is the idea that some values can only be validated by a group's common social experiences (Schein, 2004). Put another way, because of shared experience and understanding, some views or principles are taken for granted. Furthermore, a large portion of the behavior that can be seen at the previous level of culture, the artifacts, is predicted by beliefs and values at this level of culture. However, as Schein (2004) noted, values can merely be stated beliefs if they are not grounded in past knowledge. People who have espoused ideas tend to make promises they can't keep when faced with real-world circumstances. As a result, a business might be proud of having high-quality items, but its records reveal otherwise (Schein, 2004).

The third level, often referred to as basic underlying assumptions, requires careful examination in order to gain an even deeper understanding of the behavior and to make accurate predictions about future behavior. Unconscious assumptions are frequently taken for granted since they serve as the foundation for the emotions that employees of the company experience. The degree to which there is little variance within the cultural unit is due to the basic assumptions being taken for granted. They set expectations for behavior and shape people's thoughts, feelings, and perceptions of their jobs, relationships, and coworkers' performance (Schein, 2004).

Edgar Schein's Culture Model

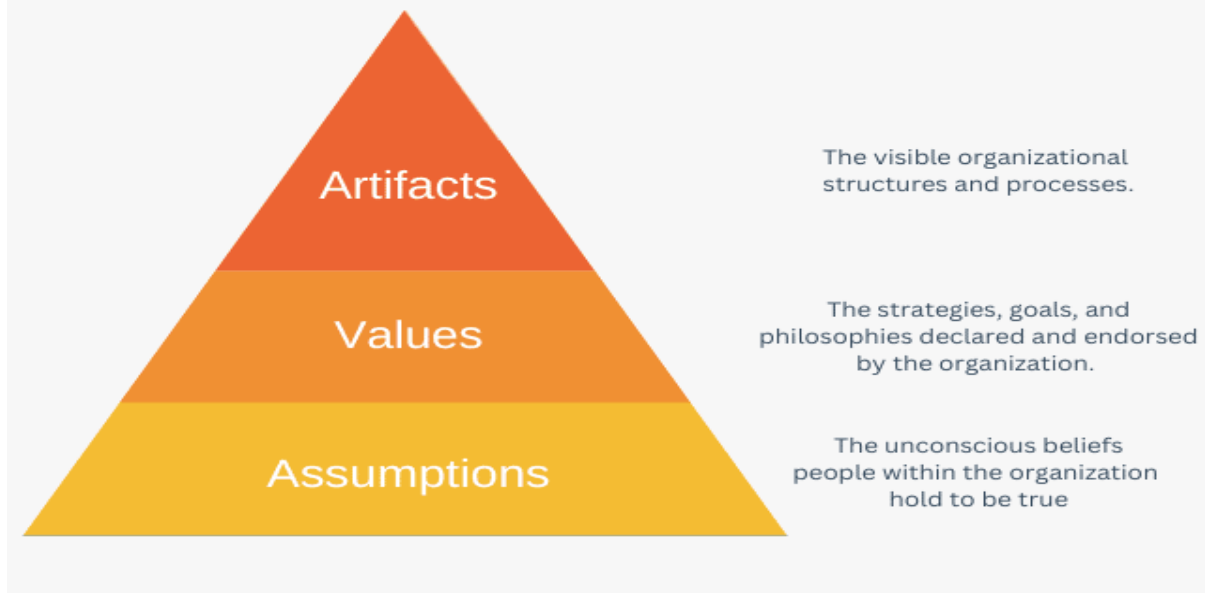


Figure 1 Summary of Schein Culture Model

Source: Schein 2004

2.1.3.2. The Model of Organizational Culture by Charles Handy

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

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

an organization suggests that a group of like-minded individuals pursue the organizational goals.

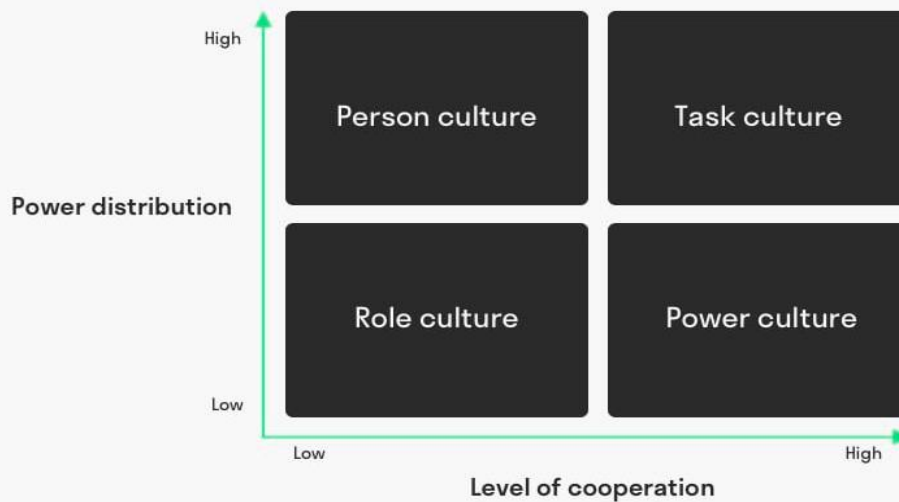


Figure 2 Summary of Handy Model

Source: Dolan and Lingham 2012

2.1.3.3. The Model of Organizational Culture by Hofstede

According to Hofstede et al. (2010) organizational culture has four main levels and in the following paragraph the author elaborates the four levels in detail. The first level is called symbols and is the most overt level. Symbols are the most overt element of organizational culture and symbols can be expressed by the gestures, objects or words by those who are part of the same organizational culture. The second level is called heroes. According to Hofstede et al. (2010) heroes serve as models of behavior within a particular organization. Heroes are individuals who are seen as a role model to others employees of the organization and they possess a feature of highly prized and are often they are winners in an organization. The third level is called rituals, they are collective activities that are superfluous and rituals are socially essential within an organizational culture (Hofstede et al., 2010). Symbols, heroes, and rituals that are visible to the observer are referred to as practices. Values is the final level, often known as the invisible level. According to Hofstede et al. (2010), values form the foundation of corporate culture. Values are the most fundamental aspect of culture; they are those that have a widespread propensity to favor some states over others.

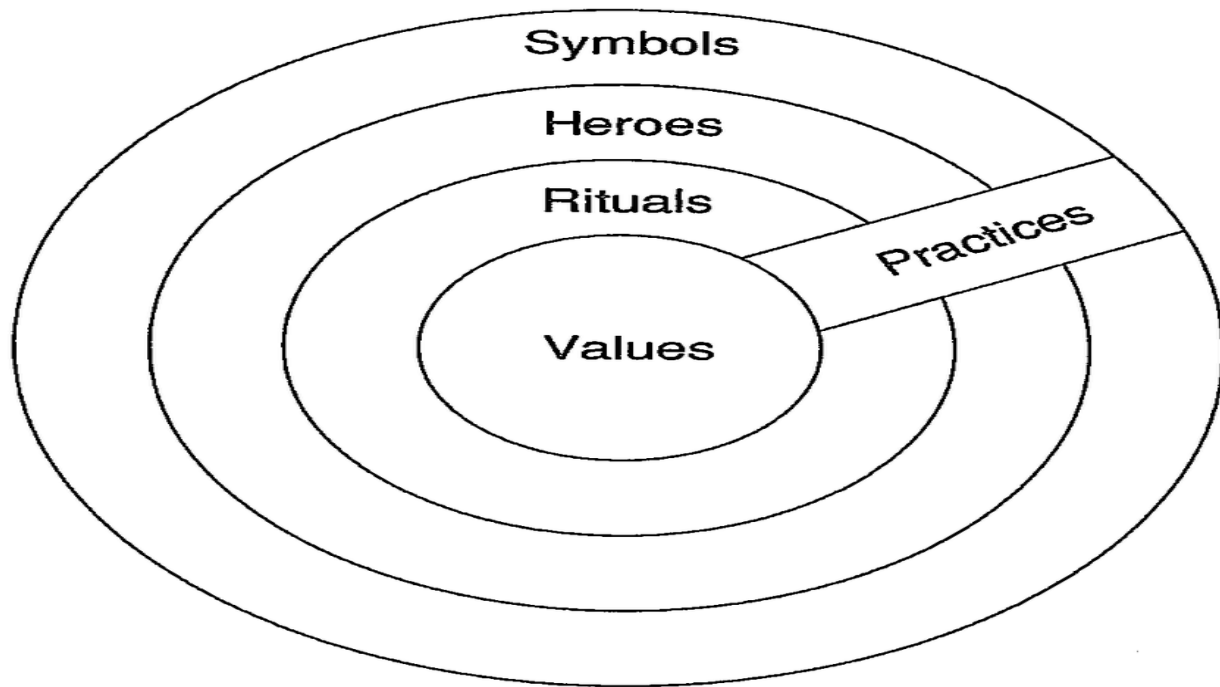


Figure 3 Summary of Hofstede model

Source: Hofstede et al. (2010)

2.1.3.4. Denison's organizational culture models

Denison & Neale (2011) identify four cultural dimensions (traits) which are involvement, consistency, adaptability and mission. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indexes that make up the model. Each of the four organizational culture dimensions which will be regarded as independent variables as well as the corresponding indexes are briefly covered in the paragraph that follows.

Involvement: The first organizational factor that guarantees employee engagement in decision-making is involvement; this dimension also depends on teamwork to complete tasks and ongoing investment in skill development for employees. Stated differently, involvement fosters human potential, self-reliance, and accountability. As a result, "highly involved" corporate cultures greatly promote employee involvement and foster a sense of accountability. Instead of formal, explicit, bureaucratic control mechanisms, they rely on implicit, voluntary, and informal systems. The empowerment, team orientation, and capability development indexes are related to the involvement attribute. First, empowerment relates to a person's capacity for self-governance, initiative, and authority. Team orientation places a strong emphasis on cooperating to achieve

shared objectives for which all staff members feel responsible to one another. Last but not least, capability development describes how the company continuously makes investments in staff skill development to maintain its competitiveness and satisfy continuing organizational demands.

Consistency: Consistency is the second dimension which emphasizes on maintenance of the status quo by being well coordinated and well-integrated also the organization devises clear agreement about the right way and the wrong way to do things. Furthermore, consistency deals with defining the values and systems that are the basis of a strong culture. It also provides a central source of integration, coordination and control. A defined list of dos and don'ts is developed by consistent companies, along with a mindset and set of organizational systems that establish an internal system of governance based on consent. The consistency attribute is indexed by core values, agreement, and coordination and integration. As a result, coordination and integration show how successfully the organization's many departments and units can cooperate to accomplish shared objectives. The ability to complete tasks is not restricted by organizational boundaries. The ability to resolve disagreements when they arise and the underlying level of agreement make up the second index, which is agreement. The final core value emphasizes how the organization's members share a set of values that give rise to a distinct identity and set of expectations.

Adaptability: The organization's capacity to translate the demands of the business environment into action through change management, customer focus, and an organizational learning environment is shown in the third trait, adaptability. Translating the demands of the business environment into action is the focus of adaptability. Organizations are governed by a set of norms and ideas that enable them to receive, process, and apply signals from their surroundings to alter internal behavior in ways that improve their prospects of surviving, expanding, and developing. Creating change, customer focus and organizational learning are the indexes of the adaptability trait. Creating change deals with the ability of organization to create adaptive ways to meet changing needs. So, organization will be able to read the business environment, quickly react to current trends, and anticipate future changes. Customer focus is the second indexes which focus on the organization understanding and reaction to its customer and anticipation to future needs. Lastly, organizational learning reflected when on organization receives, translates,

and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.

Mission: The last attribute is mission, which helps firms create a meaningful long-term orientation and a clear definition of the company's goals, objectives, and strategic direction. Determining the organization's significant long-term path is part of its mission. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Strategic direction & intent, goals & objectives and vision are the indexes of the mission trait. Thus, strategic direction and intent deals with clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute. The second indexes, goals and objectives, stress on a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Finally, vision ensures that organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

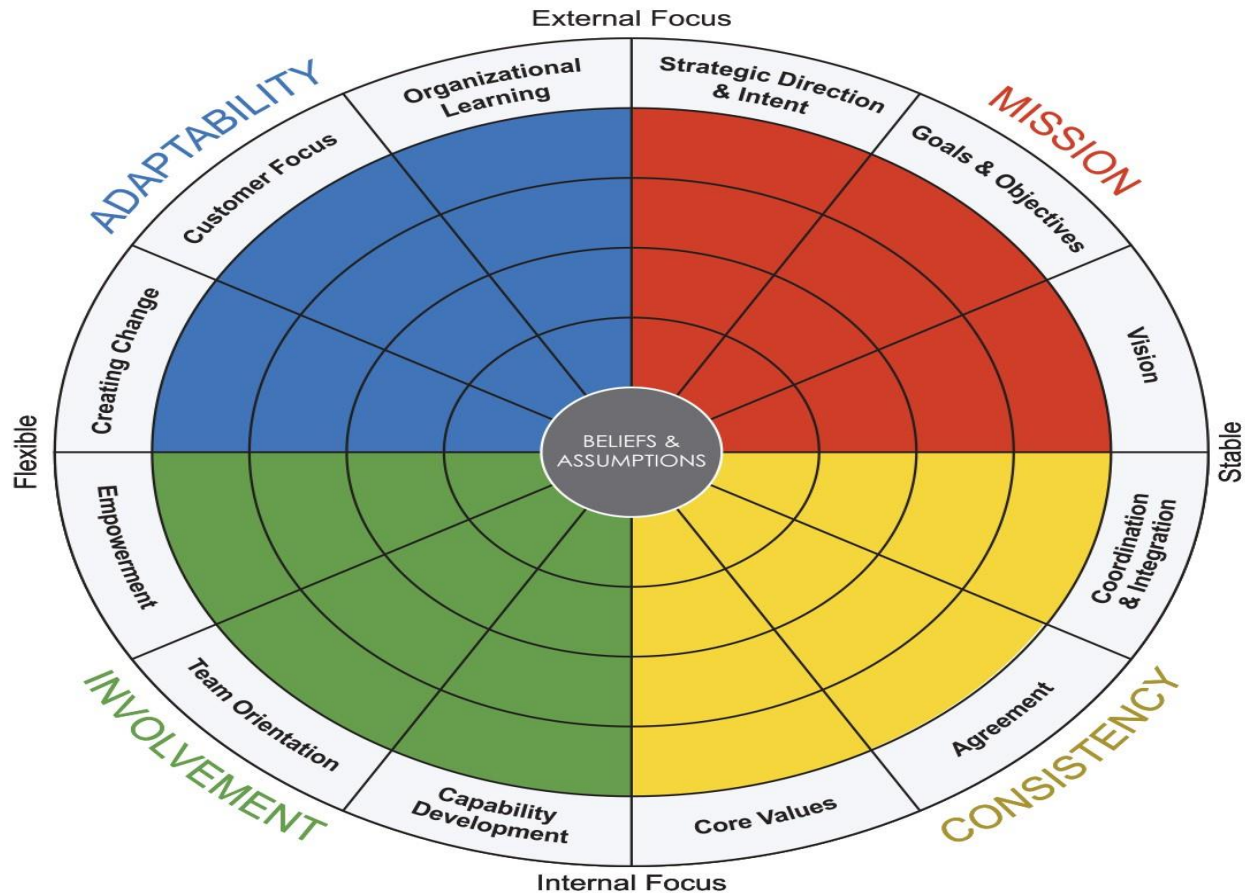


Figure 4 Summary of Denison Model

Source: Denison & Neale (2011)

2.1.4. THE CONCEPT OF EMPLOYEES' COMMITMENT

Commitment has been studied much, and it still remains one of the most challenging and researched in the fields of management, organizational behavior and human resource management (Cohen, 2007). There have been numerous ways to define commitment in the past years and researchers from different fields like to emphasize different aspects of it. According to Cohen (2007), commitment is frequently viewed as a force that ties a person to a path of action that is pertinent to one or more aims. These goals might be aimed toward specific individuals, such as family members or friends, as well as different organizations, such as workplaces, sports teams, or community organizations.

Employee commitment is defined as the degree of identification and involvement that individuals have with their organization's mission, values and goals. Organizational

Commitment refers to when an employee accepts the organization and wants to remain with it (Robbins & Judge, 2013).

The level of dedication that an employee feels towards their organization is known as employee commitment. It is also described as an efficient response to the organization as a whole and the degree of loyalty or reliability that staff members feel for the company. Employee commitment is essentially the perspective of the employees toward the organization. Its scope is broad, and its attitude incorporates a variety of elements (Geoffrey, 2015).

2.1.4.1.The Model of Employees Commitment by Allen and Meyer

The description above is a very good indicator of employee commitment, but does only offer a broad description. In their article “Three component model of commitment” John Meyer and Natalie Allen discuss commitment in great detail. We can see from their insightful research that there exist three distinct types of employee commitment:

Affective commitment

Affective commitment is employee emotional attachment to organization, identification with organization and involvement in organization (Allen & Meyer, 1991). Strong emotional commitment means that workers stick with the company because they want to. This means that this kind of commitment is driven by desire. On the mechanisms underlying its creation, however, there hasn't been a consensus reached. However, Meyer & Herscovitch (2001) suggest that any condition that raises the likelihood of the next three issues will aid a person in developing affective commitment. First, a person is involved in a course of action, which can indicate that they are driven by their own will or drawn into the action. Second, a person acknowledges the entity's or the action's significance to them personally. Lastly, a person's identity is shaped by their association with a thing or a behavior.

The degree to which employees desire to remain with their company is a measure of affective commitment. A worker's desire to remain in their company is indicated by their affective commitment to it. Most of the time, they are happy with their jobs, feel like they belong in the organization, and connect with its aims. Affectively committed employees feel appreciated, represent their company well, and are all-around valuable assets to their employers (Meyer & Herscovitch, 2001).

Normative commitment

Normative commitment describes an individual's sense of obligation to remain with the company. Put another way, workers stay with the company because it is right for them to. It is suggested that a person's experiences before and after joining the organization have an impact on their normative commitment. This indicates that the development of an employee's normative commitment is influenced not just by organizational socialization but also by socialization that takes place in families and society at large (Allen & Meyer, 1991).

The degree to which workers believe they ought to remain with their company is referred to as normative commitment. Normatively devoted workers typically believe that they ought to remain with their companies. Normatively committed workers feel guilty about the prospect of quitting and believe that leaving their company would have terrible consequences. Although the causes of this guilt are varied, workers frequently feel that if they left the company, a knowledge or skill gap would be left behind, putting more strain on their peers. Employee performance in businesses can and often does suffer as a result of these emotions (Meyer & Herscovitch, 2001).

Continuance commitment

Continuance commitment refers to a commitment based on the expenses incurred should an individual depart from the organization. People with high levels of continuation commitment thus remain with the organization because they must. To put it another way, leaving would be too expensive. Hire a man who does your work out of passion for it instead of one who does it for financial gain. The degree to which workers feel compelled to remain with their company is referred to as their continuity commitment. Employees who exhibit continuing commitment do it mostly because they feel compelled to remain with the company. There are a variety of reasons why people might need to remain in organizations, but the two primary ones are compensation and a lack of other employment options (Allen & Meyer, 1991).

When workers believe they must stay with their company since leaving would not improve their pay and benefits, which is an excellent example of continuation commitment. These kinds of situations can cause problems for organizations since long-term employees may get disappointed (and disengaged) from their jobs but refuse to quit (Meyer & Herscovitch, 2001).

2.2. Empirical Literature Review

2.2.1. Review of Empirical Evidence in Other Countries

- **Involvement Culture and Employee Commitment**

According to Nasrin et al. (2011), there is a significant positive relationship between staff commitment at Karun Oil & Gas Production Company and involvement, one of the most crucial aspects of organizational culture. According to a study by Okocha (2016), there is a significant positive relationship between involvement and affective commitment among employees in a subset of Port Harcourt's supermarkets. Involvement is one of the most essential aspects of corporate culture.

According to a research by Asghar et al. (2015), there is a strong positive correlation between involvement and organizational commitment. One of the key components of organizational culture is involvement, which plays a major role in instructors' fulfillment of this commitment. This demonstrates how people's intention to remain in the workplace is aided by their participation in their work. By include them in decision-making processes, employees' involvement increases the stability of their commitment.

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

- **Consistency Culture and Employee Commitment**

According to research by Asghar et al. (2015), there is a positive correlation between organizational commitment and consistency, with employees being more committed to delivering effective and efficient work when there is coordination and integration, agreement, and fundamental values as a component of consistency. In a similar vein, Hakim (2015) claimed that consistency is an indicator of the factor that shapes organizational culture the most effectively. This indicates that the cultural values that are most highly valued in the

organization's operations and that prioritize maintaining the status quo above progress will have positive effects on employee commitment. According to Nasrin et al. (2011), there is a strong correlation between consistency and employee commitment at Karun Oil & Gas Production Company. Consistency is one of the most important aspects of organizational culture.

Nongo & Ikyanyon (2012) discovered no significant relationship between commitment and consistency. Even if companies work hard to keep a strong culture by being extremely dependable, well-organized, and well-integrated, employee commitment is not significantly affected by these efforts. Workers would rather be allowed freedom to complete their work than be forced to do so in a regulated way. These days, flexibility rather than consistency is the primary success element for enterprises. Organizations must be flexible even as they preserve a strong corporate culture.

- **Adaptability Culture and Employee Commitment**

Nikpour (2017) found there is a positive correlation between adaptability trait and employees' commitment in education office of Kerman province.

Okocha (2016) found there is a positive correlation between adaptability trait and employee commitment. This means organizations with high adaptability scores usually have an outward focus and have a capability to respond to competitors, customers and employees with new ideas. Low adaptability organizations run on inertia and their past achievements could create barriers for future success.

Nasrin et al. (2011) found a positive significant relationship, adaptability is one of the most important dimensions of organizational culture and it has great role in fulfillment of employee's commitment in Karun Oil and Gas Production Company. Nongo & Ikyanyon (2012) found positive relationship between adaptability and employee commitment. Adaptability predicts employee commitment more than any other corporate cultural variables. Employees are more committed to organizations that adapt to changing circumstances.

Employees exhibited the highest organizational commitment when they perceived higher adaptability culture which includes culture of creating, acquiring, and transferring knowledge and also quickly react to current trends, and anticipate future changes (Wambui & Gichanga L., 2018).

- **Mission Culture and Employee Commitment**

By defining the organization's social function and external goals, mission gives meaning and purpose, according to Denison & Neale (2011). Moreover, a mission statement offers precise guidelines and objectives that help establish a suitable path of action for the organization and its constituents, leading to a rise in staff commitment to the company. According to Nasrin et al. (2011), there is a significant positive relationship between mission and employee commitment at Karun Oil & Gas Production Company. The mission is one of the most critical aspects of corporate culture. According to Nikpour (2017), the mission trait and employee commitment at the province of Kerman's education office are positively correlated. On the contrary, Nongo & Ikyanyon (2012) discovered no significant relationship between commitment and mission. This indicates that a worker's identification with the organization's purpose, mission, and goals does not translate into a commitment to the organization. However, businesses should always make sure that employees are aware of the organization's objective and that it is defined explicitly.

2.2.2. Review of Empirical Evidence in Ethiopia

Results of research Mersen (2016) investigated how organizational culture affected Ethiopian Airlines employees' commitment. The majority of employees think that Ethiopian Airlines has an ethical code that directs employees' behavior and establishes right from wrong, and the results demonstrate that the four organizational culture attributes were all positively correlated with employee commitment. Nonetheless, the results of the multiple regression analysis show that employee commitment is not much affected by consistency. Therefore, despite an organization's best efforts to sustain a strong culture through extreme consistency, excellent coordination, and integration, employee commitment is not significantly affected by these factors. This led to the conclusion that, while organizations need to retain a strong organizational culture, they also need to be flexible since people prefer to be given the freedom to accomplish their jobs rather than being forced to execute them in a rigid fashion. Based on the study's findings, it can be concluded that organizational culture plays a significant role in raising employee commitment levels. This is supported by the fact that employee commitment is positively correlated with adaptability, mission, and involvement practices, in descending order of standardized coefficients. Employee commitment is not significantly affected by consistency, defining values and systems that establish an internal system of governance with a clear set of dos and don'ts, or

by $p > 0.05$. In the end, not every company culture initiative has a noticeable impact on worker dedication.

Birhane (2021) Research has been done on the relationship between organizational culture and the level of commitment exhibited by national college staff members. The findings indicate that the two organizational culture features that contribute most to the beta value of employee commitment are involvement and mission. Furthermore, a statistically significant relationship has been seen between the three organizational culture attributes of adaptability, involvement, and mission and the level of commitment exhibited by employees. However, consistency has no apparent effect on an employee's commitment, as evidenced by the significance level of $p > 0.05$.

Mohammed (2021) carried out another investigation to evaluate the effect of organizational culture (consistency, involvement, and adaptability) on workers' commitment in the Ethiopian Islamic Affairs Supreme Council. The study's findings showed a statistically significant and strong positive association between staff commitment and adaptability. Organizational culture involvement and consistency also have a slightly strong, positive, and statistically significant relationship.

2.3. Conceptual Framework

Conceptual framework is a scheme of concept (variables) which the researcher operationalizes in order to achieve the set objectives Creswell & David Creswell (2018). The conceptual framework below illustrates the effect of independent variables: Adaptability, Consistency, Involvement and Mission Trait developed by Denison and Neale (2011) and their effect on the dependent variable: employees' commitment.

Independent Variables

- **Involvement**
- **Consistency**
- **Adaptability**
- **Mission**

Dependent Variables

**Employee
Commitment**

Figure 5 Conceptual Framework

Source: Denison and Neale (2011)

CHAPTER THREE

3. Research Methodology

3.1. Research Design

Research designs are plans and procedures for conducting researches, and they can range from general hypotheses to specific strategies for gathering and analyzing data (Creswell & David Creswell (2018). The research design served as the conceptual framework for the study and served as a guide for data collecting, measurement, and analysis. There are three types of research designs namely exploratory, descriptive, and explanatory (Kothari, 2004).

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). In this study explanatory type of research design was used, because the study aims to examine the effect of organizational culture components on employee commitment. This was believed appropriate because the study was involved in examining the effect of four dimensions of organizational culture on of Bank of Abyssinia S.C employee's commitment.

As noted by Kothari (2004) explanatory research design examines the cause-and-effect relationships between dependent and independent variables. Therefore, since this study tried to examine the cause-and-effect relationships, it was believed that explanatory research design was appropriate. The main task of the study was to examine the effect of independent variables (organization culture dimensions) on the dependent variable (employee commitment).

3.2. Research Approach

According to Creswell & David Creswell (2018), there are three general approaches in business and social research, namely qualitative, quantitative and mixed methods approach. A qualitative research approach is a means of researching and understanding the meaning that individuals or groups give to a social or human problem with the aim of inductively developing a theory or model. In contrast, quantitative research is a means of testing objective theories by examining the relationships between variables. Quantitative methods are often described as deductive in the sense that inferences drawn from statistical hypothesis tests lead to general conclusions about the characteristics of a population, and this method is often characterized as assuming that there is a

single "truth" that is independent of the individual perception. Creswell & David Creswell (2018) indicated that a researcher tests a theory by defining narrow hypotheses and collecting data to support or refute the hypotheses. Finally, mixed method is an approach in which researchers emphasize a research problem and use all available approaches to understand the problem. Therefore, based on the discussions on the above three research methods and considering the research problem and objective, quantitative research approach was employed, to quantify the respondents' evaluation and examined the relationship between independent variable (organizational culture) and dependent variable (employee commitment) in Bank of Abyssinia S.C through generating numerical data by using close ended questionnaire.

3.3.Study Population

According to Kothari (2004) Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. A target population refers to the precise population on which information is preferred. Currently Bank of Abyssinia has operated in ten district offices which has about a total of 909 branches all across the country, of which three district offices are located in Addis Ababa region namely East Addis district, West Addis district, Central Addis district and the number of branches in East Addis district, West Addis district, Central Addis district are 139 branches, 124 branches and 106 branches respectively which is 41% of the total number of branches of the bank. Accordingly, the target populations of the study were Bank of Abyssinia head office staffs, Districts staffs and branches staffs operational under East Addis district, West Addis district and Central Addis district. The reasons for selecting this target population was three districts have high customer base branches and cover almost 41% of the total branches of the bank and 52% of the total employee of the bank.

3.4.Sampling Technique

According to Cooper & Schindler (2003) stratified sampling technique is employed when there is significant variation within a population, in order to ensure that each stratum is fairly represented. In stratified sampling, a random sample is drawn from each subgroup after the population has been divided into strata (or subgroups) each of which is more homogeneous than the overall population. The researcher used stratified and purposive sampling techniques.

As a result, the strata in this research study was Head office and District Management staffs, Head office and District operational staffs, Branch Managers, Branch Business Managers, Branch Operation Managers and Branch operational Staffs all participated in the study which are 6039 in number. By and large, in light of the way that every stratum is more homogeneous than the general population, the researcher was able to obtain more accurate estimates of the sample for each stratum as well as a better estimate of the whole by more precisely estimating each of the component parts; in other words, stratified sampling yields more accurate and thorough information (Kothari, 2004).

Purposive sampling technique is another approach used in addition to stratified sampling to choose the respondents from each stratum. This method was required to select participants from each stratum for the study purposefully based on the researcher's personal judgments in order to test research hypothesis and/or meet research goals.

3.5.Sample Size

According to Cooper & Schindler (2003), the sample size is a lower portion of the whole population. To be a representative of the population, it must be carefully chosen. Hence, Yemane's (1967) finite and large population sample size formula with a 95% confidence level was used to obtain a representative sample for the population. The following gives the formula used to determine the sample size:

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

$$n = 6039 / 1 + 6039(0.05)^2$$

$$n = 6039 / 16.0975 = \underline{\underline{375}}$$

Where, n= is sample size, N= is population size and (e) = is the level of precision. A 95% confidence level (t) and e=0.05 which is sample margin error, assumed for determining sample size for this study. To undertake the research 375 employees were selected proportionally by stratified sampling procedure as a sample from Head office and District Management staffs, Head office and District operational staffs, Branch Managers, Branch Business Managers, Branch Operation Managers and Branch operational Staffs.

Table 1 Sample Size of the Respondents from each Stratum

Strata	Number of Employees	Proportion of samples	Sample Size
HO and District Management staffs	89	1.47%	6
HO and District operational staffs	1445	23.93%	90
Branch Managers	369	6.11%	23
Branch Business Managers	369	6.11%	23
Branch Operation Managers	369	6.11%	23
Branch operational Staffs	3398	56.27%	211
Total Population	6039	100.00%	375

3.6.Source of Data

In this research investigation both Primary data sources and secondary data sources was employed. Through the use of structured questionnaires, primary data about the effect of organizational culture on employee commitment was gathered from Head office and District Management staffs, Head office and District operational staffs, Branch Managers, Branch Business Managers, Branch Operation Managers and Branch operational Staffs of Bank of Abyssinia. Besides, the secondary source of the data was also collected from different books, articles, and journals that provide guidelines for the study, as well as from reports of the Bank of Abyssinia and NBE directives that support the primary data.

3.7.Tools/Instruments for data Collection

The primary data which used in this research study was collected by the help of structured questionnaire. The questionnaire was divided into three sections as the first section requests a personal profile of each respondent, the four dimensions of Organizational Cultural was covered in the second section, and the third and last section of the questionnaire include questions that gauge the level of employee commitment at the bank.

The initial part of the questionnaire contained questions that request the general profile of the respondent's like Gender, Age, Educational background, Current Job Position in the bank and their work experience. The second and third sections prepared in view of the constructors of organizational culture and employee commitment which comprises of five categories of which the first four has three subcategories. This part of the questionnaire was designed in the form of Likert five scales, which ranges from strongly disagree to strongly agree (i.e. strongly disagree =

1, Disagree = 2, Neutral = 3, Agree = 4, and Strongly Agree = 5). This made it simple for the study to translate the qualitative components of the data set into quantitative/numerical scales.

3.8. Reliability and validity analysis

Reliability relates to the consistency of a measure and measures how well the items of a given construct combine and can independently assess that construct (i.e. if the findings can be replicated under the same conditions) while validity refers to how effectively a technique measures the constructs and relates to a measure of accuracy i.e. if the findings actually reflect what the measure is designed to represent (Cooper & Schindler, 2003). So prior to conducting full research survey pilot test was conducted on 10% of the total sample size (37 respondents) to check the reliability and validity of the questionnaires. The Cronbach's alpha value of the items swing between 0.783 and 0.919 as the details of the value shown below. According to several studies, reliability improves as Cronbach's alpha approaches one, with a reliability coefficient value of 0.60 denoting moderate reliability, 0.70 denoting excellent dependability, and 0.70 and above denoting very high reliability.

Variables	N of Items	Cronbach's Alpha value
Involvement	9	.856
Consistency	9	.830
Adaptability	9	.783
Mission	9	.867
Employee commitment	9	.919
Overall	5	.806

Source: Own survey, 2024

3.9. Method of Data Analysis

Kothari (2004) asserts that data analysis employs a set of categorizations to draw reliable and repeatable conclusions about the context of the data. The researcher used descriptive statistical method, correlational analysis and multiple linear regression analysis to analyze and interpret data about the effect of organizational culture on employee commitment. The data collected through closed ended questionnaire was analyzed by SPSS V27 statistical software package. The Descriptive analysis provides detailed explanations of the respondents' demographic characteristics as well as the relationship between the dependent and independent variables. Descriptive statistics includes frequency distribution, mean, standard deviation and tables for

summarizing, analyzing and presenting results the predictors of dependent variables. Furthermore, various diagnostic tests such as normality, linearity, autocorrelation, heteroscedasticity and multi-collinearity tests was conducted to check the assumption of a classical linear regression model.

In this study, to examine the effect of organizational culture on employees' commitment in case of Bank of Abyssinia S.C, employees' commitment (COM) was the dependent variable of the study while the independent variables were Involvement (INV), Consistency (CON), Adaptability (ADA) and mission (MIS). The following form is an estimation of the regression model used in this study:

$$\text{COM} = \beta_0 + \beta_1\text{INV} + \beta_2\text{CON} + \beta_3\text{ADA} + \beta_4\text{MIS} + \epsilon$$

Where:

β_0 : Intercept of the regression

$\beta_1, \beta_2, \beta_3, \beta_4$: Coefficient

ϵ : Error of term

3.10. Ethical Consideration

Research ethics calls for responsible conduct of research as respect and consideration to the participants is an important aspect of research. This research takes into consideration the consent, privacy and confidentiality of the research participants.

Informed Consent involves the participant's preference whether to participate or not to participate in the study. According to Cooper & Schindler (2003), at all times the welfare of subjects should be kept in mind by the researcher. The researcher in this study wasn't forcing anyone to participate in the research; instead asked for their permission. Additionally, the participant's involvement in the study and its goal were attempted to be explained by the researcher to them. The researcher has try to maintain the privacy of the participants by clearly stating to the participants not to write their names on the questionnaire. In order for the information to be reliable, the respondents should be assured the confidentiality of the information they provide (Cooper & Schindler, 2003). In this study, confidentiality takes care of by assuring participants that their information would be used solely for academic purposes.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1. Respondents Profile

4.1.1. Response rate

The researcher had distributed a total of 375 questionnaires and from those questionnaires, 309 (82.4%) questionnaires were collected effectively, however only 300 responses were fit for analysis while the remaining 66 questionnaires (17.6%) were not collected. According to Cooper & Schindler (2003) a response rate of 50% is adequate for analysis, while a rate of 60% and a rate of more than 70% is rated as good and excellent respectively. Therefore, eighty percent (80%) response rate is rated as excellent for the upcoming data analysis.

Table 2 Respondents' response rate

Description	Respondent	Percentage
Returned Questionnaire	309	82.4%
Unreturned Questionnaire	66	17.6%
Total Distributed	375	100%
Properly filed and fit for analysis	300	80%

Source: Own Survey Result, 2024.

4.1.2. Demographic Characteristics of the Respondents

Demographic characteristics are the foundation for research questionnaire response and are crucial performance indicators in any company. It might be preferable to introduce the respondent's profile first rather than directly jumping right into a discussion of the results. This is due to the possibility that estimating the reliability of the respondents' information could be aided by comprehending them. Therefor this section summarizes demographic characteristics of the respondents such as gender, age, educational level, Job position and work experience are presented in the table below.

Table 3 Demographic Characteristics of the Respondents

Variable	Description	Frequency	Percent	Valid Percent	Cumulative Percent
Gender of the respondent	Male	195	65	65	65
	Female	105	35	35	100

	Total	300	100	100	
	Description	Frequency	Percent	Valid Percent	Cumulative Percent
Age of the respondent	21-30 Years	172	57.3	57.3	57.3
	31-40 Years	96	32	32	89.3
	41-50 Years	21	7	7	96.3
	51-60 Years	11	3.7	3.7	100
	Total	300	100	100	
	Description	Frequency	Percent	Valid Percent	Cumulative Percent
Educational level of the respondent	Diploma and below	5	1.7	1.7	1.7
	Bachelor degree	258	86	86	87.7
	Master's Degree	37	12.3	12.3	100
	Total	300	100	100	
	Description	Frequency	Percent	Valid Percent	Cumulative Percent
Job position of the respondent	Managerial	47	15.7	15.7	15.7
	Non managerial	253	84.3	84.3	100
	Total	300	100	100	
	Description	Frequency	Percent	Valid Percent	Cumulative Percent
Work experience of the respondents	Below 5 Years	143	47.7	47.7	47.7
	6-10 Years	139	46.3	46.3	94
	10-15 Years	16	5.3	5.3	99.3
	above 15 Years	2	0.7	0.7	100
	Total	300	100	100	

Source: SPSS-V27

1. Gender of the respondents

As it is shown in the above table from the total of 300 valid respondents of the questionnaire 65% of the respondents which are 195 in number were male respondents while the remaining 35% of the respondents which are 105 in number were female respondents. This implies that majority of the respondents of the questionnaire were male respondents which constitute around two third of the total respondents.

2. Age of the respondents

The researcher was also interested in knowing the age brackets of the respondents of the questionnaire. The research results presented in the above table revealed that 172 of the total respondent equivalent to 57.3 % of the respondents that participated in the study were between the age of 21 years to 30 years old, 96 of the respondents equivalent to 32% of the total respondents were between the ages of 31 years to 40 years, 21 of the respondents equivalent to 7% of the total respondents were between 41 years to 50 years and 11 of the respondents which are equivalent to 3.7% of the total respondents were between the age of 51 years-60 years. The age category of the respondents implies that most of the employees of the bank are young generation employees as around 90% of the respondents are in the first two age category.

3. Educational level of the respondents

Regarding the educational background of the respondents, 5 respondents (1.7 % of respondent) has educational background of college diploma or below it, While 258 respondents (86%) of the respondents were qualified with first degree and the remaining 37 respondents (12.3%) were graduate of post graduate school, however none of the respondents has education status above master's degree. Generally most of the respondents of the questionnaire has at least first degree.

4. Job Position of the respondents

Concerning the job position of the respondents, 253 respondents (84.3%) of the respondents have non managerial position while 47 of the respondents (15.7%) of them have a managerial position, which are the majority of the respondents, were in the non-managerial positions.

5. Work experience of the respondents

The researcher had also assessed the work experience of the respondents and as per the result shown in the above table 47.7% of the total respondents which are 143 in number has work experience of below five years, 46.3% of the respondents 139 of respondents has 6-10 years' work experience, 16 respondents or 5.3% of the total respondents has work experience between 10-15 years while only 2 respondents which is 0.7% of the total respondents has work experience of above 15 years and this results depicts that the number of experience workers are too low.

4.2.Descriptive Statistics

Descriptive statistics results include the minimum, maximum, mean scores and standard deviations of the four organizational culture dimensions (Involvement, Consistency, Adaptability and Mission) and employee commitment was done on the data collected from the 300 respondents to show their perceptions on the effect of organizational culture on the employee commitment dimensions. The respondents were asked to point out their level of agreement or disagreement by Likert scale, so that the results are summarized by using the descriptive statistical output of the mean and standard deviation. As stated by Mohammed (2021) according to Al-Sayyad, Rabea and Samrah (2006), the mean score 1 up to 1.8 is considered as very low, the mean score from 1.8 up to 2.6 is considered as low, the mean score 2.6 up to 3.4 is considered as moderate, the mean score 3.4 up to 4.2 considered as high and the mean score 4.2 up to 5.00 considered as very high.

Table 4 Scores for the Organizational Culture and Employee Commitment

Descriptive Statistics					
Involvement	N	Min	Max	Mean	Std. Deviation
The bank has inspired the staff to participated in the process strategic decision making	300	1	5	2.94	0.858
Your Bank have a trend of delegation for its employees.	300	2	5	3.96	0.751
Information is widely shared so that employees can get the information they need	300	2	5	3.93	0.714
Cooperation across different parts of the organization is encouraged	300	2	5	4	0.727
In your Bank, teamwork is used to get effective and efficient work done, rather than hierarchy.	300	2	5	3.96	0.723
Employees work like they are part of a team	300	2	5	3.91	0.661
Your Bank has a continuous capacity development plan to enhance the skills of employees.	300	2	5	3.78	0.702
The bank considers that capabilities of employees as an	300	2	5	3.77	0.749

important source of competitive advantage and works to improve it.					
Capacity building of employees is implemented in specified period of time for each employee.	300	2	5	3.7	0.743
Consistency	N	Min	Max	Mean	Std. Deviation
In your Bank managers and employees are deeply knows and submit by the core values of the organization.	300	2	5	3.8	0.755
There is a consistent set of values that govern the way BOA does business.	300	1	5	3.78	0.879
Ignoring the core values of the organization will lead to serious penalty by the bank.	300	1	5	3.78	0.712
Employees work to achieve a “win-win” solutions when an issue of disagreements occurs.	300	2	5	3.69	0.862
There is a clear agreement regarding the right way and the wrong way to do things.	300	2	5	3.82	0.806
In your Bank, it is easy to reach an agreement, even if the issues are more difficult.	300	1	5	3.73	0.813
It is easy to coordinate and integrate projects across different departments of the Bank.	300	2	5	3.71	0.788
Employees from different parts of the Bank share a common perspective.	300	1	5	3.66	0.883
Employees at other departments of the bank are cooperative.	300	2	5	3.57	0.753
Adaptability	N	Min	Max	Mean	Std. Deviation
Managers and Employees of your organization give more attention to the dynamic customers’ needs and wants.	300	1	5	3.74	0.822
New and improved ways to do work are continually adapted by the bank to meet customer demand.	300	1	5	3.61	0.825

Bank of Abyssinia respond to competitor's actions and other changes in the business environment.	300	1	5	3.8	0.956
Employees and managers of the understand customers wants and needs and works to meet.	300	2	5	3.43	0.935
Customers comment and recommendations lead to changes.	300	2	5	3.72	0.752
The bank give value customers inputs to make decisions.	300	1	5	3.85	0.91
In your bank, the new leaders learn from that of the previous ones.	300	1	5	3.83	0.899
Innovations and creativities are more encouraged in your Bank.	300	2	5	3.81	0.903
Your bank view failures as an opportunity for learning and improvement.	300	2	5	3.81	0.881
Mission	N	Min	Max	Mean	Std. Deviation
The bank has a clear mission that gives meaning and direction.	300	2	5	3.73	0.791
Strategic direction of the Bank is clear to me and I am acting accordingly.	300	2	5	3.77	0.876
There is a long-term purpose and direction of the company.	300	2	5	3.58	0.734
The goals assigned by leaders are SMART (Specific, Measurable, Achievable, Realistic and Time Bounded).	300	2	5	3.76	0.833
The bank has continuously tracks its progress against the stated goals.	300	2	5	3.77	0.879
There is widespread agreement between employees about the goals of the Bank.	300	2	5	3.85	0.822
The vision of the bank has creates excitement and motivation for me.	300	2	5	3.88	0.831
Leaders of the bank have a long-term viewpoint.	300	1	5	3.44	0.892
Employees have a shared vision of what the organization	300	2	5	3.94	0.693

will look like in the future.					
Employee Commitment	N	Minimum	Maximum	Mean	Std. Deviation
I am willing to put in a great deal of effort beyond that normally expected in order to help this bank be successful.	300	2	5	4.03	0.679
I really care about the fate of the Bank.	300	2	5	3.95	0.721
I feel that I am loyal to the Bank and a difference in salary cannot make me decide to leave the job.	300	2	5	3.87	0.692
You find the way to do a good job even in unfavorable conditions.	300	2	5	3.7	0.778
I would be very happy to spend the rest of my career with this Bank	300	2	5	3.74	0.783
I find that my values and the organization's values are very similar.	300	2	5	3.75	0.882
I feel like that "part of the family" in this Bank	300	2	5	3.64	0.707
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	300	2	5	3.83	0.784
Your time management based on organizational daily working hours is almost best.	300	2	5	3.84	0.833
For me this is the best of all possible organizations for which to work.	300	1	5	3.68	0.821
Valid N (listwise)	300			3.803	

Source: SPSS-V27

Table 5 Summary of Mean Scores for the Organizational Culture and Employee Commitment

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Involvement	300	2	4.56	3.7719	0.30528
Consistency	300	2.22	4.44	3.7263	0.3043
Adaptability	300	2.33	4.78	3.7333	0.47097
Mission	300	2.22	5	3.7448	0.473
Employee Commitment	300	2.2	4.6	3.804	0.34289

Valid N (listwise)	300				
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Source: SPSS-V27

As stated in the above table the result of descriptive statistics shows that the total means and standard deviation of each organizational culture model. The mean score for the four dimensions of organizational culture and employee commitment was between 3.7263 and 3.804 and which is rated as good as per the classification discussed above.

The first component of the organizational model, involvement, has an average score of 3.7719 with a standard deviation of 0.30528. This suggests that the bank's employees have a high level of involvement. The mean score of mission dimension of organizational culture was 3.7448 with standard deviation of 0.473 which is also rated as high score next to involvement dimensions of organizational culture, Adaptability and Consistency dimension of organizational culture has a mean score of 3.7333 and 3.7263 respectively as Consistency dimensions of organizational culture is the lowest of all the four dimensions of organizational culture.

4.3. Inferential Statistics

The major objectives of the study was to examine the Effect that the selected dimensions of organizational cultures (i.e. involvement, consistency, adaptability and mission) have on employees' commitment in case of Bank of Abyssinia S.C and to meet the general objective of the study inferential statistics of correlation and regression analysis had been used and the results were presented here under.

4.4. Correlation Analysis

According to Robbins & Judge (2013) correlation analysis is a statistical technique that used to determine the strength of any potential relationships between two variables or datasets. Thus, in order to determine the extent of the relationship between the dependent variable "Employee Commitment" and the independent variables such as Involvement, Consistency, Adaptability and Mission the Pearson correlation test was conducted. The test aims to determine whether or not the independent variables had an Effect on the dependent variable as the details of test result shown in the table below.

Table 6 Pearson correlation test

		Involvement	Consistency	Adaptability	Mission	Employee Commitment
Involvement	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	300				
Consistency	Pearson Correlation	.381**	1			
	Sig. (2-tailed)	.000				
	N	300	300			
Adaptability	Pearson Correlation	.365**	.420**	1		
	Sig. (2-tailed)	.000	.000			
	N	300	300	300		
Mission	Pearson Correlation	.536**	.560**	.698**	1	
	Sig. (2-tailed)	0 .000	0 .000	0 .000		
	N	300	300	300	300	
Employee Commitment	Pearson Correlation	.591**	.509**	.467**	.828**	1
	Sig. (2-tailed)	.000	0 .000	.000	.000	
	N	300	300	300	300	300
** Correlation is significant at the 0.01 level (2-tailed).						

Source: SPSS V-27

As per the Pearson correlation result in the table above, there were statistically significant positive relationship between employees' commitment and all the four organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) at $p < .000$ level. Therefore the researcher concluded that employees' commitment had statistically significant positive correlation with all the four cultural dimensions.

- **The Correlation between Involvement Culture and Employees Commitment**

As stated in the table above, it is possible to say that there is substantial relationship between employees commitment and organizational involvement culture ($r=.591$, $p<0.01$). This indicates that employee's commitment score of Bank of Abyssinia S.C staffs correlated with involvement culture score at 0.591 which is substantial score from the four dimensions of organizational culture next to mission.

- **The Correlation between Consistency Culture and Employees Commitment**

The second dimension of organizational culture which is Consistency culture has moderate correlation with organizational culture with a Pearson correlation coefficient of .509 with p-value of $< .000$. This implies that employee's commitment score of Bank of Abyssinia S.C staffs is positively correlated with consistency culture at 0.509 correlation score.

- **The Correlation between Adaptability Culture and Employees Commitment**

Adaptability is the least correlated of all the four dimension of organization culture with employee commitment with a Pearson correlation coefficient of .467, but still it has positive and significant correlation with Bank of Abyssinia S.C staffs employee commitment.

- **The Correlation between Mission Culture and Employees Commitment**

Mission dimension of organization culture has strongest positive correlation with Employee commitment with Pearson correlation coefficient of .828 with p-value of $< .000$ and implies that the mission component of organization has strong correlation from all the four dimensions of organizational culture.

4.5. Test for the Classical Linear Regression Model (CLRM) Assumptions

Regression analysis is a statistical measurement of the relationship between two or more variables showing the change of dependent variable as a result of per unit change of the independent variable or it is simply defined as the process of estimating the value of dependent variable while the independent variable changed by per unit. In order to ensure the validity of the results obtained from a regression analysis, it is crucial to test and satisfy the basic assumptions of the classical linear regression model (CLRM). Failure to do so may lead to incorrect conclusions and undermine the quality of the research (Brooks, 2008). So as to maintain the data validity and robustness of the regressed result of the research, the basic classical linear regression model (CLRM) assumptions i.e. normality, Auto correlation, linearity, Heteroscedasticity, multi-collinearity were tested. The implication of the test, decision rules therein, test results, and their discussion were discussed in the upcoming sub-sections.

4.5.1. Normality Test

Normality is concerning the normal distribution of data or the error term should be normal with mean zero and constant variance. To test the normality of data sets the researcher had conducted Shapiro-Wilk test and as per this test the null hypothesis is errors are normally distributed while the alternative hypothesis is errors are not normally distributed as the details of test and decision rule shown in the table below.

Ho: Errors are normally distributed

H1: Errors are not normally distributed

Decision Rule: Reject the null hypothesis if $p < 0.05$

Table 7 Shapiro-Wilk test for Normality

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Studentized Residual	.034	300	.200*	.994	300	.260
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source: SPSS V-27

As shown in the above test table significance level of Shapiro-Wilk test was 0.260 which is greater than 0.05 and the researcher fails to reject the null hypothesis as a result the errors were normality distributed with mean zero and constant variance and there was no evidence for data abnormality.

Histogram is also another tool to test the normality of the data set and the histogram should be bell shaped if the errors are normally distributed and the histogram below is bell shaped and implies the errors of this particular study are normally distributed with mean zero and constant variance.

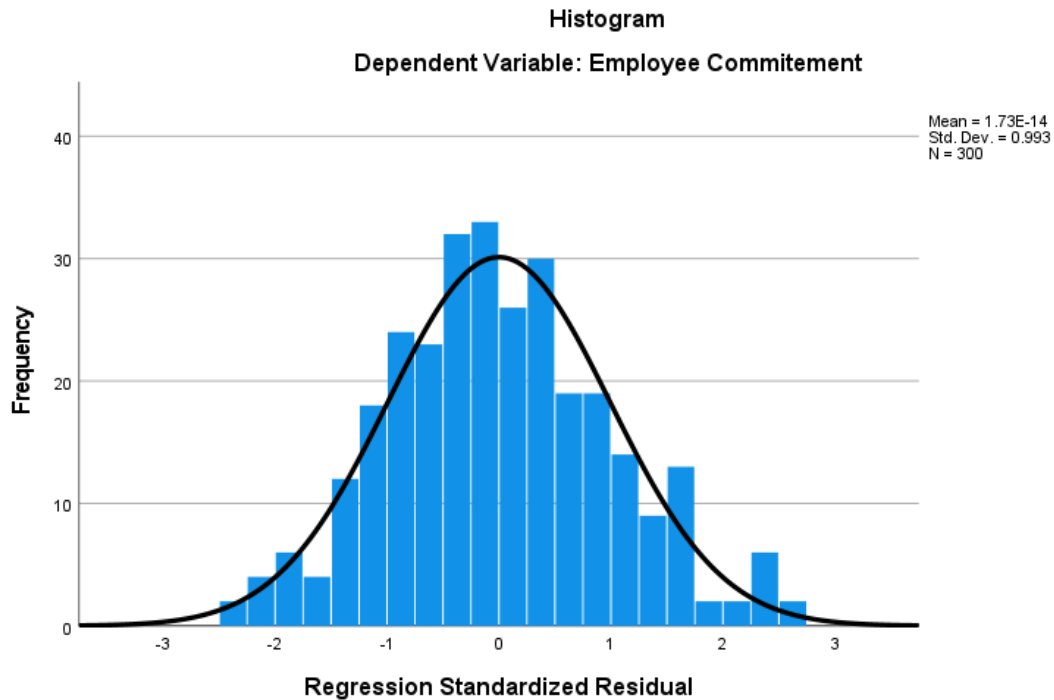


Figure 6 Histogram for normality test

Source: SPSS V-27

4.5.2. Autocorrelation Test

The assumption autocorrelation assumes that in the multiple linear regressions the errors are independent of each other or they are not correlated (Brooks, 2008). The assumption was tested by using Durbin – Watson statistic to determine whether the strong correlation exists among the residuals. The test statistics of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50. A value greater than 2 indicates a negative correlation and a value less than 2 explains a positive correlation (Pallant, 2010).

Table 8 Durbin-Watson for Autocorrelation

Model Summary	
Model	Durbin-Watson
1	2.028

Source: SPSS V-27

As per the test result shown in the above table the result of Durbin-Watson statistic was 2.028 which implies that there is no autocorrelation between the error terms and they are independent of one another.

4.5.3. Linearity test

The other assumption of CLRM is the linearity of the relationship between independent variables and dependent variable, which represents the degree to which change in the dependent variable is associated with the independent variable (Hair et al., 2010). In other words, the relationship between the two variables should be linear. This means that when one looks at a normal Q-Q of scores a straight line (roughly) should be seen, not a curve (Pallant, 2010). Linearity assumption was checked using normal Q-Q plots and results were satisfactory and the all variables relationships were positive.

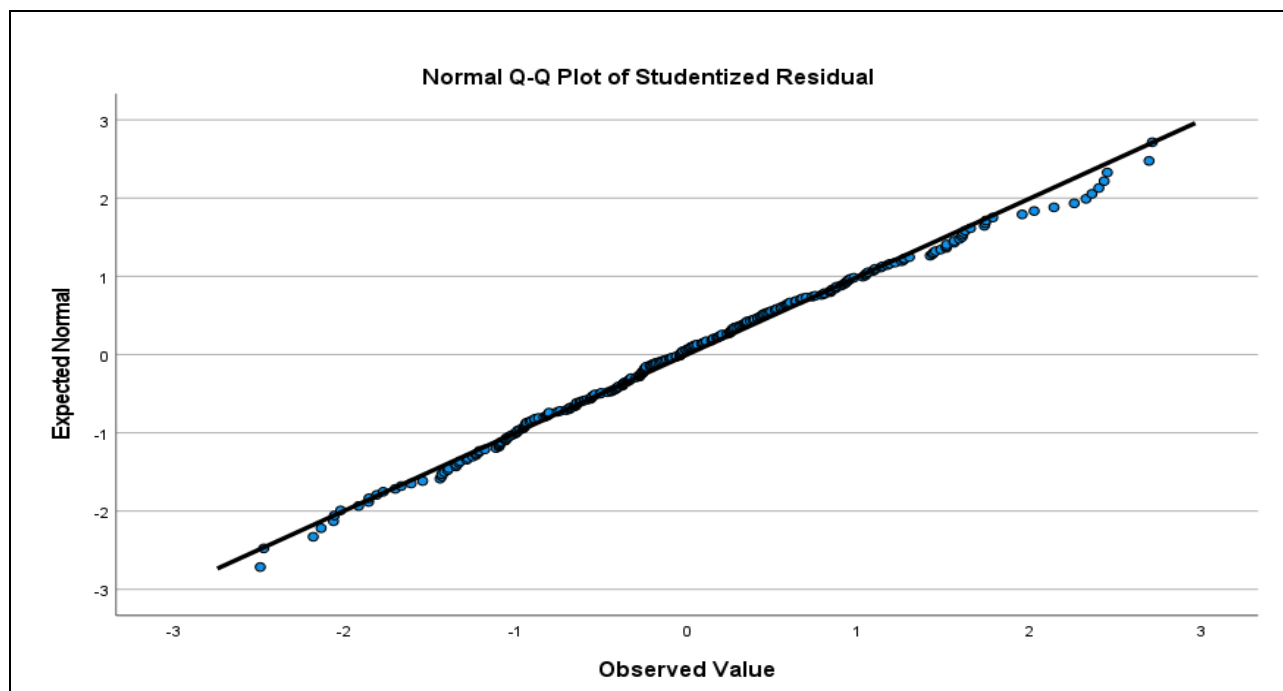


Figure 7 Linearity Test

Source: SPSS V-27

4.5.4. Heteroscedasticity Test

Homoscedasticity is another assumption of CLRM which states those disturbances appearing in the population regression are homoscedastic i.e. the variance of the error term is constant across all observations. But there are many situations in which this assumption may not hold (for

example the variance of the error term may increase or decrease with the dependent variable or one of the independent variables) and this called heteroscedasticity problem (Gujarati, 2004).

Heteroscedasticity problem is arising when the variance of the error term is not constant. That is the variance of the disturbance term is fairly spread over the model. The problem of heteroscedasticity results larger confidence interval as result t and f test are likely give inaccurate result of the parameter and statistically insignificant coefficient. In order to check the problem of heteroscedasticity in this study scattered plot diagram was generated by using the average findings of the Employee commitment (dependent variable) and the independent variables of the dimensions of organizational culture as the scattered plot shown below.

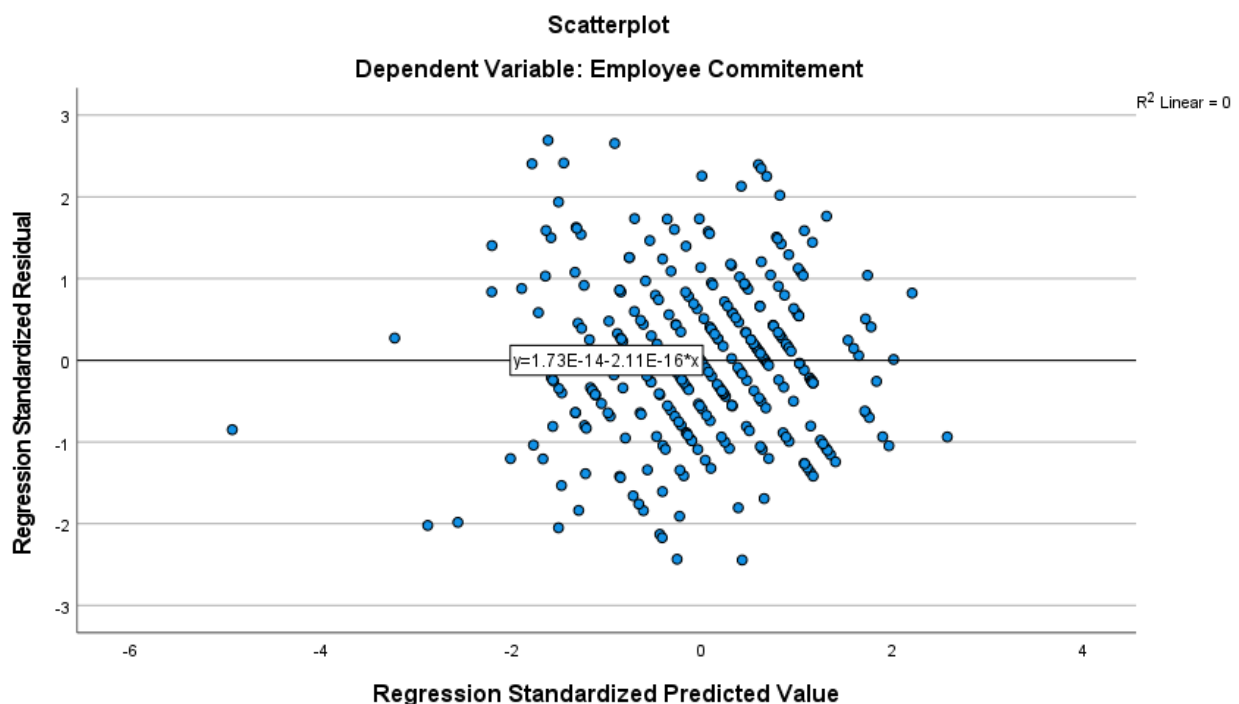


Figure 8 Heteroscedasticity Test

Source: SPSS –V27

As shown in the above scatter plot diagram, the scattered plots between the organizational culture and Employee commitment has displayed. The scattered plot diagram shows that the residual scores were concentrated at the center along with the zero points and the error in the regression model has a constant variance (homoscedasticity), so we can concluded that the data in the research study has no problem of heteroscedasticity.

4.5.5. Test for Multi collinearity

Multi collinearity refers to the existence of perfect or exact linear relationship among some or all explanatory variables in the model. When multi collinearity is present standard errors may be inflated (Brooks, 2008). According to Gujarati (2004) multi collinearity shows a linear relationship among explanatory variables and if one explanatory variable is an exact linear combination of the other explanatory variables, then it said the model suffers from perfect collinearity, and it cannot be estimated by OLS.

The benchmark to say there is a problem of multi-collinearity among explanatory variables is the mean value of variance inflation factor. If the test results showed that the variance of inflation factor VIF is more than 10, the regression results would be affected by a multi-collinearity problem (Gujarati, 2004). As shown in the table below the value of Variance Inflation Factor (VIF) for each independent variable was between 1.422 and 2.687 while mean value of Variance Inflation Factor (VIF) was 1.887. This suggests that there were no apparent multi collinearity problems. This means that there was no variable in the model that measured the same relationship/quantity as was measured by another variable or group of variables. Based on the test result, there was no multi collinearity problem in the predictive variables of this study.

Table 9 VIF results

Variable	Tolerance	VIF
Involvement	0.703	1.422
Consistency	0.675	1.481
Adaptability	0.511	1.958
Mission	0.372	2.687
Overall		1.887

Source: SPSS V-27

4.6. Multiple Linear Regression Analysis

Multiple linear regression analysis is the most common and extensively used method to explore the relationship between a single dependent variable and multiple independent variables (Pallant, 2010). Multiple Linear regression analysis also suggests that how much of the variance in the dependent variable can be explained by the independent variables. In order to see the influence of organizational culture dimensions (i.e. involvement, consistency, adaptability and mission) on employees' commitment, multiple regression analysis was employed by the researcher. The

following table presents the results of multiple linear regression analysis. The squared multiple correlation coefficients (R square) tell us the level of variance in the dependent variable (employees' commitment) which is explained by the model.

Table 10 multiple linear regression Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.861 ^a	.741	.738	.17553	2.028
a. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability					
b. Dependent Variable: Employee Commitment					

Source: SPSS-V27

The multiple linear regression model summary in the above table offers the values of R, R square and adjusted R square for the model that has been derived. For this data R which is the degree of association between organizational culture dimensions and employees' commitment has a value of 0.861, the value of R square is 0.741 and the adjusted R square has a value of 0.738. The adjusted R square of 0.738 indicates that 73.8 % of the variation of employees' commitment can be explained by the independent variables i.e. involvement, consistency, adaptability and mission while the remaining 26.2% of the variation of the employees' commitment can be explained by other variables factors not included in the model and which is giving room for further research to investigate other factors which affect the employees' commitment.

Table 11 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.066	4	6.517	211.513	.000 ^b
	Residual	9.089	295	.031		
	Total	35.155	299			
a. Dependent Variable: Employee Commitment						
b. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability						

Source: SPSS V-27

The ANOVA table shows that the overall significance or acceptability of the model from a statistical point of view. From the table above, the regression model was significant, at $p < 0.05$. The p-value was (0.000), which is less than the significance level 0.05 ($p < 0.05$). The findings indicate that, the regression model was a good fit of the data and the model is statistically

significant, but it does not mean that all variables have an equally contribution to employees commitment. As a result organizational culture has statistically significant effect on its employees' commitment.

Table 12 Coefficients of independent Variables

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.045	.156		6.706	<.001
	Involvement	.223	.040	.199	5.623	<.001
	Consistency	.057	.041	.051	1.410	.160
	Adaptability	.157	.030	.216	5.218	<.001
	Mission	.612	.035	.844	17.400	<.001

Source: SPSS-V27

As it was stated earlier in the first chapter of this research paper the study aims to identify the most contributing independent variable/s in the prediction of the dependent variable. Hence, the coefficient explains the average amount of change in dependent variable that was caused by a unit of change in the independent variable. Accordingly, the unstandardized beta coefficient (β) tells us the unique contribution of each factor to the model. A high beta value (β) and a small p value (<0.05) indicate the predictor variable has made a statistically significance contribution to the model.

The table above indicates that involvement, adaptability and mission had statistically significant Effect on employees' commitment at 95% confidence level, since their p-values were <0.001 for all of the three independent variables, however one of the dimension of organizational culture which is consistency has a p value of 0.160 which is greater than 0.05 and the variable was not significant at 95% confidence interval. The Unstandardized beta coefficients of involvement, adaptability and mission were 0.223, 0.157 and 0.612 of those dimensions mission has highest contributing factor for employee commitment followed by involvement and Adaptability respectively.

4.7. Discussion on Major Findings of the Study and Alignment with Previous Studies

- **Involvement and Employee commitment**

The beta (β) value of involvement was ($\beta=0.223$) with p value of <0.001 which implies that Involvement dimension of organizational culture has statistically significantly positive effect on employee commitment as a unit change in involvement dimension of organizational culture has increased the employee commitment of bank of Abyssinia S.C by 22.3% by maintain other factors remain constant (*ceteris paribus*).

The result of the study was consistent with the pervious finding of Nasrin et al. (2011) who has found a positive significant relationship between Involvement and employee's commitment in Karun Oil & Gas Production Company. Okocha (2016) also conducted similar study in selected supermarkets in Port Harcourt and concluded that positive significant relationship between Involvement employee's affective commitments. A study conducted by Asghar et al. (2015) found a positive significant relationship, Involvement is one of the most important dimensions of organizational culture and it has great role in fulfillment of organizational commitment of teachers. Similarly, Singh Wadhwa & Verghese (2015) found out that there is a significant positive relationship between employee empowerment and organizational commitment.

The finding of this study has also supported by studies conducted in our country by Mersen (2016), Birhane (2021) and Mohammed (2021) they all concluded that Involvement dimension of organizational culture has statistically significantly positive Effect on employee commitment.

- **Consistency and Employee commitment**

The beta (β) value of Consistency was ($\beta=0.057$) with p value of 0.160 which implies that consistency dimension of organizational culture is not significant at 95% confidence level and it has positive but insignificant effect on employee commitment.

The result of the study was consistent with the pervious finding of Nongo & Ikyanyon (2012) who has found there is no significant relationship between consistency and commitment. As much as organizations try to maintain a strong culture by being highly consistent, well-coordinated and well-integrated, this does not affect significantly on the level of employee commitment. Employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner. The key success factor for organizations today is flexibility rather than consistency. While organizations need to maintain a strong corporate culture, they

need to be flexible. Mersen (2016) and Birhane (2021) has also found consistency dimension of organizational culture has insignificant Effect on employee commitment and this is in line with the finding of this study.

The study result was in contrary with the pervious findings of Asghar et al. (2015) revealed that there is positive relationship between consistency and organizational commitment. Similarly, Hakim (2015) asserted that emphasizes the maintenance of the status quo as a contrast to the growth will have positive effect on organizational commitment. The study conducted by Mohammed (2021) in Ethiopian Islamic affairs supreme council was also conflicting with this research finding.

- **Adaptability and Employee commitment**

The beta (β) value of Adaptability was ($\beta=0.157$) with p value of <0.001 which implies that Adaptability dimension of organizational culture has statistically significantly positive effect on employee commitment as a unit change in Adaptability dimension of organizational culture has increase the employee commitment of bank of Abyssinia S.C by 15.7% by maintain other factors remain constant (*ceteris paribus*).

The result of this study was supported by the pervious finding of Nikpour (2017) found that there is a positive correlation between adaptability trait and employees' commitment in education office of Kerman province. Okocha (2016) found there is a positive correlation between adaptability trait and employee commitment. This means organizations with high adaptability scores usually have an outward focus and have a capability to respond to competitors, customers and employees with new ideas. Low adaptability organizations run on inertia and their past achievements could create barriers for future success. Nasrin et al. (2011) found a positive significant relationship, adaptability is one of the most important dimensions of organizational culture and it has great role in fulfillment of employee's commitment in Karun Oil and Gas Production Company. Nongo & Ikyanyon (2012) found positive relationship between adaptability and employee commitment. Adaptability predicts employee commitment more than any other corporate cultural variables. Employees are more committed to organizations that adapt to changing circumstances.

Three of the researches conducted by Mersen (2016), Birhane (2021) and Mohammed (2021) was in line with the finding of this study as adaptability has statistically significantly positive Effect on the employee commitment of Bank of Abyssinia S.C.

- **Mission and Employee commitment**

The beta (β) value of Mission was ($\beta=0.612$) with p value of <0.001 which implies that Mission dimension of organizational culture has statistically significantly positive Effect on employee commitment as a unit change in Mission dimension of organizational culture has increase the employee commitment of bank of Abyssinia S.C by 61.2% by maintain other factors remain constant (*ceteris paribus*).

This finding was supported by the Nasrin et al. (2011) found a positive significant relationship, mission is one of the most important dimensions of organizational culture and it has great role in fulfillment of employee's commitment in Karun Oil & Gas Production Company. Nikpour (2017) found there is a positive correlation between mission Trait and employees Commitment in education office of Kerman province. To the contrary, Nongo & Ikyanyon (2012) found no significant relationship between mission and commitment. This means that employee identification with the purpose, mission, and goals of the organization does not bring commitment to the organization.

Based on the discussion of the findings the following model explains about total factors of variable over employee commitment.

$$\text{COM} = 1.045 + 0.223\text{INV} + 0.157\text{ADA} + 0.612\text{MISS} + \epsilon$$

Where:

COM=Employees' commitment

INV= Involvement

ADA= Adaptability

MIS=mission

ϵ : Error of term

Table 13 Summary and Comparison of test results with expectation

No	Independent Variable	Expected Result	Actual result	P – value	Significance level	Decision
1	Involvement (INV)	Positive	Positive	$<.001$	Significant	Failed to reject
2	Consistency (CON)	Positive	Positive	0.160	Insignificant	Reject
3	Adaptability (ADA)	Positive	Positive	$<.001$	Significant	Failed to reject
4	Mission (MIS)	Positive	Positive	$<.001$	Significant	Failed to reject

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This study was aimed at examining the effect of organizational culture on employees' commitment in Bank of Abyssinia S.C. In this chapter, the major findings of the study were summarized in accordance with the basic objectives to be addressed. Therefore, this chapter consists of summary of the major findings, conclusions and key recommendations followed by suggestions for further research.

5.1.SUMMARY OF MAJOR FINDINGS

This study had focused on the effect that organizational culture components of Involvement, Consistency, Adaptability and Mission had on the commitment of Bank of Abyssinia S.C employees. The researcher had collected primary data by the aid of self-administered closed ended questionnaire which were distributed for a sample of 375 respondents and 300 of the responses were fit for the analysis. The descriptive statistics, correlation analysis and multiple regression analysis was employed by help of SPSS V27 software package. The results of the regression analysis revealed that 73.8% of the systematic variation in the dependent variable was explained by the independent variables included in the model while the remaining 26.2% of the variation in the predicted variable was not explained by the model. The ANOVA result had also stated that regression model was significant, at $p < 0.05$ and the regression model was a good fit of the data.

The Pearson correlation result revealed that all of four dimensions of organizational culture has significant positive correlation with employee commitment, as mission component of organizational culture had the highest correlation with correlation coefficient of 0.828 followed by Involvement as it has also significant positive correlation at a correlation coefficient of 0.591. The remaining two dimensions of organizational culture Consistency and Adaptability has still significant positive correlation with employee commitment with a Pearson correlation coefficient of 0.509 and 0.467 respectively and the strength of relationship was moderate relative to the previous two dimensions. Generally the research had concluded that there is significant correlation between all of four dimensions of organizational culture and employees' commitment as a result further regression analysis was conducted to quantify the regression effect of the variables.

Based on the conducted multiple regression analysis result three of the dimensions of organization culture i.e. Involvement, Adaptability and mission had statistically significantly positive effect on the commitment of employees of the bank, however consistency dimensions of organizational culture had positive effect on employee commitment but insignificant variable at 95% confidence interval level.

Mission dimensions of organizational culture has a most contributing effect with a beta (β) value of ($\beta=0.612$) with p value of <0.001 . Mission dimension of organizational culture has statistically significantly positive Effect on employee commitment as a unit change in Mission dimension of organizational culture has increase the employee commitment of bank of Abyssinia S.C by 61.2% by maintain other factors remain constant (*ceteris paribus*). Involvement has the second contributing factor on the employees commitment of Bank of Abyssinia S.C with ($\beta=0.223$) and p value of <0.001 which implies that Involvement dimension of organizational culture has statistically significantly positive Effect on employee commitment as a unit change in involvement dimension of organizational culture has increased the employee commitment of bank of Abyssinia S.C by 22.3% by maintain other factors remain constant (*ceteris paribus*).Following the previous two contributing factors Adaptability was also the third contributing factor for employee commitment with $\beta=0.157$) with p value of <0.001 .However consistency dimensions of organizational culture had ($\beta=0.057$) with p value of 0.160 which implies that consistency dimension of organizational culture is not significant at 95% confidence level and it has positive but insignificant effect on employee commitment.

5.2.CONCLUSION

Finally the study comes up with the following conclusion on the basis of finding regarding with the effect of organizational culture (involvement, consistency, adaptability and mission) on Bank of Abyssinia employees' commitment.

The descriptive analysis of the result shows that, the four components of the main organizational culture in the study (involvement, consistency, adaptability and mission) had got a moderate means score value. It is an implication of employees' commitment towards their job. From this result, the researcher concludes that, if the organization exerts more effort on improving organizational culture, it will raise the strength of employees' commitment and as a reward it will improve organizational performance through highly committed employees.

The correlation analyses result shows that, mission has strong correlation with employees' commitment. Whereas, involvement, consistency and adaptability have moderate level of correlation with employees commitment in the order of precedence. This indicates that the above listed organizational culture has a positive and direct correlation with employees' commitment.

The findings the study established that involvement culture traits is positively significant effect on employee commitment, thus the study concludes that Involvement Culture traits had positive influence employees commitment concludes that employees are committed to their work and feel that they own a piece of the organization. Employee at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization.

The study found that adaptability is the other contributing organizational culture traits in the prediction of employee commitment at Bank of Abyssinia. Therefore, it can be concluded that the more the organization do adapt to changing circumstances the more employees are committed to the organization. Furthermore, organizations ability to perceive and respond to the external environment change enhances their employee commitment.

The study ascertained that determining mission first will ensure that responses are aiming for the same goal and avoid ineffective effort thus the study concludes that mission culture trait had a positive effect on employees' commitment of Bank of Abyssinia. This concluded that when an organization underlying mission changes, changes also occur in other aspects of the organizations culture.

On the other hand, Consistency Culture construct in this study was not significant in predicting employees' 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. This lead to the conclusion that employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner so while organizations need to maintain a strong organizational culture, they need to be flexible.

Finally, it can be concluded from the results discussed above that organizational culture plays significant role in employees' commitment, Involvement, adaptability and mission has significant contribution to employee commitment while consistency does not have a significant

effect on the employee commitment these mean the bank has to improve its involvement, adaptability and mission culture in order to increase the employee commitment.

5.3.RECOMMENDATIONS

Based on the findings of the study and conclusions made above, the researcher came up with some important recommendations which would help Bank of Abyssinia S.C to enhance the commitment of employees and reduce the turnover of senior and experienced employees.

Mission culture has positive and significant predictor of employee commitment, the study recommends that Bank of Abyssinia has to clearly define its vision, mission, Goals & objectives, strategic direction & intent and has to clearly communicate to all employees in order to make employees to feel as they are part of the bank as the failure of the bank as their failure and also take part in success of the bank. Clear mission provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows the bank to shape current behavior by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short and long term commitment to the organization.

The study findings suggest that involvement culture has the second highest mean score in which most respondents agree on the need of employees' involvement culture in practice. Involvement culture has positive and significant effect on employee commitment, the bank should work on Empowerment of employees in the process of decision making of the bank, create a good sense of team spirit with a sense of cooperativeness and work tirelessly on Capability Development of the employees out of this a greater commitment to the organization arises with a sense of ownership of the bank and an increased capacity of the employee.

The researcher also recommends that the management has keeps on adapting quickly to change of business environment as the current business environment has dynamic nature and the demands of the customer has changed rapidly as a result the management of the bank has to act proactively with this changing customer demand. The world today is in the age of immense innovation and the bank should encourage organizational learning practice to make the employees more innovative and creative and this culture results in competitive advantage for the bank and will enhance the commitment of employees.

5.4.FUTURE RESEARCH DIRECTION

The scope of this study was limited to only Bank of Abyssinia and the issue of employee commitment is common thing for all banks since the human resources are the priceless asset of the organizations and they have invested a lot to train them and is a big miss to loss the commitment of those employees for the organization, so further research need to be conducted in other banks.

As previously, the study used a cross-sectional data making it impossible to determine causality of the relationships. To address this issue, future research might be able to determine causal relationships using longitudinal data by establishing time sequences and evaluating strength and consistency of relationships being researched.

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APPENDIXES

Appendix 1: Questionnaire

Addis Ababa University

School of commerce

Post graduate program

Department of business leadership

A Survey on the Effect of Organizational Culture on Employees' Commitment

Dear Participant,

I am Yordanos Tizazu, a postgraduate student studying Business Leadership at the School of Commerce in Addis Ababa University. Currently I am reaching out to you for your support in filling out the attached survey, which is an essential part of my thesis. My research focuses on studying the effect on which organizational culture will have on employee commitment in case of Bank of Abyssinia S.C.

Hence, your genuine and frank feedback holds great significance to the accomplishment of the study and the researcher appreciates your willingness to participate beforehand.

I will assure you that the information collected from this survey will be kept confidential and solely used for academic purposes only and has no Effect on your employment with this organization. Please do not write your name on any material related to this survey, this will ensure complete confidentiality.

If you need more details, want to give feedback on the study, or have any doubts, please feel free to contact me using the below provided address.

Phone Number: +251 918011220

Email: yordanost16@gmail.com

Thank you in advance for your kind cooperation.

Part I: General Profile (Please put “√” mark in the box that best describes you)

1. Gender

Male ☐

Female ☐

2. Age

21-30 Years ☐

41-50 Years ☐

31-40 Years ☐

51-60 Years ☐

3. Educational Level

Diploma and below ☐

Bachelor degree ☐

Master's Degree ☐

PHD and above ☐

4. Job Position

Managerial ☐

Non managerial ☐

5. Work Experience

Below 5 Years ☐

6-10 Years ☐

10-15 Years ☐

above 15 Years ☐

Part II: Questions related to Organizational Cultural Dimensions

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 Bank of Abyssinia. Please read carefully and indicate the magnitude by putting a “√” mark on the number that best describes your view.

Dimensions of Organizational Culture	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.INVOLVEMENT					
Empowerment					
The bank has inspired the staff to participated in the process					

strategic decision making					
Your Bank have a trend of delegation for its employees.					
Information is widely shared so that employees can get the information they need					
Team orientation					
Cooperation across different parts of the organization is encouraged					
In your Bank, teamwork is used to get effective and efficient work done, rather than hierarchy.					
Employees work like they are part of a team					
Capability Development					
Your Bank has a continuous capacity development plan to enhance the skills of employees.					
The bank considers that capabilities of employees as an important source of competitive advantage and works to improve it.					
Capacity building of employees is implemented in specified period of time for each employee.					
2. CONSISTENCY					
Core Values					
In your Bank managers and employees are deeply knows and submit by the core values of the organization.					
There is a consistent set of values that govern the way BOA does business.					
Ignoring the core values of the organization will lead to serious penalty by the bank.					
Agreement					
Employees work to achieve a “win-win” solutions when an issue of disagreements occurs.					
There is a clear agreement regarding the right way and the wrong way to do things.					
In your Bank, it is easy to reach an agreement, even if the issues are more difficult.					
Coordination and Integration					
It is easy to coordinate and integrate projects across different departments of the Bank.					
Employees from different parts of the Bank share a common perspective.					
Employees at other departments of the bank are cooperative.					
3.ADAPTABILITY					

Creating Change					
Managers and Employees of your organization give more attention to the dynamic customers' needs and wants.					
New and improved ways to do work are continually adapted by the bank to meet customer demand.					
Bank of Abyssinia respond to competitor's actions and other changes in the business environment.					
Customer Focus					
Employees and managers of the understand customers wants and needs and works to meet.					
Customers comment and recommendations lead to changes.					
The bank give value customers inputs to make decisions.					
Organizational learning					
In your bank, the new leaders learn from that of the previous ones.					
Innovations and creativities are more encouraged in your Bank.					
Your bank view failures as an opportunity for learning and improvement.					
4.MISSION					
Strategic Direction and intent					
The bank has a clear mission that gives meaning and direction.					
Strategic direction of the Bank is clear to me and I am acting accordingly.					
There is a long-term purpose and direction of the company.					
Goals and Objectives					
The goals assigned by leaders are SMART (Specific, Measurable, Achievable, Realistic and Time Bounded).					
The bank has continuously tracks its progress against the stated goals.					
There is widespread agreement between employees about the goals of the Bank.					
Vision					
The vision of the bank has creates excitement and motivation for me.					
Leaders of the bank have a long-term viewpoint.					
Employees have a shared vision of what the organization will look like in the future.					

Part III: 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

Employee Commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am willing to put in a great deal of effort beyond that normally expected in order to help this bank be successful.					
I really care about the fate of the Bank.					
I feel that I am loyal to the Bank and a difference in salary cannot make me decide to leave the job.					
You find the way to do a good job even in unfavorable conditions.					
I would be very happy to spend the rest of my career with this Bank					
I find that my values and the organization's values are very similar.					
I feel like that “part of the family” in this Bank					
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					
Your time management based on organizational daily working hours is almost best.					
For me this is the best of all possible organizations for which to work.					

Source: adapted from (Denison and Neale, 2011) and (Allen and Mayer, 1991)

Appendix 2: Test of Classical linear regression Assumptions and test results

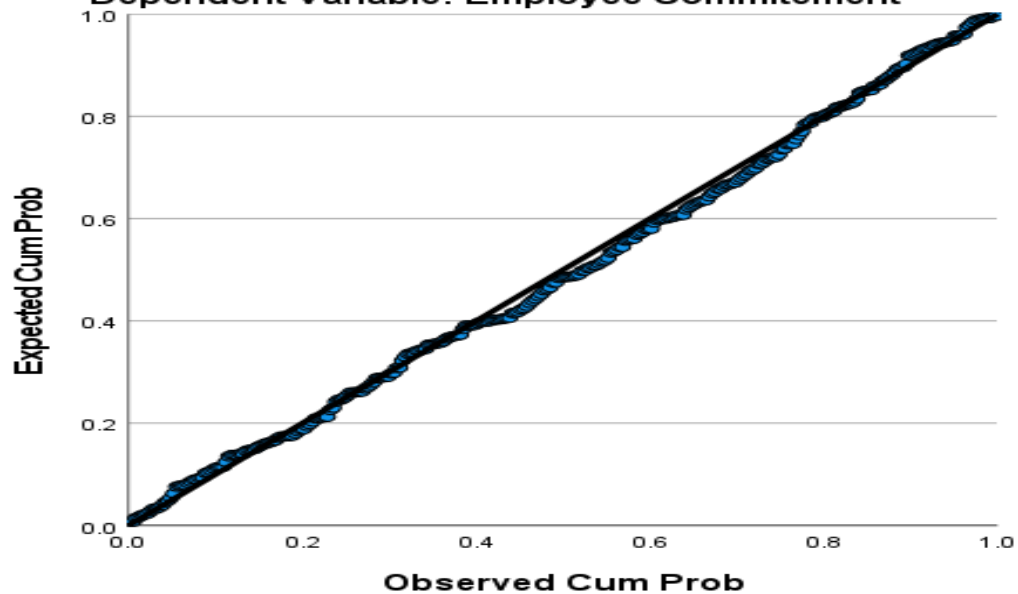
Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Studentized Residual	.034	300	.200*	.994	300	.260

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

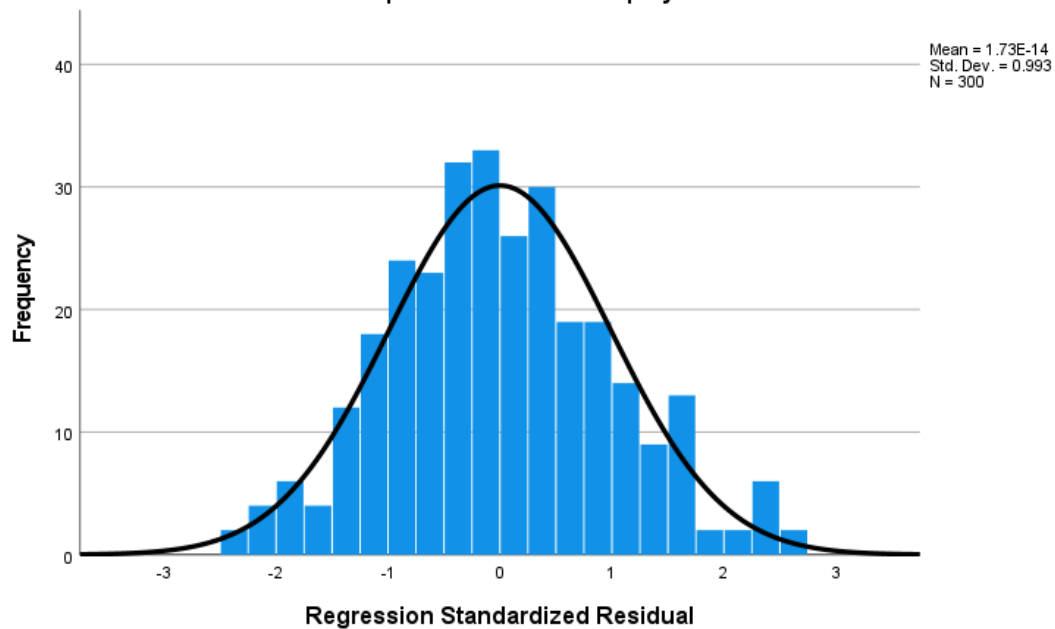
Normal P-P Plot of Regression Standardized Residual

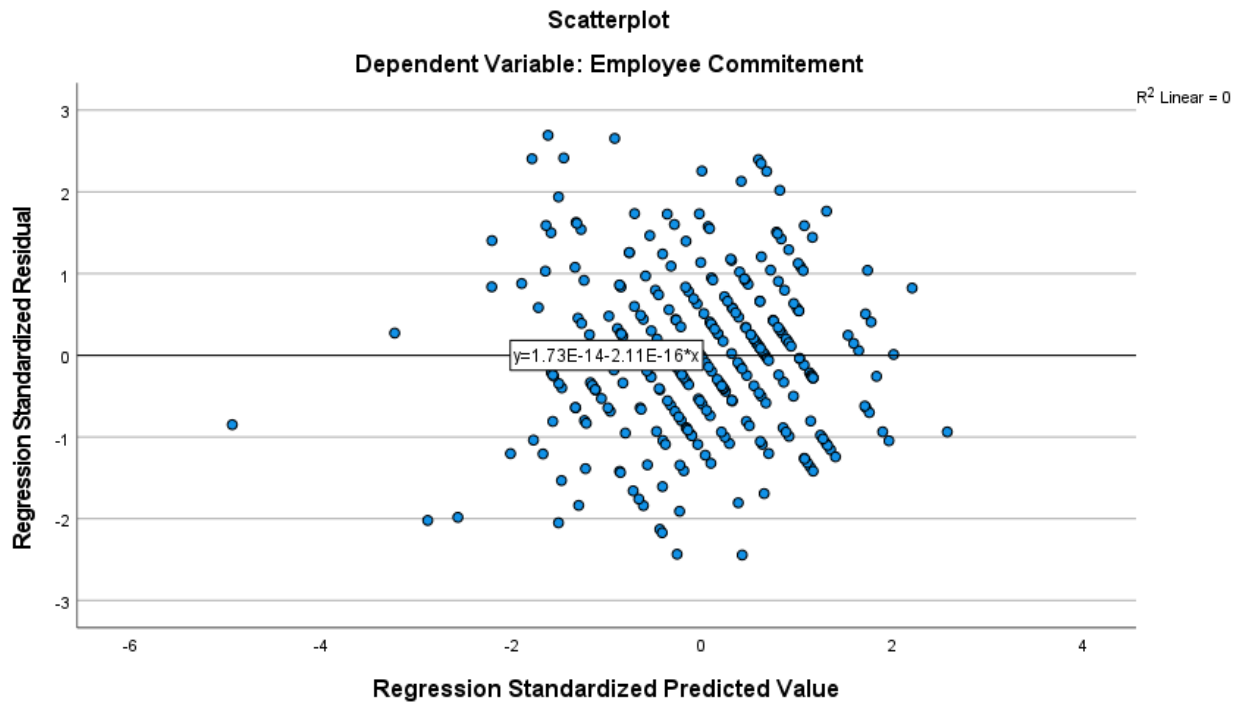
Dependent Variable: Employee Commitment



Histogram

Dependent Variable: Employee Commitment





Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.861 ^a	.741	.738	.17553	2.028

a. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability

b. Dependent Variable: Employee Commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.066	4	6.517	211.513	.000 ^b
	Residual	9.089	295	.031		
	Total	35.155	299			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.045	.156		6.706	.000	.738	1.352		
	Involvement	.223	.040	.199	5.623	.000	.145	.301	.703	1.422
	Consistency	.057	.041	.051	1.410	.160	-.023	.137	.675	1.481
	Adaptability	.157	.030	.216	5.218	.000	-.217	-.098	.511	1.958
	Mission	.612	.035	.844	17.400	.000	.543	.681	.372	2.687

a. Dependent Variable: Employee Commitment