



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



Addis Ababa University

College of Business and Economics

Master of Business Administration - Management

The Effect of Organizational Culture on Employee Commitment: Employee Training Serving as a Mediating Factor in the Case of Group Ethiopian Airlines

This thesis was presented as a partial fulfillment of the requirements for the Master of Business Administration in Management.

By: Wondwosen Ademe ID-GSE/4759/13

Advisor: Zelalem G/Tsadik (PHD)

February 2023

Addis Ababa

ADDIS ABEBA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

CERTEFICATE

This is to certify that the thesis written by Wondwosen Ademe, titled " The Effect of Organizational Culture on Employee Commitment: With Employee Training Serving as a Mediating Factor in the Case of Group Ethiopian Airlines" is submitted in partial fulfillment of the requirements for the award of a Master of Business Administration in Management degree that compliance with university regulations and meets the recognized standards with respect to originality and quality.

Signed by the examining committee:

External Examiner

Signature

Date

Internal Examiner

Signature

Date

Advisor: Zelalem G/Tsadik (PHD)

Signature

Date

TABLE OF CONTENTS

CERTEFICATE	i
Acknowledgement	Error! Bookmark not defined.
List of Tables	vi
List of Figure.....	vi
Abbreviations	vii
Abstract.....	viii
CHAPTER ONE: INTRODUCTION.....	1
1.1. Background to the Study	1
1.2 Background of the Organization	2
1.3 Statement of the Problem.....	3
1.4 Basic Research Questions	4
1.5 Research Objective	4
1.5.1 General Objective	4
1.5.2 Specific Objective.....	4
1.6 Significance of the Study	5
1.7 Scope of the Study	5
1.8 Operational Definition	5
1.9 Organization of the Research Report.....	5
CHAPTER TWO: LITERATURE REVIEW	6
2. Introduction	6
2.1 Theoretical Literature Review	6
2.1.1 Organizational Culture.....	6
2.1.2 Employee/ Organizational Commitment.....	13
2.1.3 Employees Training	17
2.2 Empirical Studies Review	20
2.3 Research Hypothesis.....	22
2.3.1 The Effect of Organizational Culture on Employees Commitment	22
2.3.2 The Effect of Training on Employees Commitment	24
2.3.3 Mediating Role of Training on the Effect of Organizational Culture on Employee Commitment	26
2.4 Conceptual Framework.....	26
CHAPTER 3: RESEARCH METHODOLOGY	28
3.1 Research Design and Approach	28

3.2 Target Population.....	28
3.3 Sample Size.....	29
3.4 Sampling Method.....	30
3.5 Data Analysis.....	31
3.6 Data Collection Instruments.....	31
3.7 Validity and Reliability.....	32
3.7.1 Validity Test	32
3.7.2 Reliability Test.....	32
3.8 Ethics-Related Matters.....	33
CHAPTER FOUR: ANALYSIS, INTERPRETATION, AND PRESENTATION OF RESULTS.....	34
4.1. Introduction.....	34
4.2. Demographic Background of Respondents.....	34
4.2.1 Sex of respondents	35
4.2.2 Marital status of respondents	36
4.2.3 Age of respondents	36
4.2.4 Educational level of respondents	36
4.2.5 Work experience of respondents.....	36
4.2.6 Employment Group.....	36
4.2.7 Division of respondents	36
4.3 Descriptive Statistics.....	36
4.4 Correlation Analysis	37
4.5. Tests of Assumption of Regression Analysis	41
4.5.1. Linearity Test.....	41
4.5.2 Test of Normality	42
4.5.3. Multicollinearity Test.....	43
4.5.4 Autocorrelation Test	44
4.5.5 Homoscedasticity Test	45
4.6. Regression Analysis.....	46
4.6.1 Organizational Culture and Employees Commitment.....	46
4.6.2 Employees Training and Employee Commitment	48
4.6.3 Test for mediation of Employees Training	51
4.7 Summary of Hypothesis Testing	55
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	57
5.1 Summary and Discussion on Major Findings	57

5.2 Conclusion	59
5.3 Recommendation	60
5.4 Limitations of the Study and Research Suggestions for the Future	61
Reference	63
ANNEX 1	67

Acknowledgement

I would like to use this opportunity to show my profound thanks and appreciation to the following people who helped me finish my research document:

To my advisor, Dr. Zelalem G/Tsadik, for his invaluable support and advice in the creation and development of this dissertation. Moreover, I am really grateful for his point-to-point direction, assistance and excellent expertise.

I would like to publicly thank all employees of Group Ethiopian Airlines for taking the time and effort to fill out the survey questionnaire and provide me the critical data needed to complete my thesis. Members of the Human Resources team deserve special recognition for their efforts in disseminating and collecting surveys.

To my wife, Rediet Abebe and my son, Milkiyas for their understanding and patience while I use the family time on my journey to complete the MBA program deserves huge gratitude's.

Finally, I have no word except thankfulness for almighty GOD who give me the health, courage and strength to start and end it.

THANK YOU ALL

Wondwosen Ademe

List of Tables

Table 3.2 Total Number of Employees by Location	28
Table 3.3 The Sample Size Determination Method Developed by Carvalho's 1984	29
Table 3.4 Sample Size Distribution per Division	30
Table 3.7.2 Reliability Test	33
Table 4.2 Demographic Profile of Respondents	34
Table 4.3 Descriptive Statistics	37
Table 4.4 Correlations	38
Table 4.5.3a: Multicollinearity Test between Organization Culture and Employee's Commitment	44
Table 4.5.3b: Multicollinearity Test between Training and Employee's Commitment	44
Table 4.5.4a: Autocorrelation Test between Organization Culture and Employee's Commitment	45
Table 4.5.4b: Autocorrelation Test between Training and Employee's Commitment	45
Table 4.6.1: Analysis of Multiple Regression between Elements of Organizational Culture and Employee Commitment	47
Table 4.6.2: Analysis of Multiple Regression between Elements of Training and Employee Commitment.....	49
Table 4.6.3.2: Analysis of Multiple Regression Analysis between Training and Organization Culture	52
Table 4.6.3.3: Analysis of Regression Between Training and Employee's Commitment	53
Table 4.6.3.4: Analysis of Multiple Regression Using the Three Study Variables	54
Table 4.7: Summary of Tested Hypothesis	55

List of Figure

Figure 2.1.1.5.4: The Queen and Cameron Model	11
Figure 2.4: Conceptual Framework	27
Figure 4.5.1a: Linearity Test between Organization Culture and Employee's Commitment	42
Figure 4.5.1b: Linearity Test between Training and Employee's Commitment	42
Figure 4.5.2a: Normality Test between Organization Culture and Employee's Commitment	43
Figure 4.5.2b: Normality Test between Training and Employee's Commitment	43
Figure 4.5.5: Homoscedasticity Test between Organization Culture and Employee's Commitment	45

Abbreviations

ACM: Affective Commitment.

ADC: Adhocracy Culture

AT: Access to Training

BT: Benefits of Training

CCM: Continuance Commitment

CC: Clan Culture

CVF: Competing Value Framework.

EC: Employee Commitment

ET: Ethiopian

HC: Hierarchical culture

MC: Market Culture

MT: Motivation for Training

NCM: Normative Commitment

OCAI: Organizational Culture Assessment Instrument.

OCM: Organizational Commitment

OC: Organizational Culture

SPSS: Statistical Package for Social Science

ST: Support for Training.

Abstract

The main purpose of the study was to evaluate the effect of organizational culture on employee's commitment and the mediating role of employee's trainings in Group Ethiopian Airlines. The study adopted a quantitative research method and stratified sampling method was used to select the sample size of 315 numbers from 18 divisions of 7,708 employees of target population. The information was gathered via survey questions given to 300 (95.24%) respondents at Headquarter in Addis Abeba. SPSS version 26 was used to perform both descriptive and inferential analysis on the collected data. The outcome of the study indicates that a mean score of more than 3.5 for all types of organization culture (clan, adhocracy, market and hierarchical cultures) and this mean the respondents agreed on the current existence of clan, adhocracy, market and hierarchy culture all together at Group Ethiopian Airlines. However, the most dominant culture is hierarchy with a mean score of 3.98 followed by market culture with a mean score of 3.86. This indicates that most of the respondents concur that the business should give more attention to rules and regulations, furthermore, to competitiveness and productivity in order to accomplish its objectives. The correlation results demonstrate a favorable and significant association between organizational culture and employee training as well as a positive and moderate relationship between organizational culture and employee commitment. The regression analysis demonstrates that Clan culture has a significant and favorable link with both staff dedication and training. And benefit, access and support of training were significantly and positively correlated with employees' commitment. The outcomes of the mediating analysis result shows employee training is partially mediate the effect of Clan culture on employee commitment. In general, this study provides informative implications for management and contributes to the existing knowledge pool on the effect of organizational culture on employee engagement and the facilitative role of employee training. Various aspects and relationships of these variables have been tested, allowing a broader and more comprehensive understanding of the factors.

Key words: organizational culture (clan, adhocracy, market and hierarchical cultures), mediation, employees training, (access for training, support for training, and benefits of training, motivation for training) and employee's commitment.

CHAPTER ONE: INTRODUCTION

1.1. Background to the Study

Organizations all over the world are experiencing extraordinary changes. These changes not only accelerate the businesses to find out better operational solutions, but also help to survive and sustain within their markets through continuous growth and development. More importantly, the organizational culture appears to be an important factor for businesses to gain competitive advantage (QR Janjua, A Hanif, M Baig, 2021) Organizations that operate globally can consider culture as a strong tool for managing the communication gaps and differences in employee's opinions (Erin, 2015). In a broader sense, building an employee-oriented organizational culture leads organizations to retain their internal customers i.e., employees that are not only able to create the desired value proposition but also are able to deliver it (Ahmed & Rafiq, 2004; Al-Ali, Singh & Al-Nahyan, 2017).

As quoted by Pathiranage, (2019) One organization may be distinguished from others by its organizational culture, which consists of a set of values, beliefs, and behavior patterns (Ortega-Parra & Sastre-Castillo, 2013). Organizational cultures, according to King (2012), are a set of values that influence people's choices and decisions inside a company. There are four types of organizational culture which include (a) clan culture, (b) adhocracy culture, (c) hierarchy culture, and (d) competition culture (Fiordelisi, 2014; Sok et al., 2014; Wiewiora et al., 2014). Clan or supportive culture contains an employee-oriented leadership, cohesiveness, participation, and teamwork (Han, 2012). The conventions that individuals within an organization encounter and characterize as their working environment are included in organizational culture (Schneider et al., 2013). These standards influence how members act and change to achieve goals in the organization. How an organization's members interact with one another, and other stakeholders is referred to as its organizational culture (Simoneaux & Stroud, 2014).

As quoted by Eyerusalem Ajibew (2019) Although corporate culture has a favorable impact on workers' dedication, it may also have a secondary effect via enhancing employee training. Through training and development, one may see how workers help make sure that firms are more successful and attain targeted profits (Adeniyi, 1995). Training is a quick procedure where human resources develop practical information, skills, and abilities to enhance their performance. Employees that get training operate more effectively and efficiently. Additionally, understanding company culture will enhance the efficacy of training for both trainees and instructors. Employees are more committed and dedicated to sticking with that specific business if they are certain that there is space and support from the employer for them to enhance their abilities (Ismail,2013). Employee training in light of ongoing organizational culture change This research took into account four training-related characteristics, including training motives, access to training, training benefits, and training supports.

As quoted by Mohammed Yimer (2021) Theoretically Positive culture enhances the commitment of employees that achieve the organizational goal and objectives effectively. With relation to local studies, the affirmative contribution of flexibility, mission, and involvement practices to employee commitment indicates the importance of company culture in raising the level of employee commitment (Mersen Bizuneh, 2016). Organizational culture and organizational commitment have a significant relationship. But their relation is both positive and negative which is a nonzero correlation between organizational culture and organizational commitment (Ruth Aregu, May 2017). The statistically significant contribution of mission and adaptability to employees' commitment attests to the importance of organizational culture in raising levels of employee commitment (Meseret Getachew, 2019). Both Mersen Bizuneh and Meseret Getachew were studied about on the Ethiopian airline which is governmental organization and Ruth Aregu was studied about the Equatorial business group. Therefore, in this research the researcher was initiated to study about on this subject on Group Ethiopian Airlines.

1.2 Background of the Organization

Ethiopian Airlines (Ethiopian) is the flag carrier of Ethiopia which established in December 1946 Owned 100% by government of Ethiopia. During the past seventy plus years, Ethiopian has become one of the continent's leading carriers, unrivalled in Africa for efficiency and operational success, turning profits for almost all the years of its existence. Operating at the forefront of technology, the airline has also become one of Ethiopia's major industries and a veritable institution in Africa. It commands a lion's share of the pan African network including the daily and double daily east-west flight across the continent. Ethiopian currently serves 127 international and 22 domestic destinations operating the newest and youngest fleet. The Addis Ababa Bole International Airport is the major hub for Ethiopian Airlines and one of the largest airports in Africa. The ultra-modern airport terminal was inaugurated on January 21, 2003. This spacious terminal handles all international flights with its 21st century facilities. Addis Ababa Airport is the busiest airport in East Africa with a capacity of providing a world class passenger and cargo services to more than 22 million international and domestic passengers each year. <https://corporate.ethiopianairlines.com/>

As quoted by Mebratu Girma (2021) Ethiopian Airlines since December 2011 is a member of Star Alliance. it can take its customers over 1,000 destinations worldwide, beyond its own destinations by using partner/member airlines. Protective policies have helped the airline maintain holds a near-monopoly on domestic routes, where it competes with just one other Ethiopian-registered carrier, Trans Nation Airways, which has one aircraft in service and none on order. Although government-owned, the airline is well managed, and has been able to raise its own debt and finance its own expansion without government cash, this is unusual among state owned African airlines (Yared, 2007). The airline is in a better financial position than its rivals Kenya Airways and South Africa Airways. In 2012, Ethiopian Airlines became the first Africa-based airline to receive delivery of the brand new Boeing 787 Dream liner aircraft. In 2010, the airline launched ASKY Airlines, a Togo-based subsidiary, to take advantage of the fastest growing West Africa's regional air market

and therefore increase its access to African air transport markets. Looking into the future, many pressing challenges still lie ahead of Ethiopian Airlines including airline competition both within and outside Africa, rising cost of fuel, security and insurance, slow liberalization of air transport in Africa, regional instability, poor aviation infrastructure in most parts of the continent and government ownership to the degree that government interference in commercial decisions may harm the airline (Yared, 2007).

1.3 Statement of the Problem

The major distinguishing feature in highly successful organizations and their most important competitive advantage is their organizational culture as it is the main contributor in improving the overall performance of the organization. It is hard to name a single highly successful organization that does not have a unique, readily identifiable organizational culture. Organizational culture is the driver of business performance and success. The effectiveness of organizations is more closely associated with the type (the specific kind of culture that is reflected in the organization) or the strength (the power of the culture) of that culture. Particular types of cultures form as certain values, assumptions, and priorities become dominant when organizations address challenges and adjust to changes. These dominant cultures help the organization remain consistent and stable as well as adaptable and flexible in dealing with the rapidly changing environment. Culture can affect organizational performance if it is 'strong' (wide consensus, deeply internalized and socialized) and appropriate to its environment (relevant to business conditions). A "strong" culture is one in which the fundamental beliefs are fervently held and broadly accepted. Strong cultures are flexible to internal change, have a strong sense of mission and long-term vision (Madhani, 2021).

According to Ayalew, G. (2014) Several reasons could be given for the failure of an organization but none of them parallel organizational culture. The most frequently sighted reason given for the failure was a neglect of the organization's culture. Cameron and Quinn's mode of competing values frame work consists of four competing values that correspond with four types of organizational culture. Every organization has its own mix of these four types of organizational culture: the clan culture, the hierarchy culture, the adhocracy culture or the market culture.

Ethiopia Airlines has shown by its success that airlines can operate profitably in Africa. It has become the yardstick to judge and motivate emerging airlines in the continent. The ex-Group Managing Director of the airline, Tewolde GebreMariam, had told journalists in Addis Ababa that discipline, professionalism and respect for its customers are behind the success of Africa's foremost carrier. "Despite the effects of the pandemic, Ethiopian Airlines continues to be one of aviation's greatest success stories. Industry experts describe the airline as resilient, which explains why it persevered when other government owned carriers in the region went under. It is believed that the strength of organizational culture can be measured by the homogeneity and stability of group of employees and the length and intensity of shared experience of the employees. <https://corporate.ethiopianairlines.com/>

The primary drivers for the researcher to carry out this study were to identify and/or assess: the continuous decline in employee commitment at some divisions as reflected in employee performance evaluation; the declining culture of employees' (adults') time management which is not appreciable; and the high frequency of absenteeism due to sick leave for minor issues, the decreasing level of cooperation among divisional employees, the reason for the highest rate of turnover, the reason for the deteriorating relationship between ETs Management and employee, and the deteriorating sentiment and perception of employees toward organizational culture and training that are either directly or indirectly influencing employee commitment. Therefore, to determine all these assumed reasons, the researcher conducted the study on the effect of organizational culture (clan culture, adhocracy culture, market culture, and hierarchy culture) on employee commitment by considering training as a mediator on Group Ethiopian Airlines.

1.4 Basic Research Questions

The study responds to the following basic research-related questions in light of the research problem:

- What organizational culture (hierarchy, market, clan, or adhocracy, etc.) best describes Group Ethiopian Airlines?
- Do the types of organizational cultures individually have effect on employee commitment?
- What is the effect of each element of employee's training on commitment?
- Does employee training have a mediator role in the effect of organizational culture on employee commitment?

1.5 Research Objective

1.5.1 General Objective

The general objective of the study is to examine the effect of organizational culture on employee commitment, with employee training serving as a mediator in the case of Group Ethiopian Airlines.

1.5.2 Specific Objective

The specific objective/goal of this study is: -

- To determine the current prevailing organizational culture.
- To see how Clan culture, adhocracy culture, market culture, and hierarchy culture were individually affecting employee commitment.
- To determine the effect of each element of employee's training (motivation for training, access to training, benefits of training, and support for training) on employee commitment.
- To determine the full/partial mediating role of training on the effect of organizational culture on employee commitment.

1.6 Significance of the Study

The findings of this study will be important to a variety of stakeholders, including the researcher, Group Ethiopian Airlines, other researchers, and the nation at large. This research was focus on the effect of organizational culture on employee's commitment with the mediating role of employee training in the case of Group Ethiopian Airlines. The research has identified the exact effects of organizational culture on employee's commitment and role of training. It will provide insight for the improvement areas that management of Group Ethiopian Airlines should reconsider and amend its policy, procedure, strategy and human resources manual on organizational culture to enhance employee's commitment. The organization will be beneficiary if the management perceives identified problems and implement recommended solution to enhance the employees' commitment which leads to effectiveness and efficiency of the organization. The researcher gains knowledge about the study, experience conducting this research. Finally, the study will provide as a resource for researchers who are interested in conducting research.

1.7 Scope of the Study

Due to a number of limitations, the research has only been done in Addis Abeba (Head Quarter). First, although there are branch offices spread throughout Ethiopia and the world, the researcher is unable to make the journey due to time and cost constraints besides find it difficulty to reach them via online communication means. Second, the researcher believes that a representative sample may be taken from this target group because Addis Abeba is where 90% of the workers are located (According to an internal HR report as of May 31, 2022). Thirdly, despite the fact that Group Ethiopian Airlines has been providing air transportation services for more than 75 years, this study looks at the effect of ETs current working culture practices on employee commitment and the mediating role of employee training. Finally, the researcher focuses on permanent professionals working at all levels at the Addis Abeba Headquarters; non-professional staff are not included in this study because it requires conceptual thinking.

1.8 Operational Definition

As designed for this study by the researcher, Professional personnel, are those who have experience in administration or business strategy and have at least a Diploma. Employees that are classified as non-professionals are individuals who do low-level duties with no exposure to corporate strategy and administration choices and who have a certificate-level or less of schooling.

1.9 Organization of the Research Report

There are five chapters in this paper. The study's background, organization background, statement of the problem, research questions, objective of the study, significance of the study, scope of the study and operational definitions are all addressed in the first chapter's introduction. Chapter two describes the previous theories and studies which serves as a foundation for the whole research. The research methodologies which is chapter three comprise mainly the study's research design, sampling procedures, data collection instruments and others. The fourth chapter deals with the findings' analysis and discussion. Finally, chapter five includes summary, conclusion and recommendation of the study.

CHAPTER TWO: LITERATURE REVIEW

2. Introduction

This chapter provides brief definitions of key concepts that will be used in the study and an overview of selected previous research on organizational culture and its effect on employee commitment in addition it will brief us the mediating role of employees training which helps us to grasp basic knowledge related with the study. Moreover, the chapter presents us potential hypothesis by accompanying previous studies and a conceptual framework in order to define and investigate the effect of the independent variable (organization culture) on the dependent variable (employee commitment) and mediator variable (employee training).

2.1 Theoretical Literature Review

A theoretical framework is a group of connected concepts built on theories that are applied to explain a reality. In this instance, organizational culture, employee commitment, and employee training are the phenomena being studied. Major ideas of commitment arose throughout the year. Each of these hypotheses provides a unique explanation for the idea, and they all have a significant impact on how the research variables are now functioning.

2.1.1 Organizational Culture

Culture is an umbrella term which encompasses the social behavior, institutions, and norms found in human societies, as well as the knowledge, beliefs, arts, laws, customs, capabilities, and habits of the individuals in these groups. Similarly, Organizational culture is a set of practices, values, and behaviors that employees experience in a workplace. An organization's culture is usually defined by the leadership and imbibed by the employees. Organizational culture can also be defined as all team members' actions are guided and informed by a set of principles, standards, and practices. Consider it as the assortment of characteristics that define your business.

As quoted by Saleh et al (2018) Organization's Culture (OC) can be a source of both failure and success (Schmiedel and vom Brockehors, 2012). So, for this reason it is useful to know an organization's culture type because organizational success depends on the extent to which the organization's culture matches the demands of the competitive environment. From other perspectives, there has been much pressure on higher educational institutions such as universities worldwide in the last two decades to adopt rapid economic, social, technological and political changes in their environment (Beytekin et al., 2010; Bartell, 2003). Moreover, globalization, such as international competition, increases the force of pressures, such as growth competitiveness and complexity of economics and technology. These reasons create much pressure for institutions of higher education to change their environment. In the last few decades, writers have proposed a variety of dimensions and attributes of organizational culture. For instance, Deal and Kennedy (1982) developed a method for measuring organizational culture (OC) based on risk and feedback

metrics, and they divided OC into four categories: process culture, bet your company culture, tough guy macho culture, and work/hard/play hard culture. Schein (1984) classified OC into three dimensions: Assumptions, Values and Artefacts. Another model for measuring OC was proposed by O'Reilly et al. (1991) which was the Organizational Culture Profile (OCP). This focuses on specific factors of OC, including outcome orientation, attention to detail, respect for people, team orientation and innovation. Another approach was Denison's (1990) model for measuring OC which has four dimensions: Involvement, Adaptability, Consistency and Mission. The most appropriate frameworks for measuring OC characteristics should be based on empirical evidence; in other words, they must be valid and should be able to integrate and organize most of the dimensions being proposed. That is the purpose of using the Competing Values Framework (CVF). The CVF is one of the most influential and extensively used models in the area of organizational culture research (Yu and Wu, 2009).

As quoted by Carvalho et al (2018) For Cameron and Quinn (2006), the culture of an organization is reflected by what is valued, dominant leadership styles, language and symbols, procedures and routines, and definitions of success that make a single organization. These authors point out that it is possible to find subcultures that can shape a conflicting environment and distract the organization from the achievement of its performance and effective-ness goals or, if aggregated, can give an approximate view of the organization's global culture (Fernandez et al, 2015). Culture, for these authors, represents a set of perceptions, memories, values, attitudes and definitions generated by consensus and therefore accepted by all.

2.1.1.1 Sources of an Organizational Culture

The main sources of organizational culture include characteristics of people within organizations, organizational ethics, organizational structure, and property rights according to employees. Understanding the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics. An organizational shared attitudes, beliefs, rituals, and laws both written and unwritten that have formed over time and are regarded as valid constitute for the foundation of culture and are viewed as the shared norms and values of individuals and groups within an organization.

As quoted by Pathiranage (2019) Organizational culture may spring from different sources, mainly from the beliefs of the founders (Martínez-Cañas & Ruiz-Palomino, 2014; Schein, 2010). Uddin, Luva, and Hossian (2013) noted that the source of organizational culture also includes the learning experience of group members, as well as the new beliefs and assumptions of new members and managers. Founders have an opportunity to introduce a strategy and direction of the organization at an early stage of the organization. Founders have a significant impact on how the organization operates (Andish, Yousefipour, Shahsavaripour, & Ghorbanipour, 2013). Founders of the organization are the primary source in establishing a new culture for the new organization (Flamholtz & Randle, 2012). The impact of culture occurs when the founders implement their

business strategy and operational assumptions. Toma and Marinescu (2013) indicated that the founders' assumptions might develop because of their personal experience and cultural history. Founders may impose their personal experience and culture on their employees and partners within the organization (O'Reilly, Caldwell, Chatman, & Doerr, 2014). For example, the founder of Apple, Steve Jobs imposed his personal experiences and assumptions on employees. Steve Jobs's experiences and assumptions contributed to creating an effective and productive culture at the Apple Corporation (Kaliannan & Ponnusamy, 2014). Toma and Marinescu (2013) confirmed that Steve Jobs successfully imposed assumptions and personal cultures on the Apple company culture. As a result, Jobs built a strong and successful organizational culture. Apple's corporate culture contributed to turning the founder's dreams into realities. Schein (2010) considered Apple as a good example to show how the founder's personal culture and assumptions profoundly influence the organizational culture. The other source of organizational culture is the learning experience. The learning experience derives from the social trends of the business environment (Nguyen & Aoyama, 2014). Uddin et al. (2013) noted that managers in the organization adapt some attributes from the community and the business climate. Employees of the organization live in the community, and they can impose their culture on the organization culture. Society may impose its culture on the organization through members of the organization because the members of the organization are part of the community (Gibbs, 2012).

2.1.1.2 History of Organizational Culture

The concept of organizational culture was introduced to the field of management and organization studies in the late 1970s, and it began to attract significant scholarly attention in the early to mid-1980s and the below are some of the researchers' view in line with the history of organizational culture as quoted by Pathirana (2019):

In 1951, Jaques described an organizational culture in a business context that contained cultural issues in the manufacturing industry (as cited in Childress, 2013). In 1982, Peters and Waterman described the characteristics of higher performer companies' organizational culture. Peters and Waterman also profiled 46 excellent companies in the United States based on their organizational culture. Recently many scholars published various books in the area of organizational culture that makes organizational culture a popular subject in the field of business and leadership.

Schein (1985) explained the importance of organizational culture in organizational performance by dividing organizational culture into three parts: assumptions, artifacts, and values. Assumptions reflect unofficial but important rules in the organization. Artifacts represent the visible elements of organizational culture including work process, the workplace setting, and organizational structures. The values represent the beliefs of the organization members and their business strategy (Childress, 2013). The three elements contribute to maintaining an effective culture in the organization.

Kotter and Heskett (1992) studied more than 200 companies in the United States, and their findings showed the existence of strong relationship between organizational culture and business

performance. Schein (2010) acknowledged Kotter and Heskett's study as a landmark study in the area of organizational culture. In addition to these seminal publications, other similar books and articles contribute to the development of organizational culture theory (Childress, 2013). Flamholtz and Randle provided extensive information in the area of organizational culture and performance with practical examples from various organizations in the United States, Europe, China, and other countries.

Organizational behavior was included in organizational culture theory in the early 1980s, especially with social science fields like sociology, anthropology, and social psychology (Denison, 1990). According to Nwibere (2013), there isn't enough theoretical groundwork to help managers learn more about how organizational culture affects performance. Sharma and Good (2013) carried out an empirical study to determine how organizational culture affects productivity and performance. According to the study's findings, organizational culture is a key component of organizational success and a source of long-term competitive advantage (Childress, 2013; Kohtamaki, Thorgren, & Wincent, 2016).

2.1.1.3 Elements of Organizational Culture

As quoted by Bayramzade, (2021) Collectively, there are many elements that make up the identity of an organization. These items can be transferred to employees in various ways. There are different opinions about the elements of organizational culture. Uncertainty on this issue is a continuation of another definition of organizational culture. Consistent with the common points of these different definitions, it can be seen that organizational culture is made up of core elements such as core values, beliefs, norms, assumptions, leaders and heroes, stories and myths, symbols, ceremonies, customs, language, and artifacts.

2.1.1.4 Functions of Organizational Culture

Organizational culture can play a guiding role of value orientation and behavior orientation in enterprises and each member of them. As quoted by Ruth (2017) the main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Organizational culture also determines organizational behavior, by identifying principal goals; work methods; how members should interact and address each other; and how to conduct personal relationships.

2.1.1.5 Organizational Culture Models

Different academics produce organizational culture models that include various characteristics or actions that are motivated by the assumptions and beliefs that form an organizational culture. As quoted by Bayramzade, (2021) there are different approaches to the study of organizational culture. The different approaches use different studies, methods, techniques and criteria and the major model categories of organizational culture are:

2.1.1.5.1 Hofstede Model

As quoted by Bayramzade, (2021) Greet Hofstede's thoughts on culture are based on one of the most comprehensive studies of different cultures. A study by Hofstede in over forty countries in 1980 allowed us to examine the results of national culture from the perspective of organizations divided into four groups. These are power distance, uncertainty avoidance, individualism-collectivism and masculinity femininity. Power Distance: The power distance index considers the extent to which inequality and power are tolerated. In this dimension, inequality and power are viewed from the viewpoint of the followers the lower level. Uncertainty Avoidance: refers to how uncomfortable the members of society are in the face of uncertain situations, how they feel threatened and whether they avoid this situation. Individuality: lies in the fact that people think about the interests of themselves and their relatives whereas collectivism is the practice or principle of giving a group priority over each individual in it.. Masculinity-femininity: The masculinity vs. femininity dimension is also referred to as “tough vs. tender” and considers the preference of society for achievement, attitude toward sexuality equality, behavior, etc.

2.1.1.5.2 Harrison Model

Harrison (1972) presents a model of culture, known as Harrison's Model of Culture that divides organizational cultures into the four categories: role, task, power, and person cultures. Organizations with role culture tend to be reliant on formal rules and regulations. In role culture organizations formal job descriptions of positions are more important than personal traits and characteristics of individuals taking these positions. In task culture organizations, on the other hand, the levels of skills and competencies to deal with tasks in hand are perceived to be the most important factor to exert influence. Task culture organizations tend to operate in project-based manner with specified deadlines for each project. Disadvantages of task culture organizations include conflicts of interests within teams and other relationship problems due to not clearly specified roles and responsibilities for team members. Power culture organizations tend to be highly autocratic, with a top executive exercising great power towards all organizational processes. The advantages of power culture in organizations can be listed as high speed of decision making and implementation of organizational changes. However, power culture is associated with a range of disadvantages as well that may include lack of constructive arguments and discussions, and lower level of employee motivation. In person culture organizations a specific individual serves as a source of influence for group members. This type of organizational culture is the least popular due to the fact that it lacks formal hierarchy, along with other disadvantages (John D., 2014).

2.1.1.5.3 Denison's Model

Denison and Neale (2011) identify four cultural traits Involvement, Consistency, Adaptability and Mission. Involvement is the first organizational trait which ensures the participation of employees in decision making; it also relies on team effort to get work done and continual investment in the development of employee's skills. Consistency is the second trait 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. The third trait, adaptability, depicts the ability of the organization in translating the demands of the business environment into action through creating change, customer focus and organizational learning

environment. The last trait is mission whereby organizations devise meaningful long-term direction and organization with this trait clearly defines Strategic direction, Vision, Goals and Objectives of the company.

2.1.1.5.4 Quinn and Cameron Model

The organizational culture model of Quinn and Cameron is classified as biaxial processes. It shows the transition from vertical flexible organic processes to mechanical processes. On the other hand, the horizontal axis shows the spread from internal protection to external positioning.

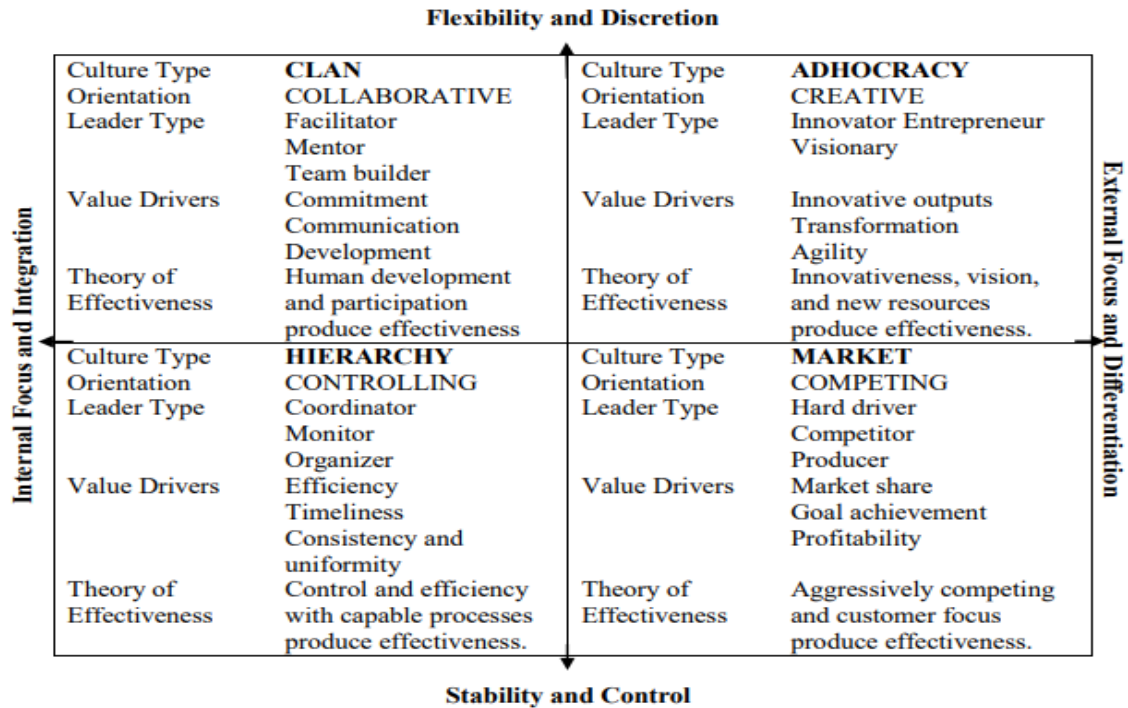


Figure 2.1.1.5.4 The Queen and Cameron Model: The Competing Values of Leadership, Effectiveness, and Organizational Theory Source: Cameron and Quinn (2006, p. 46)

2.1.1.6 Types of Organizational Culture

As summarized above Organization culture has been expressed by different types of models. However, Competing Values Framework (CVF) is the most influential and extensively used models in the area of organizational culture which this study is based. According to the primary assumptions and principles, the four quadrants of the models present distinctive cultural components, symbolizing the four different cultures (Clan culture, Adhocracy culture, Hierarchy culture, and Market culture), as described below:

2.1.1.6.1 Clan Culture

As quoted by Pathiranage, (2019) Clan or supportive culture contains an employee-oriented leadership, cohesiveness, participation, and teamwork (Han, 2012). The assumption and values of include human affiliation, collaboration, attachment, trust, loyalty, and support (Fiordelisi, 2014). In a clan culture, managers need to act in a democratic manner to inspire and motivate employees to establish a culture of excellence in the organization (Miguel, 2015). An interpersonal relationship is active in the effective organizational culture. Organization members behave appropriately and develop a sense of ownership when they have trust in, loyalty to, and ownership in the organization (Nongo & Ikyanyon, 2012). Clan culture includes teamwork, participation, employee involvement, and open communication (Pinho et al., 2014). In a clan culture, business managers encourage teamwork and employee empowerment (Yirdaw, 2014). The ultimate goal of clan culture is improving employee performance through commitment, sense of ownership, and responsibility (Han, 2012; Murphy et al., 2013). Research findings in the area of organizational culture showed how clan culture positively relates to organizational performance (Han, 2012; Man & Luvison, 2014; Murphy et al., 2013). By contrast, Givens (2012) argued that clan culture includes employee relation issues instead of improving efficiency and effectiveness in the organization. Kotrba et al. (2012) compromised both views, supporting the clan culture's indirect role in improving performance and they acknowledge the clan culture's direct role in improving efficiency and effectiveness. In a clan culture, business managers encourage employee engagement and commitment to the organization because committed employees may perform their task efficiently and deliver their responsibility effectively (Nongo & Ikyanyon, 2012).

2.1.1.6.2 Adhocracy Culture

As quoted by Pathiranage, (2019) Adhocracy or an entrepreneurial culture includes innovative, creative, and adaptable characteristics (Veiseh et al., 2014). In adhocracy or an entrepreneurial culture, organization members may require clarification for their job assignments including the importance and impact of the assignment to achieve organizational goals (Veiseh et al., 2014). The values and assumptions of adhocracy culture include (a) growth, (b) risk taking, (c) creativity, (d) diversity, (e) independence, and (f) adaptability (Hartnell et al., 2011). In adhocracy culture, business managers allocate more resources for research and development, and they encourage employees' involvement in creative and innovative research activities (Sok et al., 2014). In adhocracy culture, innovation and creativity are important to enhance productivity and to improve services in the organization. The ultimate result of adhocracy culture is innovation and change (Fiordelisi, 2014). Adhocracy culture and an inventive, entrepreneurial mindset are positively correlated, according to research in the field of organizational culture (Engelen et al., 2014). A good association between adhocracy culture and long-term financial effectiveness was also demonstrated by other research findings (Hartnell et al., 2011).

2.1.1.6.3 Hierarchy Culture

As quoted by Pathiranage, (2019) hierarchy culture is a combination of rules and regulations to control activities in the organization. In hierarchy culture, business managers give priority in establishing effective control systems throughout the organization. In hierarchy culture, organization members follow the rules and regulations, and each activity set with pre-defined procedures and rules (Hartnell et al., 2011). Hierarchy culture includes clear communication channels, stability, consistency, and reinforcement (Fiordelisi, 2014). The final goal of hierarchy culture is efficiency and effectiveness. Han (2012) showed a negative relationship between hierarchy culture and financial performance. Other research findings also showed the existence of a negative relationship between hierarchical culture and customer integration (Cao et al., 2015).

2.1.1.6.4 Market Culture

As quoted by Pathiranage, (2019) Competition or Market culture includes competition and organizational goal achievement (Pinho et al., 2014). In a competition culture, organizational members have clear objectives to increase their reward through market achievement (Han, 2012). Competition culture includes (a) gathering customer and competitor information, (b) appropriate goal setting, planning and decision-making, and (c) task focus leadership. Competition culture also contains market aggressiveness and achievement. The competition culture includes open communication, competition, competence, and achievement (Miguel, 2015). In competition culture, business managers focus on external effectiveness through market control and secure competitiveness through market achievement. Miguel (2015) noted that business managers must have knowledge of their clients and market priority to survive in the competitive market. In a competition culture, business managers must maintain customer-driven leadership because the priority in competition culture is customers' satisfaction (Han, 2012). The other priority for business managers in competition culture is to satisfy the owners of the company. High market share, revenue, high profit, growth, and productivity are the ultimate goals of the competitive culture (Hartnell et al., 2011). Business managers employ the values, priorities, and behaviors of the organization's members to make the company's business journey simple and competitive in the marketplace (Eaton & Kilby, 2015). For corporate culture to be effective, fair competition and stakeholder satisfaction must be properly aligned.

2.1.2 Employee/ Organizational Commitment

Employee Commitment sometimes called organizational Commitment to work or work commitment is defined as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace. It is the feeling of responsibility that a person has towards the goals, mission, and vision of the organization he/she is associated with.

As quoted by Ruth (2017) The term "commitment" describes an employee's sentimental relation to, identification with, and involvement with the company. In essence, measuring organizational

commitment is an assessment of the congruence between an individual's own values and beliefs and those of the organization (Swales, 2002). Employee desire to support organizational goals is referred to as organizational commitment. An individual's attractiveness and attachment to their job and to the company are referred to as commitment. It speaks about a person's sociopsychological ties to their group or organization, as well as to the aims and values that they share with their line of work and profession (Takele & Solomon, 2016). Employee commitment is most important component to the organizations as well to the managers of the organizations. Employee commitment is the result of an employee's devotion to the company, willingness to work hard for the company, level of objective and value alignment with the company, and desire to continue working for the company (Bateman and Strasser, 1984).

As quoted by Gul, (2015) Organizations are striving hard to induce commitment in their employees. They are using different means and method to enhance employee's commitment. It is not surprising that employee commitment is a fundamental activity for the success of an organization. Every employee has a desire to reach his self-actualization motivational level (Dorenbosch & Veldhoven, 2006). Therefore, employee must be given opportunities to improve his knowledge, skills and abilities. Employee development programs provide chances for promotion and career growth. Such like activities in an organization create commitment in employees, which is a basic requirement for effective functioning of organization.

As quoted by Aranki et al (2019) Organizational commitment is one of the most popular study topics in the field of organizational behavior, and prior research in organizational behavior shows that academics are making an effort to understand the nature, impact, and determinants of organizational commitment (Hanaysha, 2016b). Organizational behavior research has been more interested in the drivers, theoretical foundations, and results of organizational commitment (Spanuth & Wald, 2017). Additionally, since employees look for everlasting employment, the nature of the ideal job relationship has evolved recently (Breitsohl & Ruhle, 2013). Employee commitment to their company is reflected in organizational commitment (Yao, Qiu, & Wei, 2019). Another way to characterize organizational commitment is as a psychological emotional state that describes a worker's affiliation with a company (Allen & Meyer, 1990). In order to get the best performance out of employees, organizational commitment is crucial (Devece, Palacios-Marqués, & Pilar Alguacil, 2016). This is because employees' goals and needs must align with those of the organization. The degree to which employees are invested in and identify with the company has also been used to describe it (McCunn & Gifford, 2014). Organizational commitment is a powerful tool for increasing productivity and effectiveness for both employees and organizations, according to numerous researchers (Kuvaas, 2006; Geneviit-Janonien & Endriulaitien, 2014). It has positive effects on work productivity, motivation, turnover intention, and absenteeism. Other studies stress the negative effects of organizational commitment, stating that, in certain situations, it could hinder individuals' performance in both a personal and social capacity as well as that of the company (Geneviit-Janonien & Endriulaitien, 2014).

2.1.2.1 Models of Organizational Commitment

Organizational commitment refers to the level of engagement and dedication employees have toward their individual jobs and the organization. As quoted by Ruth (2017) there are three types of Organizational Commitment models: O'Reilly and Chatman's Model, Allen and Meyer's Model of Commitment, and Cohen's Model of Commitment.

2.1.2.1.1 O'Reilly and Chatman's Model of Commitment

According to O'Reilly and Chatman, organizational commitment is a psychological bond with a company. It shows how much an employee has internalized or adopted the traits or viewpoints of the company. Commitment can be formed by three independent mechanisms; compliance, identification and internalization (O'Reilly & Chatman, 1986). **Compliance:** It is shallowest of them all and is connected to rewards. Person adopts certain attitudes and behaviors in order to gain specific awards. **Identification:** It is step further into deeper commitment. Employee feels proud to be part of that specific organization and thus accepts and respects its" values and accomplishments. He or she wants to establish or maintain good relationship with that specific group. **Internalization:** It is that he or she does not adapt those values as his or her own. Therefore, internalization occurs finally when there is value congruence between the person and the organization. Employee accepts organization's values because those are very similar to his or her own.

2.1.2.1.2 Allen and Meyer's Model of Commitment

It has been the leading approach in studying organizational commitment for more than 20 years (Cohen, 2007). Lately, it has been the most widely accepted conceptualization of organizational commitment (Herrbach, 2006). It views affective commitment, continuation commitment, and normative commitment as three distinct types of commitment (Allen & Meyer, 1990). **Affective commitment** is defined as an employee's identification with, involvement in, and emotional commitment to the company based on desire. **Continuance commitment:** It is commitment based on the costs that would occur if the person left the organization. **Normative commitment:** This refers to person's feelings of obligation to stay within the organization. In other words, employees remain in the organization because they ought to do so.

2.1.2.1.3 Cohen's Model of Commitment

Regardless of similarities in the name with previously introduced Allen and Meyer's model, this one sees commitment in a different way. One of the biggest differences is that this model includes timeframe. It makes distinction between organizational commitment that develops before entering the organization and commitment developed after the entry. The other two dimensions are bases of commitment, whether it is instrumental or psychological attachment (Cohen, 2007). **Instrumental commitment:** Is the attachment based on more tangible exchange relationship, like rewards and salary (Cohen, 2007). **Psychological attachment:** is perceptions of justice, perceptions of organizational support and transformational leadership (Cohen, 2007).

2.1.2.2 Dimensions of Employee/Organizational Commitment

As detailed above employee/organizational commitment has been expressed by different types of models. However, the dimensions expressed by Meyer and Allen is the most influential and extensively used model of Organizational Commitment which this study has been based. And as quoted by Aranki et al (2019). Affective commitment, continuing commitment, and normative commitment are the three components of organizational commitment.

2.1.2.2.1 The Affective Commitment

Affective sentiments toward the organization are referred to as affective commitment (Liu & Bellibas, 2018). Employees who are emotionally invested in and attached to the organization are referred to as having an affective component (Huey Yiing & Zaman Bin Ahmad, 2009). Most organizational commitment studies have placed a heavy emphasis on affective commitment (Brunetto & Farr-Wharton, 2003). A unique sort of commitment called affective commitment is advantageous to both the employer and the workers. It has been shown to be a predictor of a number of crucial business outcomes, such as reduced absenteeism, fewer leave intentions, or excellent work performance (Breitsohl & Ruhle, 2013). Out of the three categories of commitment, affective commitment has the greatest organizational advantages and is linked to productive workplace behavior (Fernandez-Lores, Gavilan, Avello, & Blasco, 2016).

2.1.2.2.2 The Continuance Commitment

A commitment based on the expenses a worker would pay by leaving the organization is referred to as a "continuance commitment" (Huey Yiing & Zaman Bin Ahmad, 2009). The continued dedication is the long-term bond that employees develop with the company while working there, based on the personal investment that each employee makes (Allen & Meyer, 1990). The expense of this investment called a "sunk cost" (Becker, 1960). Any substantial investments the employee has made, including as time, money, and effort, that he would forfeit if he left the company, are referred to as "sunk costs" (Wallace, 1997). Employees who feel trapped in a position due to the high expenses of quitting exhibit continuity commitment (Jaros, Jermier, Koehler, & Sincich, 1993). Continuance commitment can arise for a variety of reasons, such as the high costs (training, salary, and difficulty in finding a new job) associated with leaving the current job and the company. Because they feel there are no better employment options, people in companies prefer to remain for longer periods of time (Cak, Asfuroglu, & Erbas, 2015).

2.1.2.2.3 The Normative Commitment

The obligation a worker feels to continue working for the organization is referred to as the normative commitment component (Huey Yiing & Zaman Bin Ahmad, 2009). Several studies that Wiener did in the 1980s used a normative perspective to describe organizational commitment. According to Wiener's (1982) studies, employees with normative commitment are ready to give up things for their company because they believe that doing so is the moral and proper thing to do. He added that socialization and familial culture in the workplace lead to normative commitment (Wiener, 1982).

2.1.3 Employees Training

2.1.3.1 What is Training

Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature. As quoted by Eyerusalem Ajibew (2019) Businesses that invest in efficient human resource training typically reap both immediate and long-term rewards. The foundation of personal development is training, which gives workers the tools they need to grow as leaders, improve their communication abilities, overcome their fear of taking on new challenges, and manage stress, frustration, and disagreements (Sadaf, Amna & Hummayoun, 2014). Employees anticipate that in return for demonstrating organizational commitment, they will be given opportunities for training and development (Barlett, 2001). The results of the employees' devotion are occasionally not measured in the training that is provided for them. The conduct of each learner, the training program, the trainee's workplace environment, and the support from the trainee's immediate supervisor are all known to have an impact on how effective training is (Montenso, 2002).

As quoted by Polo et al (2018) Training culture refers mostly to the formal learning that is planned and dispensed in a specific context and focuses on stable and durable features and meanings of training. Such specific and sectorial features constitute a subset of the organizational culture, formed by employees' and management perceptions about meanings and values attributed to the training in the work environment at an individual, team and organizational level. Moreover, from the organizational perspective, training is instrumental in fitting organizational needs, and it is developed on the basis of values, beliefs and practices, commonly adopted within the organization (Huerta et al., 2006). Additionally, with the transition to a more collaborative way of working, training became not only a means to develop employees' core competencies, but also a way to enable them to negotiate meanings in the workplace (Kraiger, 2014). Training does not have a standard way to be managed and implemented, but it is related to the needs and features of the specific organizational context and the characteristics of the organizational population (Martínez Lucio and Stuart, 2003). Furthermore, training does not take place in a vacuum, but it is contextualized in a specific organization with specific characteristics (Bunch, 2007). Therefore, it is possible to highlight that the concept of training is strictly related to the concept of organizational culture.

As quoted Suryadi et al (2019) According to the Law of the Republic of Indonesia Number 13/2003 concerning about manpower, Manpower Training is an overall activity to provide, obtain, improve, and develop work competency, productivity, discipline, attitude and work ethic at a certain skill and expertise level according to levels and qualifications of work. According to Sumarsono (2009) in Sinambella (2018:169) said that basically training is an activity to improve the ability of employees by allocating the budget as an investment. According to Noe (2013) in Kasmir (2016: 126) states that training is a facility provided by the company to learn work related to employee

knowledge, skills and behavior. This means to increase the knowledge, skills and behavior of employees can be done through training which of course has been planned by the company beforehand.

2.1.3.2 Benefits/Purposes of Training

It makes sense that some firms don't always prioritize training, and for others, the time and effort needed to complete it might be scary. However, it ought to be obvious when taking into account the advantages of training. The online hospitality training provider company, Typsy, thinks you need a training program to not only give your personnel useful skills but to also enhance the culture of your business. That is: it establishes employee expectations, it establishes criteria for workers, it promotes a healthy learning environment, it improves team morale, it lowers staff turnover rates, etc. In conclusion, training helps workers become self-aware and responsible for their duties. They are aware of their responsibilities inside your company and how they may provide value. By providing training to your staff, you encourage them to stick around. They'll remain in your company because they actually want to. Everyone on your team will be driven, content, and productive and won't want to leave, which will have a favorable impact on your culture. It will serve as a benchmark for your present workers and draw in the best applicants when you're hiring. Now think about your team. Do they represent the values you uphold? This is fantastic if it is! Consider what might need to change if not to get them there. You're enhancing the culture of your team by implementing training programs at your business. Training as a whole aid in the improvement of self-development, aids in staff retention, and establishes the tone for your employee expectations. This is so that you can get more from your team and bring out the best in each of your employees through training. <https://sidekicker.com/au/blog/training-improve-company-culture/>

2.1.3.3 Perception of Training

Perception is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Perception-checking can naturally boost your employees' morale because: 1) it demonstrates you're paying attention to what they're saying, and 2) it gives them an opportunity to clarify their ideas, thoughts or suggestions if you didn't fully understand what they were saying. As quoted by Eyerusalem Ajibew (2019) A multifaceted structure that consists of: (1) encouragement/support for training, (2) inspiration/ motivation for training, (3) availability/accessibility of training, and (4) advantages of training can be used to examine and evaluate organizational training impact on organization culture and/or employees' commitment. Accordingly, in this study the researcher considers these four dimensions of employees' perception on Training and their impact on organization culture and/or employees' commitment as detailed below:

2.1.3.3.1 Motivation for Training

The motivation for the training is centered on how hard and persistent the developers work before, during, and after the training sessions Salas and Cannon Bowers (2002). The unique desire of a learner to understand the material covered in a training program is known as learning motivation (Noe & Schmitt,1986; Noe,1986). Noe (1986) also hypothesized that in the lack of motivation,

individuals who have the ability to learn the training material may fail to do so. Employees that have a positive perception of training will be more motivated to pursue it, claim Ahmed and Baker (2003). Less eager to learn employees are seen as being less dedicated.

Employee attitudes toward training and trainee motivation have a substantial impact on the success of the training process, especially since trainees who are strongly committed and involved in their job are more likely to be highly motivated to train in order to gain new abilities (Ahmad & Bakar,2003). The motivation for training, according to Robinson (1995), is the amount of effort that workers are willing to put out to improve their abilities, the job they do, and their professional performance via training activities. Highly motivated employees are more likely to have positive perceptions of the training environment at their workplaces. This has been shown to lead to more people participating in training activities (Mathieu et al, 1992).

2.1.3.3.2 Availability/Access for Training

The majority of workers do not begin their positions with the necessary skills or precision. Therefore, a performance improvement strategy must be thematically organized in order to improve employee performance. According to Bartlett (2001), the opportunity for employees to participate in training programs to advance their knowledge and abilities for tasks they currently play, as well as the reduction of organizational barriers that prevent participation in training activities, are two distinct situations that affect how employees perceive their access to training. Organizational training programs will improve the number of committed employees in firms with higher levels of perceived fair access to those programs (Bartlett & Kang, 2004).

2.1.3.3.3 Benefits from Training

For both organizations and employees, training provides several advantages. Employees who understand the value of training are likely to be more dedicated and, as a result, more inclined to take part in training activities organized by their employer, according to Ahmad and Bakar (2003). Training has numerous advantages for both organizations and employees (A guinis & Kraiger, 2009). According to Nordhaug (1989), there are three different sorts of rewards for employees who take part in training activities, including job-related, career-related, and personal benefits. Even if the number of advantages for workers might be evaluated, employees who anticipate benefits from their participation in training programs are more dedicated to their firms (Geale, 1995). These advantages include of professional advancement, employment stability, self-esteem, work fulfillment, and organizational dedication (Bulut & Culha,2010).

Research has shown that vocational training improves team and individual performance and has a favorable effect on attitudes, motivation, and authority delegation, among other things. Numerous studies demonstrate the advantages, including improved performance, and a variable with it that is both directly and indirectly associated (cross-cultural adaptation, technical proficiency, technical aptitude, and tacit knowledge and capabilities) (empowerment, communications, planning and team coordination) Guinis and Kraiger (2009). On the other hand, studies have shown that there

are advantages for organizations based on how they performed, in addition to other advantages like cost savings, increased quality and quantity, lower employee turnover, and improved organizational reputation (Aguinis & Kraiger, 2009).

2.1.3.3.4 Support for Training

Since training results in motivated workers, this indirectly improves organizational performance. The management of the company should also encourage personnel to advance their knowledge and abilities. Support can be horizontal or vertical; horizontal support refers to the extent to which coworkers are eager to assist in problem-solving or implementing new and improved methods of carrying out the activities. Vertical support is that which comes from the top or from the most experienced coworkers (Bulut & Culha, 2010).

Numerous studies have shown that support at work is based on a relatively small and constrained core, which consists of their colleagues and direct supervisors, and that it has significant and advantageous effects on the effective functioning of the organization on a global scale (Newman, Thanacoody, & Hui, 2013). Employees feel a sense of obligation to their company when they see support from it. They tend to be less committed when they perceive a lack of support and feel misled (Robinson & Morrison, 1995). It has been demonstrated that training participation is influenced by perceived support for training from senior colleagues (Noe and Wilk, 1993). According to Barlett (2001), there is a considerable link between emotional and continual commitment and supervisor support for training. An unwritten, reciprocal set of attitudes and behaviors, such as job involvement, motivation, and organizational commitment, can be elicited through training, which may be seen as a management technique that can be governed or controlled (Sparrow, 1998). As a result, commitments are greatly influenced by the immediate supervisor's support for training.

2.2 Empirical Studies Review

The bulk of multinational studies, in the past research, looked at organizational culture as an independent variable and evaluate its effects on several variables, among them is organizational commitment. The key results of the research findings revealed that there is a strong achievement culture prevalent at the company, with a good mix of the other culture types like, role culture, power culture and support culture. The employees at Riverview Paper Mill also strongly prefer an achievement and support type, culture (Naicker, N., 2008). The result of the study shows that the employee commitment to organization can be improved through corporate culture that consists of teamwork, communication, training development and reward-recognition. (Ramdhani, A., Ramdhani, M. A., & Ainisyifa, H., 2017). A 344-employee poll conducted for a study on the Turkish logistics sector's workplace culture revealed a favorable correlation between corporate culture and dedication (Acar, 2012). The study, which involved 385 Korean police officers, by Shim, Jo, and Hoover (2015) demonstrated that members of a group culture were more devoted to their organizations. In addition, Messner (2013) identified a link between organizational culture and organizational commitment that was favorable, suggesting that to boost organizational

commitment in India's IT services, a corporate culture reform strategy should be developed. (Cited by Aranki et al 2019)

Previous study finding of Ashar, M., Ghafour, M., Munir, E., & Hafeez, S. (2013) results also show significant positive association on the proposed hypotheses H1: Perceived availability of training has positive relationship with affective commitment, H2: perceived supervisor support has positive relationship with affective commitment. Perceived availability of training and perceived supervisor support is positively associated with affective commitment (Ahmad & Bakar, 2003; Newman, Thanacoody, & Hui, 2011). As quoted by Bartlett (2001) It has been discovered that participation and memory of prior training are influenced by the perceived rewards of the training. The three sorts of benefits that employees receive from taking part in training are personal, professional, and job-related benefits, according to Nordhaug (1989). Positive training benefits are believed to be associated with increased feelings of organizational commitment to the provider of the training.

As quoted by Carvalho et al (2018) After the analysis, it was verified that Clan culture has a significant effect on the three bases of the Commitment, and on the three dimensions of Job Satisfaction. The Hierarchy culture presented no significance correlation with Affective Commitment but presented significant relation with the two other bases of Organizational Commitment and with the three dimensions of Job Satisfaction. The Adhocracy culture had no significant relationship with continuance commitment and with relationship type of Job satisfaction, though it presented significant correlation with other variables. Finally, Market culture had a significant effect only on continuance commitment, however presenting a weak or nonexistent relationship with the other variables. The variables Organizational Commitment and Job Satisfaction showed correlation with variables gender, company time, region of the country and professional function.

Prior research conducted locally showed the importance of company culture in increasing employee commitment, which is backed by the positive benefits of flexibility, purpose, and participation policies on employee commitment (Mersen Bizuneh, 2016). According to the data analysis the current hierarchical culture is not well liked by the staff; they would rather have a clan-next-to-adhocracy culture. Organizational commitment and culture have a substantial relationship. However, the association between organizational culture and commitment is non-zero and their relationship is both good and negative (Ruth Aregu, May 2017). According to the statistically substantial contribution of mission and flexibility to employees' commitment, organizational culture is vital in raising the level of employee commitment (Meseret Getachew, 2019). The positive effects of organizational culture on employees' commitment are demonstrated by their positive contributions to adaptation, participation, and mission practice (Birhane Assaye, 2021). Power-oriented cultures and role-oriented cultures were the most prevalent cultural factors identified in Ethiopian Airlines (Gezahegn Belay, 2014). According to the study's findings, the majority of respondents believed that the organization has a hierarchical culture that places a greater emphasis on rules and policies in order to achieve its goals. The correlation analysis

demonstrates that there was a positive and moderate association between the three study variables of corporate culture, staff commitment, and employee training. Additionally, adhocracy culture significantly and favorably correlates with both staff dedication and training. Employee training was also found to partially moderate the relationship between adhocracy culture and employees' commitment among the four elements of organizational culture: clan, adhocracy, market, and hierarchical. The results show that the adhocracy culture significantly affects workers' commitment directly and indirectly via the use of employees' training as a mediator (Eyerusalem Ajibew, 2019).

2.3 Research Hypothesis

2.3.1 The Effect of Organizational Culture on Employees Commitment

From the above reviewed literatures, we can hypothesize that there is a direct/indirect relationship between organizational culture and employee's commitment. As quoted by Tasew and Sarang (2019) Hojjat Rahmani, et.al (2015), enlightened that in today's business environment, change and transformation rapidly grow in the world. Organizations will be successful when it able to adapt to these changes. One of the major factors is organizational culture. Organizational develop and implement their strategies by taking into consideration of organizational culture that distinguishes one to another. Types of organizational culture changes along with the development and improvements of the organization working environments. According to R. Quinn and K. Cameron (2003), organizational culture can be seen in the clan, adhocracy, and hierarchy and market culture patterns to know the dominant culture of the organizations. According to Huma Abid et al. (2014), Organizational culture is a means for the firm to achieve its long-term objectives. It provides managers with strengths in order to lessen dangers and weaknesses. An organizational culture can be made up of the collective values, norms, visible behaviors, and actions of the organization's members. According to Pirzada Sami et al (2013), the type of organizational culture is directly linked to the issue of commitment, especially commitment to work, at the same time referring to the individual and personality characteristics of employees. Therefore, the core question for this research is to what degree are types of organizational culture (clan, adhocracy, market and hierarchy) related to organizational commitment?

2.3.1.1 The Effect of Clan culture on Employees' Commitment

As quoted ed by Tasew and Sarang (2019) Clan culture is primarily oriented to human capital, emphasizes the individuals' level of well-being and fosters a positive working atmosphere over optimizing financial ratios and market goals and is often categorized with family-oriented, trustworthy, closeness, empowerment and community. It combines a lower concern for structure and control and a greater focus on flexibility (Cameron, & Quinn, 2011). Studies prove that there is a relation between clan culture and commitment since early time. Anuj, et.al (2017) explained Organizational shared values strongly influence the employees in the organizations, whereas, Akhtar, et.al (2013), indicates that clan culture is most favored by the organizational members. Masoud Ghorbanhosseini (2013) found that Organizational commitment is directly impacted by

organizational culture, teamwork, and organizational development. According to Amin Nikpour's research from 2017, organizational culture influences how committed employees are to the organization. According to Ahbabisarjou et al. (2015), organizational dedication and culture have a good association. According to Linet Njeri's (2018) research, organizational culture influences how committed employees are to the organization. Anja Krog (2014), who studied 35 Norwegian organizations show that clan culture is a mediocre predictor of involvement at work. Taking the above empirical findings, this research tested the below hypothesis on Group Ethiopian Airlines.

H1: The is effect of clan culture on employee's commitment is significant.

2.3.1.2 The Effect of Adhocracy Culture on Employees' Commitment

As quoted by Tasew and Sarang (2019) Adhocracy culture is characterized by being original, dynamic, entrepreneurial, innovative, risk-taking, prepared for changes, aggressive and flexible. Firms possessing an adhocracy culture type often pursue success while focusing on innovation and development; therefore, this is the most innovation-oriented culture, and its main target deals with fostering adaptability, flexibility, and creativity. Sully Taylor, et.al. (2008), who conducted their study, found that organizational culture and human resource management affect employee commitment directly as well as indirectly through top management team orientations. Nadaraj Naicker (2008) revealed that there is a strong achievement culture prevalent in the company, with a good mix of the other culture types like role culture, power culture, and support culture. Mersen (2016) found that the four traits measuring organizational culture were positively related to employee's commitment. Saira, et.al. (2018) revealed that adhocracy culture moderates the relationship between non-self-determined work motivation and work commitment among university academic staff. Taking the above empirical findings, this research tested the below hypothesis on Group Ethiopian Airlines.

H2: The is effect of adhocracy culture on employee's commitment is significant.

2.3.1.3 The Effect of Hierarchical Culture on Employees' Commitment

Hierarchy culture, is a type of organizational culture that emphasizes long-term stability, consistent structure, and a shared set of values throughout the entire organization. As quoted by Tasew and Sarang (2019) Hierarchy culture Caroline, et.al. (2018), found that hierarchy culture has no significant correlation with affective commitment. Yet it has significant relation with continuance and normative commitment dimensions. YooMin Nam and HakSu Kim (2016) also revealed that hierarchical culture demonstrates a high level of affective commitment, but a low level of normative commitment. Steven M et.al (1996), found that in Korean hierarchy culture significantly related to employees' organizational commitment. Taking the above empirical findings, this research tested the below hypothesis on Group Ethiopian Airlines.

H3: The is effect of hierarchical culture on employee's commitment is significant.

2.3.1.4 The Effect of Market Culture on Employees' Commitment

As quoted by Tasew and Sarang (2019) Market culture is recognized as being clearly concerned with objective accomplishment culture. The main corporate values inherent in this culture are effectiveness, productivity, and competitiveness and results in optimization (Carmen, et.al, 2017). According to Akhtar et al. (2013), who conducted a comparative study of Malaysian public and private organizations, the success of any organization depends on its unique culture, which can be created by organizational leaders, come about as a result of overcoming obstacles/competition, or resulted from management's deliberate efforts to boost productivity and efficiency. Ezekiel Saasongu & Darius Ngutor (2012) explained that corporate culture is a critical factor in enhancing the attainment of organizational goals and objectives. Mark A (2007), suggest that market-oriented culture affects role conflict, role ambiguity, organizational commitment, and job satisfaction. Hussein et.al (2012) indicates that market culture has a significant impact on financial performance. These make employees show their sincere organizational commitment. The study results by Ana Rodrigues and José Carlos (2012), suggest that higher levels of market orientation culture result in both high levels of organizational commitment and organizational performance. It was found that marketing culture had a significant and positive effect on job satisfaction (Seda Yildirim et.al, 2017). Taking the above empirical findings, this research tested the below hypothesis on Group Ethiopian Airlines.

H4: The is effect of market culture on employee's commitment is significant.

2.3.2 The Effect of Training on Employees Commitment

We can predict that there is a direct or indirect relationship between training and employee commitment based on the literature on training that implies that employee training and employee commitment are highly related to one another. As quoted by Bartlett (2001) Much of the interest in organizational commitment stems from reports of positive consequences on employee behavior and work outcomes. Some HRD authors have suggested that training should be designed to achieve increased organizational commitment as an outcome (Lang, 1992). Higher levels of commitment were found to influence motivation for training, levels of participant knowledge following a training program (McEvoy, 1997), and the transfer of training process (Seyler, Holton, Bates, Burnett, & Carvalho, 1998). Previous research shows positive outcomes, such as reduced turnover, absenteeism, and extra-role performance resulting from increased levels of organizational commitment (Meyer & Allen, 1997). Therefore, the relationship of employee perceptions regarding training provided by their employer and their level of organizational commitment is potentially valuable in exploring the outcomes of training. The main inquiry in this sub study is how closely perceptions of training including support for training, motivation for training, accessibility of training, and benefits from training related or connected to organizational commitment:

2.3.2.1 The Effect of Motivation for Training on Employees Commitment

As quoted by Bartlett (2001) Among all of the personal and dispositional attitudes that affect participation in training, motivation to learn is frequently cited as being among the most important (Fleishman & Mumford, 1989). Training motivation can be thought of in general terms as a level of motivation towards participation in training and development activities. Training motivation has important implications for how employees perceive training related variables such as access, benefits, and support for training.

H5: The effect of employees' motivation for training on employee's commitment is significant.

2.3.2.2 The Effect of Access for Training on Employees Commitment

As quoted by Bartlett (2001) One of the key determinants of attitudes towards training results from participation. However, traditional measures of training participation have relied on measures of frequency (how many training events) and duration (period of time for training events). Perceived access to training was added as an alternative measure as this has been shown to correlate with actual participation (Tharenou, & Conroy, 1994).

H6: The effect of employees' access for training on employee's commitment is significant.

2.3.2.3 The Effect of Support for Training on Employees Commitment

As quoted by Bartlett (2001) Perceived support for training from colleagues, and support from senior staff influences the decision to participate in training and development activities (Noe & Wilk, 1993). The influence of social support from senior staff, supervisors as well as peers, colleagues, and fellow workers is considered important as social support may play a role in the frequency and duration of training experiences that an individual participates in as well as addition to developing attitudes about perceived access to training.

H7: The effect of employees' support for training on employee's commitment is significant.

2.3.2.4 The Effect of Benefits from Training on Employees Commitment

As quoted by Bartlett (2001) The perceived benefits of training have been found to impact participation and recall of past training. Nordhaug (1989) identified three different types of benefits that employees obtain from participation in training; personal, career, and job-related benefits. Those who reflect positively on training benefits are thought to exhibit stronger feelings of organizational commitment towards the organization that provided the training.

H8: The effect of employees' benefits from training on employee's commitment is significant.

2.3.3 Mediating Role of Training on the Effect of Organizational Culture on Employee Commitment

As quoted by Eyerusalem Ajibew (2019) Company excellence is influenced by both organizational culture and personnel training. Employee skill and knowledge advancement has an effect on how strong the organization's culture is. According to Cherington (1995), the dedication and gratification that come with learning new information or skills make most learning settings essentially reinforcing. According to the presented theory and theoretical justifications, employee training may serve as a useful intermediary between organizational culture and employee commitment. Effective staff training is the result of a corporate culture that is robust. When workers receive quality training, their commitment levels increase. Through efficient training, the good benefits of corporate culture can be translated into additional roles for employees, which will increase their commitment.

As quoted by Inanlou, et al (2017) The primary goal of human resource development (HRD) is to enhance workers' capacity, knowledge, and skills. Meta-analyses' findings have produced some compelling evidence that training enhances performance (Arthur et al., 2003). According to Rowold (2007), technical training is one way that HRD tends to influence an employee's future "soft skills" and "hard skills," as well as their overall performance. Additionally, it demonstrates that team building is an HRD activity that positively correlates with organizational commitment and job satisfaction (Neumann et al., 1989). Numerous studies have also looked at how activities of HRD i.e training affects organizational outcomes. Huselid (1995), for instance, suggested that HRD programs have an impact on a variety of organizational outcomes. The knowledge and abilities of employees can be improved through HRD activities, which will increase organizational core capabilities (Jones & Wright, 1992, Huselid, 1997). Additionally, as demonstrated by Osca et al. (2005), a company's investment in HRD initiatives can convey to its workforce that it places a high value on this resource, which in turn strengthens organizational commitment. In conclusion, organizational culture can affect organizational commitment both directly and indirectly through employee involvement in HRD initiatives for instance training. To put it another way, involvement in HRD initiatives, such as training, mediates the relationship between individual attitudes like organizational commitment and organizational culture. Taking the above empirical findings, this research tested the below hypothesis on Group Ethiopian Airlines.

H9: Participation in Training activities will mediate the effect of organizational culture (clan, adhocracy, market & hierarchy) on employee commitment.

2.4 Conceptual Framework

Examining the effect of organization culture on employee commitment and the mediating role of employees training in Group Ethiopian Airlines is the goal of this study. For this purpose, the researcher developed a conceptual frame work based on the review of relevant theoretical and empirical evidence that involve organizational culture (clan, adhocracy, hierarchy, and market)

and employees training (motivation, access, support and benefits) to determine employee's commitment. Based on previously stated proposed hypothesis and literature reviews the researcher developed the below conceptual model to analyze the effect of organizational culture on employee commitment and the role of employee training as a mediator.

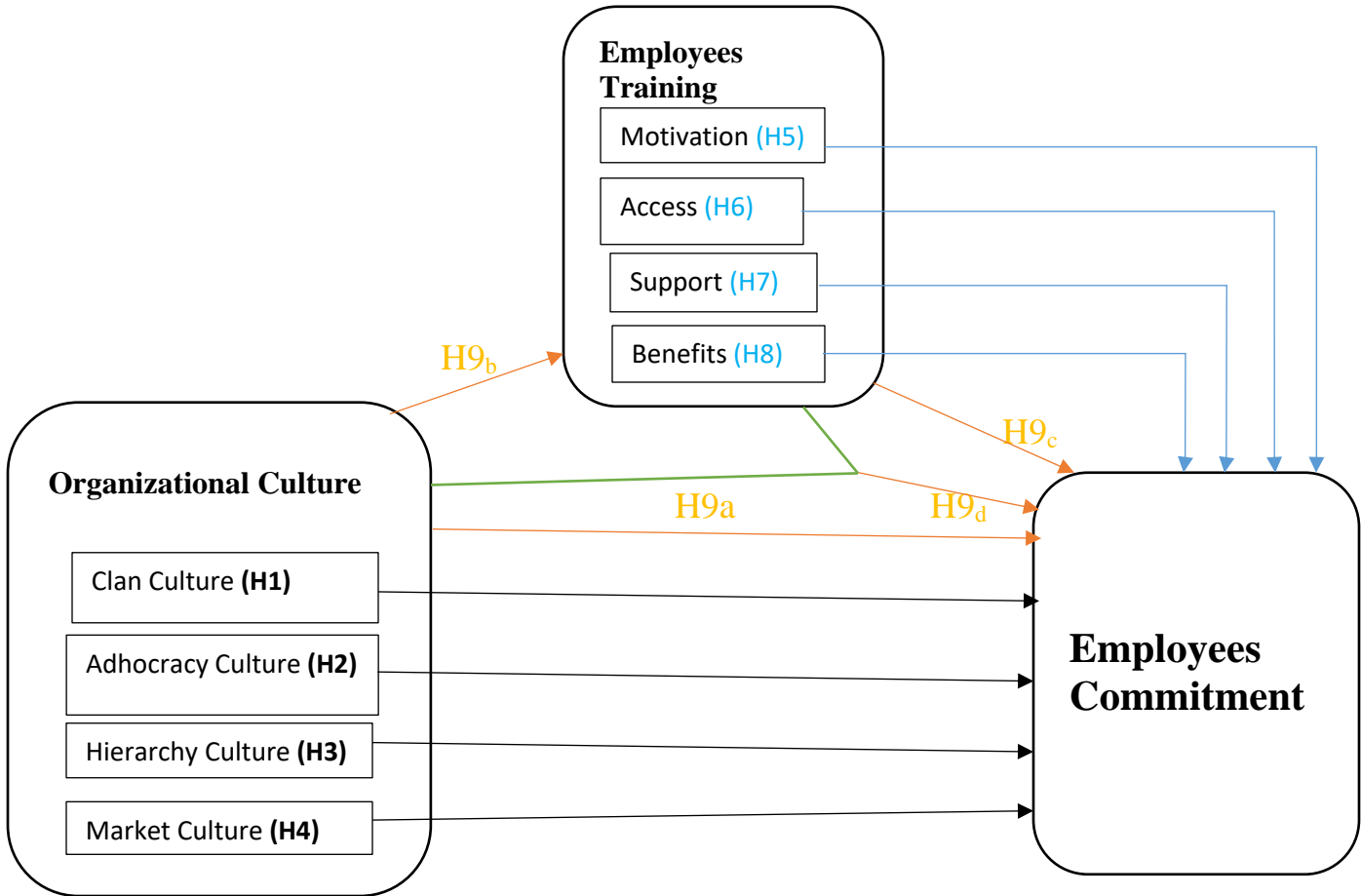


Figure 2.4: Conceptual Framework: Adapted from Literature review

NB. H9_a, H9_b, H9_c and H9_d are causal chain analysis of Baron and Kenny (1986)

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design and Approach

A research design is a plan, strategy, or outline used to come up with solutions to research challenges. The blueprint for data collecting, measurement, and analysis is the research design. Research design is a plan of organizing framework for doing the study and collecting the necessary data (Kothari, 2004). For the purpose of this study, the researcher used descriptive or explanatory research design and it helps the researcher to achieve the research objectives. The reason for planning to apply descriptive research design is that the study seeks to identify the perception of employees on various variables and the respondent gave information based on their work experience, opinions, attitudes, and behaviors on the relationship of organizational culture and employee's commitment and moderating role of employee's training.

In order to achieve the objective of this research, the researcher undertake the quantitative research approach to analyze the data that has been collected from Group Ethiopian Airlines employees. Quantitative approach is chosen because it is an approach in which the researcher determines what to ask the respondent via close ended questions and gather numeric data from the respondents and analyze this numbers using various statistics tools. The researcher used both primary and secondary data to conduct the study. Accordingly, the researcher collected primary data about people's perceptions of organizational culture, training, and commitment using a survey. The secondary data that support this study gathered from a variety of published and unpublished materials like reports, journals, articles, textbooks, organization manuals and analyzed and interpreted in accordance with the study's objectives.

3.2 Target Population

The target population for a survey is the entire set of units for which the survey data are to be used to make inferences. Thus, the target population defines those units for which the findings of the survey are meant to generalize. According to Babbie & Mouton (2006), the population for a study is the group usually of people about whom we want to draw conclusions. As per Monthly Head Count Analysis Report from Human Resource Management Department of Ethiopian Airlines, there are a total of 15,679 employees across the world working for the organization as of May 31, 2022, as summarized in the table below.

Table 3.2 Total Number of Employees by Location

Location	Number of Employees	Percentage
Ethiopia – ADD	14,039	90%
Domestic-Ethiopia	897	5%
Outstations-International	743	5%
Total	15,679	100%

Source: Monthly HR Report May 2022

The researcher's population is composed of employees from different divisions of Group Ethiopian Airlines across the world. However, for this research study, permanent employees located in Ethiopia Headquarter/Addis Ababa are considered with the exceptions of employees that the nature of their work takes them out of Addis Ababa frequently. Moreover, as the issue under investigation is more of an administrative and strategic matter the participants better if they have an exposure to such issue; accordingly, only professional permanent employees are considered. On the contrary, semi/non-professional employees, contract employees, part-timer employees, and employees whose nature of their work is travelling outside of Addis Ababa are excluded from population consideration.

Because of this, the researcher was able to avoid common respondent bias and obtain more trustworthy data about the relationship between the dependent variable (organizational/employee commitment) and the independent variable (organizational culture), as well as the function of the mediator variable (employees training). Hence, out of the total number of workers in Addis Abeba (14,039), **7,708** are professionals and considered as a sampling frame for this study. The other 6,331 workers are exempted from the total population located at Addis Abeba for various reasons (i.e Out of 6331, 1,407 are semi-professionals that may not have sufficient knowledge on the subject study, 4,386 are flight crews (flight technicians, pilots, first officers, and cabin crew) that their jobs require them to go outside of Addis Abeba frequently, and 538 Contact/Part time Employees who believes in having short term relation with the organization).

3.3 Sample Size

The study will use a sample survey for practical reasons and owing to time and budget limitations. Sampling is process of choosing a smaller and more manageable number of people from the population to take part in the research process and generalize the results to the whole of the research population. As of May 31, 2022, Ethiopian Airlines Company had a total of 15,679 employees. However, for this research a total of **7,708** permanent professional employees has been considered as a population, because of the reasons detailed in the target population, to determine the sample size and select employees that represent Group Ethiopian Airlines. As quoted by Eyerusalem Ajibew (2019) According to Malhortra and Peterson (2006) and Zikmund (2003), a study's data is more accurate the larger its sample size. However, the sample determination method created by Carvalho (1984) was recommended to be utilized by the researcher as a way to calculate sample size due to time and budgetary constraints as well as the nature of the population.

Table 3.3 The Sample Size Determination Method Developed by Carvalho's 1984

Population Size	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80

501-1200	32	80	125
1201- 3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Carvalho (1984)

The total number of customized population that are considered under this study is 7,708 employees and the number falls between 3,201-10,000 population sizes. So, the large sample size is 315 employees and same has been considered as sample size of the study.

3.4 Sampling Method

The researcher used stratified sampling to distribute the survey questionnaires to acquire the various types of employee perception towards the relationship of Group Ethiopian Airlines organizational culture and employees' commitment and the mediating role of training across the company. Stratified sampling is considered in order ensure that the sample includes representative study units from each strata/division to address different types of profession and from the strata/division samples are selected by simple random sampling. The below table shows proportionate sampling from each division, which will be used to distribute the representative sample size of 315, to maximize the representativeness of the samples and reliability of conclusion.

Table 3.4 Sample Size Distribution per Division

Ser No.	Division	Number of Employees	Sample Proportion
1	Group CEO Office	22	1
2	Group CFO	503	21
3	Group Customer Services	403	16
4	Group HCM	527	22
5	Group Internal Audit, QMS, SMS, Compliance and Business Suitability	65	3
6	Group IT	247	10
7	Group Legal Counsel & Secretariat	18	1
8	Group Marketing	111	5
9	Group Strategic Planning & Alliances	38	2
10	ADD HUB Ground Services	1394	57
11	ET Airports	429	18
12	ET Aviation Academy	194	8
13	ET Cargo Services & Logistics	516	21
14	ET Express and Regional Airports	10	1

15	ET Holiday/Digital/GCC Sales/Skylight	916	37
16	ET International Services	41	2
17	ET MRO Services	2036	80
18	Flight Operations	238	10
Total		7,708	315

Source: Monthly HR Report May 2022

The researcher distributed a total of 315 questionnaires. From these, 300 (95.24%) questionnaires were collected effectively. The remaining 15 (4.76%) were not returned due to different reasons. The researcher interviewed the HR office management to get additional information in order to support the questionnaires response. A response rate of 95.24% overall and 300 valid replies were deemed sufficient and appropriate for study. Finally, the researcher analyzed and presented the data he had gathered in a meaningful way so that conclusions could be drawn with confidence.

3.5 Data Analysis

During the evaluation of the literature, several comparable studies employed quantitative research, and all variables were assessed using questionnaires. Because they can gather information from respondents in a short amount of time, questioners are favored. Demography is one of four areas that make up the questions, and each section has a number of inquiries related to that subject. That is: Demographic questions are included in Section 1 of the survey. Organizational culture questions are addressed in section two. The third component focuses on staff training, while the fourth section concerns employee commitment. Each poll question used a five-point Likert scale with the options strongly disagree to strongly agree. Employees were sent the survey and cover letter via email, WhatsApp, and Telegram.

After the data was gathered, it was analyzed quantitatively using mean, standard deviation, percentages, and numbers to elaborate the respondents' backgrounds in terms of demographics and to look into the organizational culture that already existed, the level of organizational commitment, and the role that training played as a mediating factor. SPSS (Statistical Package for the Social Science) was employed because this study is quantitative in nature, and the output data was then gathered into tables and figures/graphs for analysis, summarization, and suggestion.

3.6 Data Collection Instruments

The two most commonly used data collection methods are the questionnaire and the interview. Both questionnaire and interviews have distinct features that have a bearing on the correct and appropriate use of specific data collection purposes (Saunders, Lewis and Thorn hill, 2009). The primary data was collected using structured close ended questioners that has three categories for dependent variable (Employees/Organization Commitment), independent variable (Organizational Culture) and mediator variable (Employees Training) and to measure the variables the researcher have reviewed various articles, papers, journals, internet, etc. After though validation check the researcher decided to adapt the measurement instruments used by Eyerusalem Ajibew (2019) with minor customization as detailed below:

- This study used the organizational culture assessment instrument (OCAI) created by Cameron and Quinn (2006). Clan, Adhocracy, Market, and Hierarchy cultures were the four categories identified by the OCAI questionnaire, which was designed to gain insight into organizational culture. The survey questionnaire asks the sample respondents to react to six main dimensions, including organizational leadership, personnel management, organizational cohesion/glue, strategic emphasis, and success criteria. However, to minimize non-respondent due to high numbers of question in the survey the researcher has excluded two of the dimensions (personnel management and success criteria) believing the study issue can be addressed indirectly on other four dimensions.
- In this study, the Allen and Mayer (1990) Organizational Commitment Scale was also used. The three crucial dimensions—Affective commitment, Continuance commitment, and Normative commitment that were part of the survey instrument which were answered by the sample respondents.
- The scale of training perception that comprised by four parts: support for training, benefits from training, access to training, and motivation for training were part of the survey instrument which were answered by the sample respondents. It was built from a combination of different scholars and were also used in this study.

3.7 Validity and Reliability

3.7.1 Validity Test

Validity and reliability are the two most important and fundamental features in the evaluation of any measurement instrument (Mohajan, 2017). Validity concerns what an instrument measures, and how well it does so. Reliability concerns the faith that one can have in the data obtained from the use of an instrument, that is, the degree to which any measuring tool controls for random error. Therefore, by reviewing relevant literature and modifying the tools used in earlier studies, this study attempted to address the validity of measurement instrument. As this study uses multiple items in all variables, internal consistency analysis has been carried out through Cronbach alpha reliability tests.

3.7.2 Reliability Test

Cronbach's Alpha coefficient of reliability (or consistency) is a measure of squared correlation between observed scores and true scores. Reliability is an indicator of a measure's internal consistency. Reliability is thus measured in terms of the ratio of true score variance to observed score variance (Garson, 2005). The internal reliability tested with Cronbach's Alpha (α), which measures the correlation between the variables that attempt to determine a concept. Cronbach's Alpha test shows a value between 0 and 1, where 1 means a perfect correlation and 0 means no correlation at all (Garson, 2005). There isn't a generally agreed cut-off, but researchers see that commonly 0.70 and above is acceptable (Garson (2005). Garson (2005) argues that within social sciences, the more acceptable alpha score is 0.70 or higher for a set of items to be considered a scale, while others are as lenient as 0.60. Cronbach's Alpha analysis is conducted to ensure consistent reliability of this research in a model constructed to describe the main attributes or

concepts on the relationship between Organizational Culture and Employee Commitment and the mediating role of employees training. As shown below table the Cronbach's alpha are under acceptable and tolerable ranges. Hence, we can say there is a high degree of internal consistency.

Table 3.7.2 Reliability Test

Variables	Number of Items	Cronbach Alpha	Remark
Organizational Culture	16	0.893	Acceptable
Clan Culture	4	0.646	Tolerable
Adhocracy Culture	4	0.660	Tolerable
Market Culture	4	0.778	Acceptable
Hierarchy Culture	4	0.814	Acceptable
Employees Training	12	0.876	Acceptable
Motivation for Training	3	0.613	Tolerable
Access to Training	3	0.785	Acceptable
Benefits of Training	3	0.708	Acceptable
Support for Training	3	0.814	Acceptable
Organizational Commitment	9	0.852	Acceptable
Affective Commitment	3	0.864	Acceptable
Continuance Commitment	3	0.695	Tolerable
Normative Commitment	3	0.861	Acceptable

Source, Researcher survey data SPSS output 2022

3.8 Ethics-Related Matters

The student (researcher) ensures the protection of respondents through honest and secure privacy in order to uphold researcher ethics. Additionally, neither the questionnaire nor the reports of the findings included the names of the respondents. As a result, the respondent to the question was informed that the data obtained was secret, private, and utilized only for this study. In general, the researcher makes an effort to respect the respondents' autonomy, will, and freedom, and also all sources used in this study were properly cited.

CHAPTER FOUR: ANALYSIS, INTERPRETATION, AND PRESENTATION OF RESULTS

4.1. Introduction

In order to accomplish the study purpose, this chapter includes data presentation, analysis, interpretation, and discussion on key results under each presentation. Through the use of survey questionnaires, the data was gathered. A sample of 315 employees of Group Ethiopian Airlines located in Addis Abeba were randomly chosen from 18 strata but 15 of them were unable to return questioner. The research analyzed the data from 300 replies, yielding a satisfactory response rate of 95.24 percent. As a result, the data collected were arranged and analyzed using SPSS in a way that made it possible to respond to the fundamental research questions posed at the start of the project. Both descriptive and inferential analysis were used to investigate the relationship between the study's objective variables.

4.2. Demographic Background of Respondents

A total of 315 questionnaires have been distributed for the target respondents in ET. The study required determining the demographic profile of the study participants by using seven respondents' background variables (Gender, Marital Status, age, educational level, work experience, Employment Group and division of employees) that have stated and analyzed using frequency statistics in table below.

Table 4.2 Demographic Profile of Respondents

Variables	Category	Frequency	Percent	Valid Percent
Gender	Female	88	29.3	29.3
	Male	212	70.7	70.7
	Total	300	100.0	100.0
Marital Status	Divorced	2	0.7	0.7
	Married	159	53.0	53.0
	Single	138	46.0	46.0
	Widowed	1	0.3	0.3
	Total	300	100.0	100.0
Age	<30	97	32.3	32.3
	31-40	156	52.0	52.0
	41 – 50	41	13.7	13.7
	Above 50	6	2.0	2.0
	Total	300	100.0	100.0
Education Level	<Grade 12	2	0.7	0.7
	Diploma	8	2.7	2.7
	First Degree	184	61.3	61.3

	Master Degree	104	34.7	34.7
	TVET	2	0.7	0.7
	Total	300	100.0	100.0
Work Experience	11-15 years	45	15.0	15.0
	6-10 years	151	50.3	50.3
	Above 15 years	43	14.3	14.3
	Less or Equal to 5 years	61	20.3	20.3
	Total	300	100.0	100.0
Employment Group	Management	98	32.7	32.7
	Non-Management	202	67.3	67.3
	Total	300	100.0	100.0
Division	ADD HUB Ground Services	22	7.3	7.3
	ET Airports	12	4.0	4.0
	ET Aviation Academy	13	4.3	4.3
	ET Cargo Services & Logistics	10	3.3	3.3
	ET Express and Regional Airports	4	1.3	1.3
	ET Holiday/Digital/GCC Sales/Skylight	34	11.3	11.3
	ET International Services	8	2.7	2.7
	ET MRO Services	26	8.7	8.7
	Flight Operations	8	2.7	2.7
	Group CEO Office	2	0.7	0.7
	Group CFO	36	12.0	12.0
	Group Customer Services	19	6.3	6.3
	Group HCM	34	11.3	11.3
	Group Internal Audit, QMS, SMS, Compliance and Business Suitability	24	8.0	8.0
	Group IT	23	7.7	7.7
	Group Legal Counsel & Secretariat	1	0.3	0.3
	Group Marketing	20	6.7	6.7
	Group Strategic Planning & Alliances	4	1.3	1.3
	Total	300	100.0	100.0

Source: Researcher survey data SPSS output 2022

4.2.1 Sex of respondents

As shown on table 4.2 above the total respondents are 300, as a result, of total respondents the gender of 88 (29.3%) were females and 212 (70.7%) were male. As the data shows that majority of the respondents are male employees.

4.2.2 Marital status of respondents

As shown on table 4.2 above the total respondents are 300, as a result, of total respondents the marital status of 2 (0.7%) were Divorced, 159 (53 %) were married, 138 (46%) were single, and the remaining 1 (0.3%) were Widowed.

4.2.3 Age of respondents

As shown on table 4.2 above the majority of the respondents age fall between the age ranges of 31-40 years old which consist of 156 (52%) respondents, followed by age range of <30 years old which consists 97 (32.3%) respondents, the next is in the range of 41-50 years old which consists 41 (13.7%) respondents, lastly above 50 years old which consist of 6 (2%) respondents.

4.2.4 Educational level of respondents

As shown on the above 4.2 table the educational level of respondents were 184 (61.3%) of respondents cover first degree holders and followed by 104 (34.7%) of a respondent with master's degree holder, 8 (2.7%) of the respondents have diploma, 2 (0.7%) of the respondents have TVET and the remaining 2 (0.7%) of the respondents has Grade 12. This implies that the majorities of the respondents first and second degree. This may imply that, most of the respondents have better information about employees training, organizational culture and commitment.

4.2.5 Work experience of respondents

As shown on the above table 4.2, with relation to the respondent's work experience, majority of the respondents which is 151 (50.3%) of respondents served from 6 – 10 years, followed by 61 (20.3%) of respondents who served less than or equal to 5 years, then after 45 (15%) of respondents who served from 11 – 15 years, and finally the remaining 43 (14.3%) of the respondents have served for more than 15 years. This suggests that the majority of respondents have substantial experience, and it also suggests that they are likely to be familiar with the organization's norms, both of which assist us provide adequate information regarding employee training, organizational culture and employee commitment.

4.2.6 Employment Group

According to table 4.2 above, 202 respondents (67.3%) were non-management personnel, while the remaining 98 respondents (32.7%) were management staff in different hierarchy level. Hence, we can expect much more reliable and unbiased respondents.

4.2.7 Division of respondents

As shown on the above table 4.2 the respondents who participate in this survey are from all 18 divisions of ET. As a result, we can expect the sample result to have a strong representativeness of the population which help us to predict the population from selected sample with better accuracy.

4.3 Descriptive Statistics

Descriptive statistics covered percentages, measures of central tendency including mean and standard deviation, and information about how respondents to ET saw their organization's culture,

training, and employees' commitment to it. The minimum mean score is 1 and the maximum mean score is 5. Thus, mean score indicates the average result of respondents in each of the existing culture, commitment among employee's and role of training.

	N.	Min	Max	The Mean		Std. Deviation
	Stat	Stat	Stat	Stat	Std. Error	Stat
CC	300	1.25	5.00	3.5942	0.04199	0.72728
ADC	300	1.00	5.00	3.6042	0.04272	0.73989
MC	300	1.00	5.00	3.8558	0.03511	0.60813
HC	300	1.00	5.00	3.9817	0.03776	0.65403
T	300	1.17	5.00	3.7669	0.03452	0.59784
OCM	300	1.11	5.00	3.5174	0.04053	0.70195
OC	300	1.06	5.00	3.7590	0.03329	0.57660
Valid N (listwise)	300					

According to the aforementioned table, the mean response score for organizational culture (OC) was 3.76, with a standard deviation of 0.58; for employee training (T) scale, the mean response score was 3.78, with a standard deviation of 0.60; and for organizational commitment (OCM), the mean response score was 3.52, with a standard deviation of 0.70. Since employee training has the highest mean score, it is clear that it has a significant influence on how OC and OCM relate to one another. As a result, the business should keep funding staff training. In addition, the aforementioned descriptive statistics table showed that the respondents agreed that Group Ethiopian Airlines now has a clan, adhocracy, market, and hierarchical culture together because the mean score for each of the four types of organizational culture was more than 3.5. The culture that is most prevalent, nevertheless, is hierarchy, with a mean score of 3.98, followed by market culture, at 3.86. This suggests that the majority of those surveyed concur that the organization should place a greater emphasis on rules and policies in order to achieve its goals. Moreover, provides strong support for the company's concentration on productivity and competitiveness, with a strong focus on external positioning and control.

4.4 Correlation Analysis

The Pearson's correlation coefficient (r) is a technique for investigating the relationship between two variables. Pearson's correlation coefficient (r) can only take one values from -1 to +1 According to the sign, there is either a positive correlation, meaning that as one variable rises, so does the other, or a negative correlation, meaning that as one variable rises, the other falls. A perfect correlation of 1 or -1 indicates that the value of one variable can be determined exactly by knowing the value on the other variable. A scatter plot of this relationship would show a straight

line. On the other hand, a correlation of 0 indicates no relationship between the two variables. A scatter plot would show a circle of points, with no pattern evident (Pallant, 2011).

Table 4.4 Correlations Analysis

		OC	CC	ADC	MC	HC	T	ST	BT	AT	MT	OCM	NCM	CCM	ACM
OC	Pearson Correlation	1	.865**	.891**	.760**	.850**	.615**	.457**	.543**	.463**	.537**	.473**	.385**	.231**	.523**
	Sig. (2-tailed)		0	0	0	0	0	0	0	0	0	0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
CC	Pearson Correlation	.865**	1	.769**	.471**	.630**	.583**	.438**	.498**	.463**	.489**	.493**	.440**	.232**	.508**
	Sig. (2-tailed)	0		0	0	0	0	0	0	0	0	0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
ADC	Pearson Correlation	.891**	.769**	1	.549**	.647**	.588**	.443**	.487**	.480**	.489**	.451**	.409**	.207**	.462**
	Sig. (2-tailed)	0	0		0	0	0	0	0	0	0	0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
MC	Pearson Correlation	.760**	.471**	.549**	1	.607**	.371**	.239**	.379**	.247**	.360**	.286**	.176**	.170**	.355**
	Sig. (2-tailed)	0	0	0		0	0	0	0	0	0	0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
HC	Pearson Correlation	.850**	.630**	.647**	.607**	1	.511**	.403**	.458**	.344**	.463**	.344**	.243**	.166**	.427**
	Sig. (2-tailed)	0	0	0	0		0	0	0	0	0	0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
T	Pearson Correlation	.615**	.583**	.588**	.371**	.511**	1	.804**	.789**	.823**	.801**	.478**	.392**	.310**	.443**
	Sig. (2-tailed)	0	0	0	0	0		0	0	0	0	0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
ST	Pearson Correlation	.457**	.438**	.443**	.239**	.403**	.804**	1	.472**	.566**	.489**	.388**	.350**	.248**	.326**
	Sig. (2-tailed)	0	0	0	0	0	0		0	0	0	0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
BT	Pearson Correlation	.543**	.498**	.487**	.379**	.458**	.789**	.472**	1	.505**	.651**	.387**	.280**	.232**	.427**
	Sig. (2-tailed)	0	0	0	0	0	0	0		0	0	0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
AT	Pearson Correlation	.463**	.463**	.480**	.247**	.344**	.823**	.566**	.505**	1	.508**	.392**	.332**	.290**	.314**
	Sig. (2-tailed)	0	0	0	0	0	0	0	0		0	0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300

MT	Pearson Correlation	.537**	.489**	.489**	.360**	.463**	.801**	.489**	.651**	.508**	1	.369**	.289**	.219**	.381**
	Sig. (2-tailed)	0	0	0	0	0	0	0	0	0		0	0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
OCM	Pearson Correlation	.473**	.493**	.451**	.286**	.344**	.478**	.388**	.387**	.392**	.369**	1	.863**	.751**	.768**
	Sig. (2-tailed)	0	0	0	0	0	0	0	0	0	0		0	0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
NCM	Pearson Correlation	.385**	.440**	.409**	.176**	.243**	.392**	.350**	.280**	.332**	.289**	.863**	1	.472**	.541**
	Sig. (2-tailed)	0	0	0	0	0	0	0	0	0	0	0		0	0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
CCM	Pearson Correlation	.231**	.232**	.207**	.170**	.166**	.310**	.248**	.232**	.290**	.219**	.751**	.472**	1	.329**
	Sig. (2-tailed)	0	0	0	0	0	0	0	0	0	0	0	0		0
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300
ACM	Pearson Correlation	.523**	.508**	.462**	.355**	.427**	.443**	.326**	.427**	.314**	.381**	.768**	.541**	.329**	1
	Sig. (2-tailed)	0	0	0	0	0	0	0	0	0	0	0	0	0	
	N	300	300	300	300	300	300	300	300	300	300	300	300	300	300

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

As quoted by Ruth (2017), The following rules are used to determine the strength of the association between variables: small $r = 0.10$ to 0.29 , medium $r = 0.30$ to 0.49 , and large/strong $r = 0.50$ to 1.0 . Whether or not your r number has a negative sign in front of it, you should still follow these rules. This rule was applied in this study to determine how strongly the two variables were correlated (Cohen, 1988). Following are the specifics of the analysis on the variables' relationships, which is based on the results of the Table 4.4 above:

- The organization culture has a strong and positive relationship with employees training with r value of 0.615 . It has statistically significant relationship because r value falls within the significance level. And from the four sub-parts of perception of training, it has a strong positive relation with perception of benefits of training with r value of 0.543 .
- The organization culture has a moderate and positive relationship with employee's commitment with r value of 0.473 . It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a strong positive relation with affective commitment with r value of 0.523 .
- The clan culture has a strong and positive relationship with employees training with r value of 0.583 . It has statistically significant relationship because r value falls within the significance level. And from the four sub-parts of perception of training, it has a moderate positive relation with perception of benefits of training with r value of 0.498 .

- The clan culture has a moderate and positive relationship with employee's commitment with r value of 0.493. It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a strong positive relation with affective commitment with r value of 0.508.
- The adhocracy culture has a strong and positive relationship with employees training with r value of 0.583. It has statistically significant relationship because r value falls within the significance level. And from the four sub-parts of perception of training, it has a moderate positive relation with perception of motivation for training with r value of 0.489.
- The adhocracy culture has a moderate and positive relationship with employee's commitment with r value of 0.451. It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a moderate positive relation with affective commitment with r value of 0.462.
- The market culture has a moderate and positive relationship with employees training with r value of 0.371. It has statistically significant relationship because r value falls within the significance level. And from the four sub-parts of perception of training, it has a moderate positive relation with perception of benefits of training with r value of 0.379.
- The market culture has a small and positive relationship with employee's commitment with r value of 0.286. It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a moderate positive relation with affective commitment with r value of 0.355.
- The hierarchy culture has a strong and positive relationship with employees training with r value of 0.511. It has statistically significant relationship because r value falls within the significance level. And from the four sub-parts of perception of training, it has a moderate positive relation with perception of motivation for training with r value of 0.463.
- The hierarchy culture has a moderate and positive relationship with employee's commitment with r value of 0.344. It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a moderate positive relation with affective commitment with r value of 0.427.
- Employees Training has a moderate and positive relationship with employee's commitment with r value of 0.478. It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a moderate positive relation with affective commitment with r value of 0.443.
- Support for Training has a moderate and positive relationship with employee's commitment with r value of 0.388. It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a moderate positive relation with normative commitment with r value of 0.350.
- Benefits from Training has a moderate and positive relationship with employee's commitment with r value of 0.387. It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a moderate positive relation with affective commitment with r value of 0.427.

- Access for Training has a moderate and positive relationship with employee's commitment with r value of 0.392. It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a moderate positive relation with normative commitment with r value of 0.332.
- Motivation for Training has a moderate and positive relationship with employee's commitment with r value of 0.369. It has statistically significant relationship because r value falls within the significance level. And from the three types of employee's commitment, it has a moderate positive relation with affective commitment with r value of 0.381.

To sum up, every finding mentioned above is in line with every study hypothesis (H1 to H9). As a result, all variables are appropriate to include for further research since correlations between organizational culture components and the outcome (employee commitment) and the mediator (employee training) exhibit positive correlation coefficients.

4.5. Tests of Assumption of Regression Analysis

According to (Field, 2009) to run a linear regression, checking critical assumptions is essential and it is helpful to draw conclusion about the population under study. Regression analysis is a statistical measurement of the relationship between the two or more variables by showing the change of response variable (dependent variable) as a result of per unit change of the predictor (independent variable). In other word regression model is the process of estimating the value of dependent variable while the independent variable changed by per unit. Therefore, in this Regression analysis five basic, classical linear regression model assumptions were tested before the regression analysis is conducted. These assumptions are: Linearity, Normality, Multicollinearity, Autocorrelation, and Homoscedasticity.

4.5.1. Linearity Test

Linearity means the relationship between dependent and independent variables is to be linear. This relationship characterized by a straight line. Linearity allows the researcher to predict the dependent variable based on one or more several independent variables. The assumption is checked through the P.P plot by looking at whether the two variables approximately form a straight line. Therefore, to determine the linear relationship between a dependent variable (employees' commitment) and independent variables (organizational culture) through the p.p plot. As shows in the figure 4.5.1 a and b, when looking at the scatter plot, moved from left to right the distance of points on around the fit line approximately similar.

Figure 4.5.1a: Linearity Test between Organization Culture and Employee’s Commitment

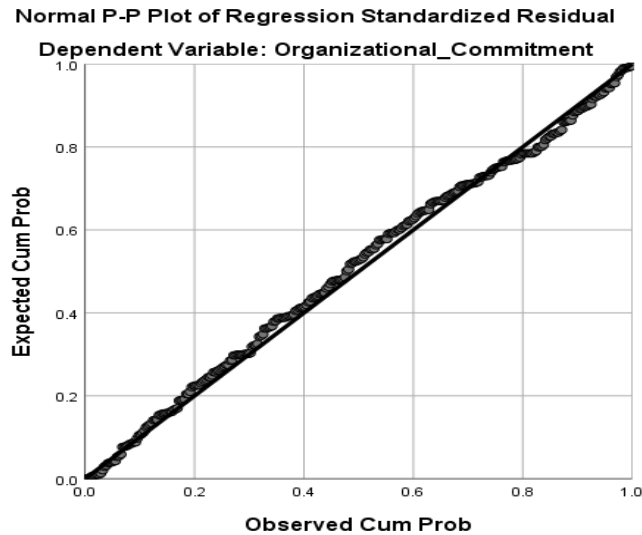
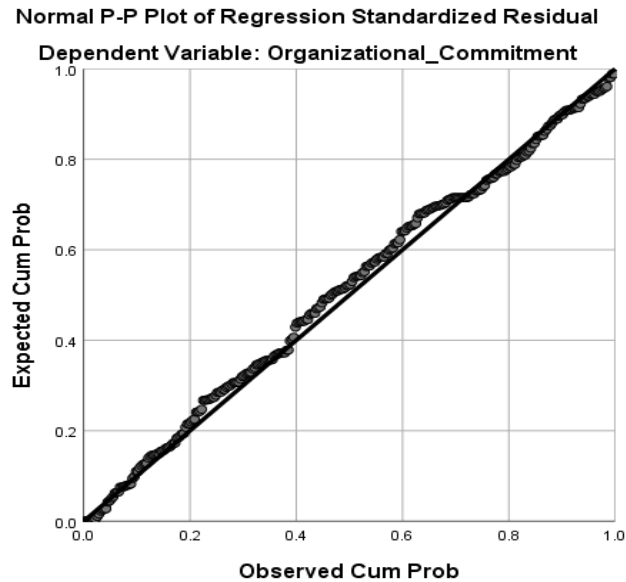


Figure 4.5.1b: Linearity Test between Training and Employee’s Commitment



4.5.2 Test of Normality

The residuals from the regression should follow a normal distribution in order to generate reliable references. It is also crucial to check the distribution of the error term or the disturbance term before embarking into discussion of the regression result. To check the normality of the distribution of the error term or the disturbance term both the graphical approach and the statistical

approach can be applied. In the graphical approach the histogram is drawn for the error term and the command density is used to evaluate if the histogram resembles a normal distribution shape. As it can be seen clearly from the histogram Fig 4.5.2 a and b drawn below one can deduce that the histogram roughly resembles a normal distribution shape. Despite individual subjectivity it is kind of first impression towards the nature of normality. Thus, no violations of the normality assumptions.

Figure 4.5.2a: Normality Test between Organization Culture and Employee’s Commitment

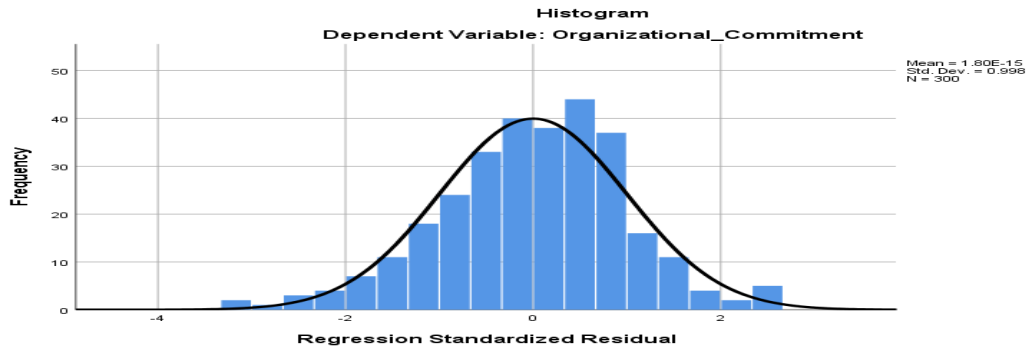
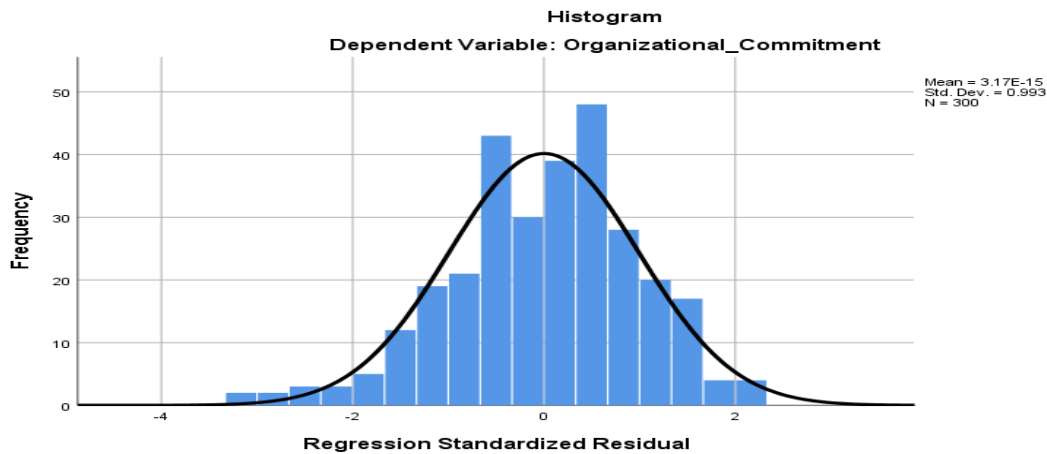


Figure 4.5.2b: Normality Test between Training and Employee’s Commitment



4.5.3. Multicollinearity Test

Collinearity is a data issue that arises if two independent variables are highly correlated and Multicollinearity occurs if more than two independent variables are highly correlated. The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors. The decision rule is a variable whose VIF value is greater than 10 indicates the possible existence of multicollinearity problem. Tolerance (TOL) defined as $1/VIF$, it also used by many researchers to check on the degree of collinearity. The decision rule for tolerance is a variable whose TOL value is less than 0.1 shows the possible existence of multicollinearity problem. From the assumption test as shown on table 4.5.3a and b below the VIF values for all variables became less than the VIF

value, i.e. 10 and tolerance value of all variables also became above 0.1 which indicates that this model is free from multicollinearity.

Table 4.5.3a: Multicollinearity Test between Organization Culture and Employee’s Commitment

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	The Collinearity Statistics	
		β	Std. Error	β			Tolerance Value	VIF Value
1	(Constant)	1.603	0.250		6.425	0.000		
	Clan Culture	0.343	0.079	0.356	4.356	0.000	0.378	2.644
	Adhocracy Culture	0.154	0.081	0.162	1.906	0.058	0.348	2.877
	Market Culture	0.038	0.075	0.033	0.499	0.618	0.590	1.696
	Hierarchy Culture	-0.005	0.080	-0.005	-0.064	0.949	0.458	2.181
a. A Dependent Variable: Organization/Employee Commitment b. Predictors: (Constant), Hierarchy Culture, Market Culture, Clan Culture, Adhocracy Culture								

Table 4.5.3b: Multicollinearity Test between Training and Employee’s Commitment

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	The Collinearity Statistics	
		β	Std. Error	β			Tolerance Value	VIF Value
1	(Constant)	1.397	0.248		5.623	0.000		
	Support for Training	0.147	0.056	0.171	2.624	0.009	0.613	1.631
	Benefits of Training	0.177	0.078	0.160	2.272	0.024	0.525	1.903
	Access to Training	0.138	0.056	0.165	2.470	0.014	0.586	1.705
	Motivation for Training	0.101	0.074	0.097	1.364	0.174	0.517	1.936
a. Dependent Variable: Organization/Employee Commitment b. Predictors: (Constant), Motivation for Training, Support for Training, Access to Training, Benefits of Training								

4.5.4 Autocorrelation Test

The assumption autocorrelation assumes that in the multiple linear regressions the errors are independent of each other. i.e. The errors are not correlated. The assumption is tested by using Durbin – Watson statistic to determine whether the strong correlation exists among the residuals or not. As a rule of thumb, the DW (Durbin – Watson) statistic should be between the range of 1.5 and 2.5 for the independent observation that is acceptable. From the assumption test as shown on

table 4.5.4a and b, the value of Durbin – Watson statistic are 1.864 and 1.804 for independent variables of organizational culture and training respectively. Thus, no violation of the assumption as the values are between acceptable ranges.

Table 4.5.4a: Autocorrelation Test between Organization Culture and Commitment of Employee’s

The Model Summary										
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	The Change Statistics					Durbin-Watson (DW)
					R ² Change	F Change	df1	df2	Sig. F Change	
1	.506 ^a	0.256	0.246	0.60947	0.256	25.407	4	295	0.000	1.864
a. The Predictors: (Constants), Hierarchy Culture, Market Culture, Clan Culture, Adhocracy Culture										
b. Dependent Variable: Organizational/Employee Commitment										

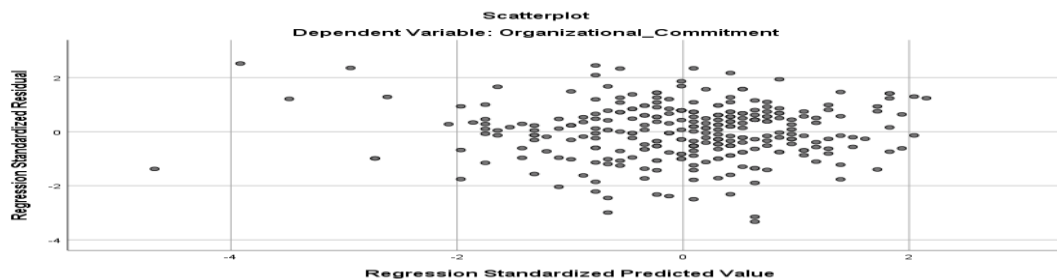
Table 4.5.4b: Autocorrelation Test between Training and Commitment of Employee’s

The Model Summary										
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	The Change Statistics					Durbin-Watson (DW)
					R ² Change	F Change	df1	df2	Sig. F Change	
1	.478 ^a	0.229	0.218	0.62055	0.229	21.897	4	295	0.000	1.804
a. The Predictors: (Constants), Motivation for Training, Support for Training, Access to Training, Benefits of Training										
b. Dependent Variable: Organizational/Employee Commitment										

4.5.5 Homoscedasticity Test

This assumption of homoscedasticity is the central to linear regression model. It describes a situation in which the error term (that is, random disturbance in the relationship between the independent variables and the dependent variables) is the same across all values of the independent variables. Assumptions can be checked by scatter plot diagram. The result plots the values the model would predict, against the residuals obtained. As the predicted values increase, the variation in the residuals should be roughly similar. As shown on Fig 4.5.5 the graph looks like a random array of dots. So, the model is homoscedasticity.

Figure 4.5.5: Homoscedasticity Test between Organization Culture and Employee’s Commitment



4.6. Regression Analysis

Regression analysis is a quantitative research method which is used when the study involves modelling and analyzing several variables, where the relationship includes a dependent variable and one or more independent variables. The most popular and commonly used technique for examining the relationship between a single dependent variable and numerous independent variables or predictors is linear regression analysis (Pallant, 2005). On the other hand, multiple regressions able to show how the value of dependent variable changes as the value of two or more independent variables is changed (Babbie, 2013). Simply put, the purpose of the regression analysis was to determine how much each independent variable contributed to the dependent variable's explanation.

4.6.1 Organizational Culture and Employees Commitment

The researcher attempted to examine the effect of independent variables or predictors in this instance (Organizational Culture that includes clan, adhocracy, market and hierarchy culture) on a single dependent variable (employee commitment). A Model below illustrates multiple regression analysis while taking into account the overall employee commitment score and several corporate culture features.

$$EC = \alpha + a_1 CC + a_2 ADC + a_3 MC + a_4 HC + e \dots\dots\dots \text{Model 1}$$

Descriptions: EC= Employees commitment, CC=Clan culture, ADC=adhocracy culture, MC=market culture, and HC=hierarchical culture, α = intercept, a_1, a_2, a_3, a_4 = coefficients, and e = error term.

Table 4.6.1: Analysis of Multiple Regression between Elements of Organizational Culture and Employee Commitment

The Model Summary						
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate		
1	.506 ^a	0.256	0.246	5.48524		
a. The Predictors: (Constant), HC, MC, CC, ADC						
Analysis of ANOVA						
Model*		Sum of Squares*	Df*	Mean Square*	F*	Sig.*
1	Regression*	3057.723	4	764.431	25.407	.000 ^b
	Residual*	8875.914	295	30.088		
	Total*	11933.637	299			
a. The Dependent Variable: Employee/Organizational Commitment						
b. The Predictors: (Constants), HC, MC, CC, ADC						
Analysis of Coefficients						

Model		The Unstandardized Coefficients		The Standardized Coefficients	t	Sig.
		B	Std. Error	B		
1	(Constant)	14.430	2.246		6.425	0.000
	CC	3.090	0.709	0.356	4.356	0.000
	ADC	1.386	0.727	0.162	1.906	0.058
	MC	0.339	0.679	0.033	0.499	0.618
	HC	-0.046	0.716	-0.005	-0.064	0.949

a. The Dependent Variable: Employee/Organizational Commitment

The goal of this sub study is to better understand how organizational culture including clan, adhocracy, market, and hierarchical cultures affects employee commitment. And the following hypothesis was put forth:

H1: The is effect of clan culture on employee’s commitment is significant.

H2: The is effect of adhocracy culture on employee’s commitment is significant.

H3: The is effect of hierarchical culture on employee’s commitment is significant.

H4: The is effect of market culture on employee’s commitment is significant.

In order to predict the dependent variable, the dependent variable was regressed on a set of antecedent factors that represented by clan, adhocracy, market, and hierarchical cultures. R^2 value for regression Model 1 was 0.256, as seen in the table above on Model Summary. This demonstrates that corporate culture (i.e., clan, adhocracy, market, and hierarchical culture) all together explains 25.6% of the variation in employee commitment, and that the remaining 74.4% of the variation is explained by factors not included in the model. And as shown from the ANOVA table above the combined independent variables significantly predict employee’s commitment, $F(4,295)=25.407$, $p<0.001$, which indicates that the combined four factors under study have a significant relation with employee commitment.

Additionally, coefficients were measured in order to determine how each component affects the dependent variable (employee commitment). By looking the regression coefficient from the above coefficient table the hypothesis are assessed, this includes:

- The researcher assessed H1; According to the findings, clan culture affects employee commitment significantly and favorably with (B=3.090, t=4.356, p=0.000). H1 was thus supported. Hence, Clan culture is the organizational culture that most influences the

forecast of employee commitment. And it is consistent with the earlier research as quoted by Tasew and Sarang (2019) Clan culture is primarily oriented to human capital, emphasizes the individuals' level of well-being and fosters a positive working atmosphere over optimizing financial ratios and market goals and is often categorized with family-oriented, trustworthy, closeness, empowerment and community. Moreover, Akhtar S., et al. (2013) on their study titled "Impact of Organizational Culture on Organizational Commitment: A Comparative Study of Public and Private Organizations," in which 371 respondents were polled in the banking industry, and the findings showed that the employees preferred clan culture above all other cultural types. The outcome is consistent with the findings of this research and demonstrates that, when compared to other forms of culture, clan culture has the strongest link with each of the three commitment aspects. According to Carvalho et al. (2018), on their study "The Relationship Between Organizational Culture, Organizational Commitment, and Job Satisfaction" also found a strong correlation between Clan culture and all the variables they examined, demonstrating the importance of a supportive culture for organizational commitment and job satisfaction.

- The findings of the regression model, however, showed that adhocracy, the market, and hierarchical culture were statistically unimportant when H2, H3, and H4 were evaluated. Therefore, the effect of independent factors (adhocracy, market, and hierarchical culture) and the dependent variables (workers' commitment) were not well supported. The researcher believes this is mainly due to the new generation work environment demand to be more of family-oriented, trustworthy, and closeness working culture above all others norms. For H2, despite the fact that the majority of prior research attests to a significant relationship between adhocracy culture and commitment, our study's findings are inconsistent with these, and we believe this is reflected by employees as a result of the recent pandemic effect, which places the majority of workers on short-term sustainability tasks rather than long-term innovative initiatives, leaving them frustrated by the environment's constant change. This study's findings for H3 and H4 are comparable to those of Sonata & Evelina's earlier studies (2021) According to the findings of this study, market and hierarchy cultural types produce low levels of employee commitment, so organizations looking to boost employee commitment are advised to switch to the preferred clan type of organizational culture, which would enhance affective and normative commitment. Furthermore, this study's results are similar with earlier research by Akhtar S., et al. (2013), which indicated that hierarchy culture was statistically insignificant in connection to all aspects of commitment.

4.6.2 Employees Training and Employee Commitment

The researcher tried to see the effect of single dependent variable (Employees Commitment) by multiple independent variables of Employees Training (Motivation for Training, Access for Training, Support for Training and Benefits of Training). Table 4.6.2 below displays the results of

a multiple regression analysis that took into account several perspectives on employee training as well as an overall measure of employee commitment.

$$EC = \alpha + a_1 MT + a_2 AT + a_3 ST + a_4 BT + e \dots\dots\dots \text{Model 2}$$

Descriptions: EC= Employees commitment, MT = Motivation for Training, AT=Access for Training, ST= Support for Training and BT = Benefits of Training; α = intercept; a_1, a_2, a_3, a_4 = coefficients. e = error term.

Table 4.6.2: Analysis of Multiple Regression between Elements of Training and Employee Commitment

The Model Summary						
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate		
2	.478 ^a	0.229	0.218	5.58498		
a. The Predictors: (Constants) Support for Training, Benefits of Training, Access to Training, Motivation for Training						
Analysis of ANOVA						
Model*		Sum of Squares*	Df*	Mean Square*	F*	Sig.*
2	Regression*	2731.992	4	682.998	21.897	.000 ^b
	Residual*	9201.645	295	31.192		
	Total*	11933.637	299			
a. The Dependent Variable: Employee/Organizational Commitment						
b. The Predictors: (Constants) Support for Training, Benefits of Training, Access to Training, Motivation for Training						
Analysis of Coefficients						
Model		The Unstandardized Coefficients		The Standardized Coefficients	t	Sig.
		β	Std. Error	β		
2	(Constant)	12.575	2.236		5.623	0.000
	Motivation for Training	0.302	0.222	0.097	1.364	0.174
	Access to Training	0.414	0.168	0.165	2.470	0.014
	Benefits of Training	0.530	0.233	0.160	2.272	0.024
	Support for Training	0.442	0.168	0.171	2.624	0.009
a. The Dependent Variable: Employee/Organizational Commitment						

The study seeks to investigate the effect of employees training (i.e. Motivation for Training, Access for Training, Support for Training and Benefits of Training) on employee’s commitment. And the following hypothesis were proposed:

H5: The effect of employees’ motivation for Training on employee’s commitment is significant.

H6: The effect of employees' access for Training on employee's commitment is significant.

H7: The effect of employees' support for Training on employee's commitment is significant.

H8: The effect of employees' benefits from Training on employee's commitment is significant.

Accordingly, the dependent variable was regressed on predicting variables of Motivation for Training, Access for Training, Support for Training and Benefits of Training. The Regression Model 2's R^2 value was 0.229, as seen in the table above on Model Summary. According to this, employee training (i.e., motivation for training, access to training, support for training, and benefits of training) all together accounts for 22.9% of the variation in an employee's commitment, whereas 77.1% of the variation is explained by characteristics not included in the model. And as shown from the ANOVA table above the combined independent variables significantly predict employee's commitment, $F(4,295)= 21.897$, $p<0.001$, which indicates that the combined four factors under study have a significant relationship with employee commitment.

Additionally, coefficients were further assessed to ascertain the effect of each of the factor on the dependent variable (employee commitment). By looking the regression coefficient from the above coefficient table the hypothesis are assessed, this includes:

- The researcher evaluates H5; the results revealed statically insignificant to the effect of Motivation for Training with P-value 0.174 which is greater than 0.05. Hence, there is no sufficient evidence to support the effect of perception of employees' Motivation for Training on employee's commitment. Hence, H5 was not supported.
- The researcher evaluates H6; the results revealed that Access for Training significantly and positively affects employee's commitment with ($B=0.414$, $t=2.470$, $p=0.014$). Hence, H6 was supported.
- The researcher evaluates H7; the results revealed that Support for Training significantly and positively affects employee's commitment with ($B=0.442$, $t=2.624$, $p=0.009$). Hence, H7 was supported.
- Finally, The researcher evaluates H8; the results revealed that Benefits for Training significantly and positively affects employee's commitment with ($B=0.530$, $t=2.272$, $p=0.024$). Hence, H8 was supported.

Therefore, this study findings for H6 & H7 are similar with a previous study finding of Ashar M., etal (2013) on their study title "The Impact of Perceptions of Training on Employee Commitment and Turnover Intention: Evidence from Pakistan" the results show significant positive association on the proposed hypotheses H1: Perceived availability of training has positive relationship with affective commitment, H2: perceived supervisor support has positive relationship with affective commitment. The results of our study are also aligned with previous studies that perceived availability of training and perceived supervisor support is positively associated with affective commitment (Ahmad & Bakar, 2003; Newman, Thanacoody, & Hui, 2011). Moreover, H8 i.e the perception of benefits from training is strongly influences the ability to forecast an employee's level of commitment. And it is consistent with the earlier investigation as quoted by Bartlett (2001)

It has been discovered that participation and memory of prior training are influenced by the perceived rewards of the training. The three sorts of benefits that employees receive from taking part in training are personal, professional, and job-related benefits, according to Nordhaug (1989). Positive training benefits are believed to be associated with increased feelings of organizational commitment to the provider of the training.

4.6.3 Test for mediation of Employees Training

A postulated causal chain known as mediation occurs when one variable influences a second variable, which then influences a third variable. The mediator is the intervening variable M. It "mediates" the effect between X, a predictor, and an outcome Y. Baron and Kenny (1986) proposed a four-step approach in which several regression analyses are conducted and significance of the coefficients is examined at each step which this study has been based to analyze the mediating factor. Furthermore, as quoted by Eyerusalem Ajibew (2019); Most analyses of the mediation effect follow the methodology proposed by Baron and Kennys (1986). According to Barron and Kenny (1986), if the beta value of the independent variable drops when a mediator variable is present, there will be a fully significant mediation effect between the independent variable and the dependent variable. According to Kenny and Barron (1986), full or partial mediation is justified when all the three conditions are met. Hence, the following three prerequisites must be satisfied before looking at mediation's effects:

4.6.3.1 First, we check the total effect of independent variable (Clan Culture, adhocracy culture, market culture and hierarchical culture) on the dependent variable (employees' commitment) and as revealed in model 1 only Clan Culture is significantly related with employees' commitment.

4.6.3.2 Second, we check the effect of independent variable (Clan Culture, adhocracy culture, market culture and hierarchical culture) on the mediator (employees training) and it should be significantly related. And same is checked on below model-3.

$$ET = \alpha + a_1 CC + a_2 ADC + a_3 MC + a_4 HC + e \dots\dots\dots \text{Model 3}$$

Descriptions: ET= Employees training, CC=Clan culture, ADC=adhocracy culture, MC=market culture, and HC=hierarchical culture, α = intercept, a_1 , a_2 , a_3 , a_4 = coefficients, and e = error term.

Table 4.6.3.2: Analysis of Multiple Regression Analysis between Training and Organization Culture

The Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
3	.634 ^a	0.402	0.394	5.58549
a. The Predictors: (Constant), HC, MC, CC, ADC				
b. The Dependent Variable: Training				

Analysis of ANOVA						
Model*		Sum of Squares*	Df*	Mean Square*	F*	Sig.*
3	Regression*	6185.287	4	1546.322	49.565	.000 ^b
	Residual*	9203.310	295	31.198		
	Total*	15388.597	299			
a. The Dependent Variable: Training						
b. The Predictors: (Constant), HC, MC, CC, ADC						

Analysis of Coefficients						
Model		The Unstandardized Coefficients		The Standardized Coefficients	t	Sig.
		β	Std. Error	B		
3	(Constant)	19.082	2.287		8.344	0.000
	CC	2.637	0.722	0.267	3.651	0.000
	ADC	2.700	0.740	0.278	3.646	0.000
	MC	-0.115	0.692	-0.010	-0.167	0.868
	HC	1.848	0.729	0.168	2.533	0.012
a. The Dependent Variable: Training						

According to the model table above, $R^2 = 0.402$ meant that a one-unit change in elements of organizational culture could account for 40.2% of the variation in employee training, whereas, 59.8% of the variation is explained by characteristics not included in the model. Additionally, the model's overall statistical acceptability and significance are shown in the ANOVA table above. That is, as can be seen from the ANOVA table above, where the total of the independent variables significantly predicts employee training ($F(4,295) = 49.565$, $p < 0.001$), the combined four components of the research are highly associated to employee training. According to the regression coefficient in the aforementioned table 4.6.3.2, the adhocracy culture is the organizational culture that contributes the most to the prediction of employee training, with a beta value of 2.700, a t value of 3.65, and a p value of 0.000.

The other two organizational culture traits, in their descending order are clan culture ($B = 2.637$, $t = 3.65$ and $p = 0.000$), hierarchy culture ($B = 1.848$, $t = 2.53$ and $p = 0.012$). This indicates that there is statistically significant relationship between the three independent variable (clan, adhocracy, and hierarchy culture) and the dependent variable (employee training). To the contrary, there is no significant relationship between market culture and employees training due to the fact that its significance level is 0.868 which is greater than the minimum p value of 0.05.

4.6.3.3 Third, in the model 4 below, there should be a correlation between the mediator (employee training) and the result (organizational commitment).

$$EC = \alpha + d_1ET + e \dots \dots \dots \text{Model 4}$$

Descriptions: EC= Employees commitment, ET= Employee Training, α = intercept of employee commitment, d_1 = coefficient, e = the random error.

Table 4.6.3.3: Analysis of Regression Between Training and Employee's Commitment

The Model Summary						
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate		
4	.478 ^a	0.228	0.225	5.56010		
a. The Predictor: (Constant), Training						
b. The Dependent Variable: Employee/Organizational Commitment						
Analysis of ANOVA						
Model*		Sum of Squares*	Df*	Mean Square*	F*	Sig.*
4	Regression*	2721.048	1	2721.048	88.018	.000 ^b
	Residual*	9212.589	298	30.915		
	Total*	11933.637	299			
a. The Dependent Variable: Employee/Organizational Commitment						
b. The Predictor: (Constant), Training						
Analysis of Coefficients						
Model		The Unstandardized Coefficients		The Standardized Coefficients	t	Sig.
		β	Std. Error	β		
4	(Constant)	12.649	2.051		6.166	0.000
	Training	0.421	0.045	0.478	9.382	0.000
a. The Dependent Variable: Employee/Organizational Commitment						

According to the model table above, $R^2 = 0.228$ meant that a one-unit change in employee training could account for 22.8% of the variation in employees' commitment, whereas, 77.2% of the variation is explained by characteristics not included in the model. Furthermore, per the ANOVA table above the combined independent variables significantly predict employee's training, $F(1,298) = 88.018$, $p < 0.001$, which indicates that employee training has a significant relationship with employee commitment. And by looking the regression coefficient table above the relationship between employee training and employee's commitment is statically significant and have positive relationship with beta value 0.421, $t = 9.382$ and $p = 0.000$.

4.6.3.4 Final or fourth step, to determine if the effect of the independent variable on the dependent variable has been weakened by the mediator effect, a multiple regression analysis including three variables: the independent, dependent, and mediator has been performed.

$$EC = \alpha + a_1 CC + a_2 ADC + a_3 MC + a_4 HC + d_1 ET + e \dots\dots\dots \text{Model 5}$$

Descriptions: EC= Employees commitment, CC=Clan culture, ADC=adhocracy culture, MC=market culture, and HC=hierarchical culture, α = intercept, a_1 , a_2 , a_3 , a_4 and d_1 = coefficients, and e = error term.

Table 4.6.3.4: Analysis of Multiple Regression Using the Three Study Variables

The Model Summary					
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	
5	.549 ^a	0.302	0.290	5.32366	
a. The Predictors: (Constants), Training, MC, CC, HC, ADC					
b. The Dependent Variable: Employee/Organizational Commitment					

Analysis of ANOVA						
Model*		Sum of Squares*	Df*	Mean Square*	F*	Sig.*
5	Regression*	3601.281	5	720.256	25.414	.000 ^b
	Residual*	8332.355	294	28.341		
	Total*	11933.637	299			
a. The Dependent Variable: Employee/Organizational Commitment						
b. The Predictors: (Constants), Training, MC, CC, HC, ADC						

Analysis of Coefficients						
Model		The Unstandardized Coefficients		The Standardized Coefficients	t	Sig.
		β	Std. Error	β		
5	(Constant)	9.792	2.423		4.041	0.000
	CC	2.449	0.704	0.282	3.480	0.001
	ADC	0.730	0.721	0.085	1.012	0.313
	MC	0.367	0.659	0.035	0.557	0.578
	HC	-0.495	0.703	-0.051	-0.704	0.482
	Training	0.243	0.055	0.276	4.379	0.000
a. The Dependent Variable: Employee/Organizational Commitment						

According to the mediation study shown in the above table, the model's R² value was 0.302, meaning it can account for around 30.2% of the relation between organizational cultures, training, and organizational commitment, whereas 69.8% of the variation is explained by characteristics not

included in the model. Additionally, the ANOVA table above shows that $F(5,294)= 25.414$, $p<0.001$, demonstrating a strong association between the three variables (culture, training, and commitment).

Finally, the researcher assessed the mediation effect of training:

- ✓ First, the above regression Model 1 result shows only clan culture has a positive and significant effect on employee commitment.
- ✓ Second, since clan culture is the only one that satisfies pre-condition first, the researcher have checked the second pre-condition from Model 3 only for clan culture and the result shows clan culture has favorable and strong effect on employee training.
- ✓ Third, Model 4 result shows the mediator variable (employee training) has positive and substantial effect on the dependent variable (employee commitment).
- ✓ Finally, since the three pre-conditions are satisfied for clan culture, the researcher checked from Model 5, if the effect of elements of independent variables on dependent variable is reduced once the relationship between the mediator and the dependent value has been controlled. The mediation result indicates that, clan culture on Model 5 ($B=2.449$) has a weaker influence on employee commitment than Model 1 ($B=3.090$). Hence, this demonstrates employees training plays a partially mediating role in assessing the effect of clan culture on employee commitment. Hence, the H9 is supported for clan culture only.

The research finding is consistent with the earlier research of Inanlou (2016/2017) the result indicates that the firm’s investment in HRD or employee participation in HRD would play a mediating role in influencing the relationship between organizational culture and organizational commitment. However, our analysis of the role of training in mediating the effect of employee commitment by adhocracy, market, and hierarchical cultures, respectively, reveals that these three cultural factors does not have a significant effect; this is because their significant P-value is greater than 0.05 in either of the four pre-condition models (M1, M3, M4, & M5). Thus, there is no enough evidence to support the idea that employee training mediates the effect of the independent variables (adhocracy, market, and hierarchy culture) on the dependent variables (employee commitment). Hence, hypothesis 9 is not supported for adhocracy, market and hierarchy culture.

4.7 Summary of Hypothesis Testing

Hypothesis testing is made based on unstandardized coefficients beta and P-value to test whether the hypothesis is supported or not and here below is summary of the test results:

Hypothesis	Developed Hypothesis	Hypothesis Test
H1	The is effect of clan culture on employee’s commitment is significant.	The hypothesis is Supported
H2	The is effect of adhocracy culture on employee’s commitment is significant.	The hypothesis is Not Supported
H3	The is effect of hierarchical culture on employee’s commitment is significant.	The hypothesis is Not Supported

H4	The is effect of market culture on employee's commitment is significant.	The hypothesis is Not Supported
H5	The effect of employees' motivation for Training on employee's commitment is significant.	The hypothesis is Not Supported
H6	The effect of employees' access for Training on employee's commitment is significant.	The hypothesis is Supported
H7	The effect of employees' support for Training on employee's commitment is significant.	The hypothesis is Supported
H8	The effect of employees' benefits from Training on employee's commitment is significant.	The hypothesis is Supported
H9	Participation in Training activities will mediate the effect of organizational culture (clan, adhocracy, market & hierarchy) on employee commitment.	The hypothesis is Supported for clan culture only

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary and Discussion on Major Findings

The main goals of this study were to better understand how four aspects of organizational culture i.e clan, adhocracy, market, and hierarchy cultures affects employees' commitment and also to determine how employee training affected the effect of these four organizational culture factors on employees' commitment. The key takeaways and significant discoveries from the data analysis of the survey questionnaire are discussed in this section:

- The sample population is predominantly dominated by male with age group of 31 to 40. Furthermore, majority of the population are first-degree holders who have 6 to 10 years of work experience composed mainly from non-management positions. And thus, has enabled us to gather sufficient and trustworthy information about the corporate culture, employee training, and employee commitment of Group Ethiopian Airlines.
- According to the descriptive statistics average score the respondents generally concur that Group Ethiopian Airlines now has a clan, adhocracy, market, and hierarchy culture all together. But the culture that is most prevalent, is hierarchy, followed by market culture. This suggests that the majority of those surveyed concur that the organization has placed a greater emphasis on rules and policies further provides their agreement to the organization's emphasis on productivity and competitiveness in order to achieve its goals.
- All the five assumptions (Linearity, Normality, Autocorrelation, Homoscedasticity and Multicollinearity) of multiple regression analysis are satisfied.
- As indicated on the correlation coefficient between constructs, the organization culture has a strong and positive relationship with employees training and from the four sub-parts of perception of training, it has a strong positive relation with perception of benefits of training. The organization culture has a moderate and positive relationship with employee's commitment and from the three types of employee's commitment, it has a strong positive relation with affective commitment. Furthermore, Employees Training has a moderate and positive relationship with employee's commitment and from the three types of employee's commitment, it has a moderate positive relation with affective commitment.
- According to the regression result coefficients, clan culture positively and significantly affects employee commitment. The other three remaining cultures (adhocracy, market, and hierarchy) do not significantly affects employee's commitment because their p values are higher than the minimum significant scale. As a result, Clan culture is the organizational culture that strongly affects employee commitment. The result is in line with earlier work cited by Tasew and Sarang (2019) Clan culture is primarily oriented to human capital,

emphasizes the individuals' level of well-being and fosters a positive working atmosphere over optimizing financial ratios and market goals and is often categorized with family-oriented, trustworthy, closeness, empowerment and community. Moreover, Akhtar S., et al. (2013) on their study titled "Impact of Organizational Culture on Organizational Commitment: A Comparative Study of Public and Private Organizations," in which 371 respondents were polled in the banking industry, and the findings showed that the employees preferred clan culture above all other cultural types. The outcome is consistent with the findings of this research and demonstrates that, when compared to other forms of culture, clan culture has the strongest link with each of the three commitment aspects. According to Carvalho et al. (2018), on their study "The Relationship Between Organizational Culture, Organizational Commitment, and Job Satisfaction" also found a strong correlation between Clan culture and all the variables they examined, demonstrating the importance of a supportive culture for organizational commitment and job satisfaction.

- The findings of the regression model evaluation showed that adhocracy, market, and hierarchical culture were statistically unimportant when H2, H3, and H4. Therefore, the effect of the independent factors (adhocracy, market, and hierarchical culture) on the dependent variables (workers' commitment) were not well supported. The researcher believes this is mainly due to the new generation work environment demand to be more of family-oriented, trustworthy, and closeness working culture above all other norms. For H2, despite the fact that the majority of prior research attests to a significant relationship between adhocracy culture and commitment, our study's findings are inconsistent with these, and we believe this is reflected by employees as a result of the recent pandemic effect, which places the majority of workers on short-term sustainability tasks rather than long-term innovative initiatives, leaving them frustrated by the environment's constant change. On the other hand, this study's findings for H3 and H4 are comparable to those of Sonata & Evelina's earlier studies (2021) According to the findings of this study, market and hierarchy cultural types produce low levels of employee commitment, so organizations looking to boost employee commitment are advised to switch to the preferred clan type of organizational culture, which would enhance affective and normative commitment. Furthermore, this study's results are similar with earlier research by Akhtar S., et al. (2013), which indicated that hierarchy culture was statistically insignificant in connection to all aspects of commitment.
- According to the regression result coefficients, motivation for training had a p value higher than the minimum significant scale due to this fact the hypothesis (H5) is rejected; however, Access to training, support for training, and benefits of training respectively had a positive effect on employee commitment, hence, the H6, H7 and H8 are supported. Hence, in order to encourage employees to put more effort into their work, the business needs to provide training incentives, access, and support. Since employee commitment is

typically greatly influenced by training, the company should continue to increase its investment in training to ensure that commitment is maintained across the board. This study findings for H6 & H7 are similar with a previous study finding of Ashar M., etal (2013) on their study title “The Impact of Perceptions of Training on Employee Commitment and Turnover Intention: Evidence from Pakistan” the results show significant positive association on the proposed hypotheses H1: Perceived availability of training has positive relationship with affective commitment, H2: perceived supervisor support has positive relationship with affective commitment. The results of our study are also aligned with previous studies that perceived availability of training and perceived supervisor support is positively associated with affective commitment (Ahmad & Bakar, 2003; Newman, Thanacoody, & Hui, 2011). Moreover, finding of H8 is consistent with the earlier investigation, as quoted by Bartlett (2001), It has been discovered that participation and memory of prior training are influenced by the perceived rewards of the training. The three sorts of benefits that employees receive from taking part in training are personal, professional, and job-related benefits, according to Nordhaug (1989). Positive training benefits are believed to be associated with increased feelings of organizational commitment to the provider of the training.

- The mediation analysis result demonstrated by Model 5 (B=2.449) has a less effect of clan culture on employee commitment than Model 1 (B =3.090). Consequently, this shows that employee training serves as a partial mediator in examining the effect of clan culture on employee commitment. Our research demonstrates that different organizational cultures have unique influences on employee engagement and training. And this shows that in order to boost employee commitment, management must first understand the company culture before delivering training to employees. And it is consistent with the earlier research of Inanlou (2016/2017) the result indicates that the firm’s investment in HRD or employee participation in HRD would play a mediating role in influencing the relationship between organizational culture and organizational commitment.

5.2 Conclusion

This study's objective is to examine the effect of organizational commitments on organizational culture (clan, adhocracy, market, and hierarchical cultures), as well as the mediating role of employee training at Group Ethiopian Airlines. The rationale for this focus was to identify organizational members perceptions of the existing and preferred organizational culture, in order to determine the relationship between organizational culture and employees’ level of organizational commitment. In this study, 315 employees served as the sample, and only 300 of the questions received a complete response. The dependability of the utilized question was evaluated using Cronbach's alpha, which revealed that all the variables are trustworthy and consistent.

We discover a the effect of organizational culture on employee's commitment and employees training. The examination of the data showed that respondents agreed about the presence of all different kinds of organizational culture (i.e clan, adhocracy, market and hierarchy), but hierarchical and market culture are the first and second dominant culture in ET. Therefore, it can be concluded that ET emphasize more on rules and policy besides concerned on competitiveness and productivity in order to accomplish its purpose.

On the other hand, multiple regression analysis' findings show that employee commitment isn't much impacted by either market or hierarchical culture. As a result, despite firms' best efforts to uphold a strong culture through intense consistency, careful planning, and effective integration, the level of employee commitment is not significantly influenced by the dominant cultures already in place. An employee's commitment and training are strongly influenced by clan culture, which has a larger significance coefficient. From this, it may be inferred that workers prefer to work for companies with a culture that have family-oriented, community-focused, supportive, and trustworthy.

The results of the mediational study demonstrate that clan culture, among the four forms of organizational culture, has a mediational influence on organizational commitment, indicating that it has an impact on organizational commitment both directly and indirectly through employee training. As a result, the company should keep spending money on employee training in order to maintain the relationship between organizational culture and employee commitment in the years to come. Additionally, employers should do more on inspiring staff members, granting them access to resources, offering them support, and stressing the value of training.

5.3 Recommendation

The researcher developed several significant recommendations based on the study's results and conclusions that would assist the business in focusing on organizational culture, which can significantly boost employee commitment levels. The following are the suggestions made:

- The organizational culture of the Group Ethiopian Airlines plays a critical role in fostering and maintaining the highest levels of employee engagement, which has resulted in decades of great performance and recognition throughout Africa and around the globe. In order to preserve the degree of employee engagement, it is advised that ET management devote greater thought to raising knowledge of the core values of the present dominant organizational culture (hierarchy and market) across all employees.
- The research's findings indicate that in order to achieve its goals, the organization places a strong priority on regulations, policies, productivity, competitiveness, and external positioning. Looking ahead, Ethiopian Airlines faces a number of significant challenges, including airline competition both within and outside of Africa, rising fuel prices, security and insurance costs, the slow liberalization of air travel in Africa, regional instability, subpar aviation infrastructure throughout most of the continent, and potential negative effects of the pandemic. Therefore, a key responsibility of ETs management is to preserve

the success of the company by having employees who have a strong affective attachment. The researcher therefore advises ET to try changing its current dominant organizational culture (hierarchy & market) to clan culture because the study's findings indicate a significant and favorable association between clan culture and employee commitment.

- Ethiopian Airlines operates worldwide in a dynamic environment as well as a competitive environment. As a result, increasing employee commitment will help us achieve continuous exceptional performance that is backed by rewards. This may be done by developing a company culture that appeals to the next generation. In order to raise employee awareness of the corporate culture and create an atmosphere where employees feel emotionally connected to the company, ET should give employee training more of a priority as a constantly growing company. The researcher also suggests investing more in embracing and spreading the fundamental values of clan culture in order to maximize the employee's dedication.
- The effectiveness of human resource management affects how well corporate organizations perform. A fundamental goal of every business culture is to bring great services and high performance. Increasing the firm's revenue is one of ETs management's main objectives. To achieve this, it is crucial to have employees that are more committed to the company, have stronger emotional bonds with it, identify more with it, and take an active role in all aspects of their work. This requires the company to have a culture that encourages these traits. Hence, understanding the type of organizational culture and improving personnel skills and behavior are therefore top priorities for ETs management. Therefore, ETs management should regularly examine its organizational culture to understand what is required to increase employees' commitment to the organization and thus get better results from them.

In general, by putting the aforementioned proposal into practice, ET would be able to concentrate on a particular organizational culture that sustains employee's commitment. Additionally, can attempt to make changes to workplaces norms that would encourage employees to be more dedicated to their work which in turn enhance organizational performance.

5.4 Limitations of the Study and Research Suggestions for the Future

- The samples are chosen from the Addis Abeba-based head office. This excludes the working cultures and levels of dedication in the domestic and outstation offices, which may have varied somewhat. Therefore, greater empirical study into the working cultures and levels of commitment of employees in domestic and outstation workplaces is required to be done on future research.
- Only permanent professional staff are included in the sample responses and non-professional are excluded. Additionally, the flight crews, who are essential ET employees were left out of this study owing to the nature of their jobs, may have different perspectives.

Therefore, to consider all perspective, future study must collect samples from contract, non-professional, and flight crew workers in addition to permanent and professional staff.

- This study was restricted to examining the effect of corporate culture on employee commitment as well as the mediation function of employee training. However, other organizational factors like work satisfaction, job assessment, engagement and others may be impacted by an organization's culture. Thus, the researcher advised future study to concentrate on these areas.
- The mediation effect of this relationship between organizational culture and organizational commitments, which was examined by one variable of human resource development (HRD), namely, employees' training, should also be taken into consideration for future research, along with other variables of HRD activities like mentoring and coaching, OJT (On the Job Training), job rotation, and employee suggestion.
- The current study focused only on the quantitative measure, so future approach should also include a qualitative inquiry for a better understanding of the issue under study. In connection to this, the management of ETs is specifically advised to review this subject study with a focus on qualitative measurements in order to understand the precise sentiment of the workforce to make important decisions and to design a workable training program to close the identified gap.

Reference

- Al-Emadi, M. A. S., & Marquardt, M. J. (2007). Relationship between employees' beliefs regarding training benefits and employees' organizational commitment in a petroleum company in the State of Qatar. *International journal of training and development*, 11(1), 49-70.
- Aranki, D. H., Suifan, T. S., & Sweis, R. J. (2019). The relationship between organizational culture and organizational commitment. *Modern Applied Science*, 13(4), 137-154.
- Aregu R. (2017). *The Relationship between Organizational Culture and Employees Commitment: The Case of Equatorial Business Group*
- Ashar, M., Ghafoor, M., Munir, E., & Hafeez, S. (2013). The impact of perceptions of training on employee commitment and turnover intention: Evidence from Pakistan. *International journal of human resource studies*, 3(1), 74.
- Assaye, B. (2016). *The Effect of Organizational Culture on Employees Commitment on National College*
- Ayalew, G. (2014). *Organizational Culture: A Survey Study of Ethiopian Airlines*.
- Ajibew, E (2019). The mediating role of employees training in the relationship between organizational culture and employees commitment: The case of Hidassie telecom share Company
- Bartlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human resource development quarterly*, 12(4), 335-352.
- Bayramzade, U. (2021). The influence of organizational culture on innovation processes.
- Belay G (2014). *Employees Cultural Fit and Perception of Organizational Culture –The Case Study of Ethiopian Airlines*
- Bizuneh, M. (2016). *The Effect of Organizational Culture on Employee Commitment. The Case of Ethiopian Airlines Company*.
- Carvalho, C. R. S. P., Rivera Castro, M. A., Silva, L. P., & Carvalho, L. O. P. (2018). The Relationship between Organizational Culture, Organizational Commitment and Job Satisfaction. *REBRAE*, 11(2), 201–215. <https://doi.org/10.7213/rebrae.v11i2.23772>
- Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate culture and its impact on employees' attitude, performance, productivity, and behavior: An investigative analysis from selected organizations of the United Arab Emirates (UAE). *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 45.

- Ch, A. S., Zainab, N., Maqsood, H., & Sana, R. (2013). Impact of organizational culture on organizational commitment: A comparative study of public and private organizations. *Research Journal of Recent Sciences*, ISSN, 2277, 2502.
- Denison, R.D. and Neale, S.W. (2011). Denison organizational Survey Facilitator Guideline. Denison consulting LLC
- Field, A. (2009). *Discover statistics using SPSS*. London: Sage Publications Ltd.
- Garson, G. D. (2005). *Factor Analysis*. Crolina: North Carolina State University
- Getachew, M. (2019). *The Effect of Organizational Culture on Employee Commitment. The Case of Ethiopian Airlines Company*.
- Girma, M. (2021). *The Effects Of Company Brand Image On Customer Loyalty: The Case of Ethiopian Airlines (Doctoral Dissertation, St. Mary's University)*.
- Gilbert, N. (2008). *Research social life (3rd ed)*. London: Saga Publications Ltd
- Gul, Z. (2015). Impact of employee commitment on organizational development. *FWU Journal of Social Sciences*, 9(2), 117-124.
- Inanlou, Z., & Ahn, J. Y. (2017). The effect of organizational culture on employee commitment: A mediating role of human resource development in Korean firms. *Journal of Applied Business Research (JABR)*, 33(1), 87-94.
- Janjua, Q. R., Hanif, A., & Baig, M. (2021) *The Impact Of Organizational Culture On Job Satisfaction In Universities Of Pakistan: A Competing Values Framework Perspective*.
- Julie Pallant (2011), "SPSS Survival Manual."
- Kefelegn, M. (2020) *The Effect Of Organizational Culture On Employee Commitment: The Case Of Ethio Telecom In Debre Berhan*
- Kothari.C. (2004). *Research Methodology Methods and Techniques* . New Age International Ltd Publisher.
- Madhani, P. M. (2021). *Building Organization Culture with Seven Cs Framework: Enhancing Business Performance*. *HRM Review*, 17(2), 23-30.
- Mohajan, H. (2017). *Two criteria for good measurements in research: Validity and reliability*. Chittagong, Bangladish: Personal RePEc Archive.
- Mugenda, A.G. (2008). *Social science Research: Theory and practice*: Nairobi. Applied Research and Training Services.

Naicker, N. (2008). Organizational culture and employee commitment: A case study (Doctoral dissertation).

Pallant, J. (2005), SPSS Survival Manual. Allen and Unwin Crows Nest Australia Robbins, S. P.

Pathiranage, J. (2019). Organizational culture and business performance: an empirical study. *International Journal of Economics and Management*, 24(2), 264-278.

Polo, F., Cervai, S., & Kantola, J. (2018). Training culture: A new conceptualization to capture values and meanings of training in organizations. *Journal of Workplace Learning*.

Ramdhani, A., Ramdhani, M. A., & Ainisyifa, H. (2017). Conceptual framework of corporate culture influenced on employees commitment to organization. *International business management*, 11(3), 826-830.

Saleh Hamed Alharbi , Selma Sidahmed Abedelrahim (2018). Organizational Culture Assessment using the Competing Values Framework (CVF) in Public Universities in Saudi Arabia: A Case Study of Tabuk University. *International Journal of Business and Management*, Vol. VI (2), pp BM.2018.6.2.001/10.20472., 1-16

Sharma, N., & Singh, R. (2017). Impact of Organisational Culture on Employee Commitment: A Review. *Ramanujan International Journal of Business and Research*, 2(1), 85–103. <https://doi.org/10.51245/rijbr.v2i1.2017.131>

Sonata Staniulienė & Evelina Gavėnaitė, 2021. "Employee Commitment in Relationship to Organizational Culture: The Case of Lithuanian Companies," *Eurasian Studies in Business and Economics*, in: Mehmet Huseyin Bilgin & Hakan Danis & Ender Demir & Conrado Diego Garcı́a-Gómez (ed.), *Eurasian Business and Economics Perspectives*, pages 35-52, Springer.

Srivastava, A. P., & Rastogi, M. (2019). Understanding the Perception of Training Comprehensiveness. In *Workforce Coaching, Mentoring, and Counseling: Emerging Research and Opportunities* (pp. 85-104). IGI Global.

Suryadi, H., & Aima, M. H. (2019). The Influence of Organizational Culture and Training on Organizational Commitment and also its Implications on The Performance of Health Workers in Puskesmas Johar Baru District. *Dinasti International Journal of Management Science*, 1(2), 148-162. <https://doi.org/10.31933/dijms.v1i2.51>

Tasew Shedaga, and Dr. Sarang Narula (2019) "The Impacts of Types of Organizational Cultures on Organizational Commitment of Selected Private Universities of Ethiopia", *International Journal of Emerging Technologies and Innovative Research* (www.jetir.org), ISSN: 2349-5162, Vol.6, Issue 2, page no.534-539, Available: <http://www.jetir.org/papers/JETIR1902577.pdf>

ANNEX 1

ADDIS ABABA UNIVERSITY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTEMENT OF BUSINESS ADMINISTRATION

Dear Sir/Madam,

I am Wondwosen Ademe, a graduate student at Addis Ababa University, School of Business and Economics. Currently, I am undertaking a research to identify “The Relationship between Organizational Culture and Employee Commitment: with a Mediating Role of Employees Training in Case of Group Ethiopian Airlines” for partial fulfillment of Master’s Degree in Business Administration Specialized in Management. The result of the study will assist the case organization (Group Ethiopian Airlines) by determining which type of organizational culture has greater effect on employees’ commitment and the role of training to adjust its focus on the most important organizational culture type and training programs. Your participation in this survey is voluntary. The information you provide will be used only for the purpose of the study and will be kept strictly confidential. Thus, your anonymity is guaranteed. Questions clarity regarding the survey can be directed to the researcher: Wondwosen Ademe (+251911548751 or wondwosenah@gmail.com)

It takes about 15 minutes to fill out questions and please do not write your name or contact address on the questionnaire.

Many thanks in advance for your cooperation

Part 1: Demographic Information (Please put a mark in the box that best describes you)

We would like to know just a little about you so we can see how different types of people feel about the issues we have been examining:

1. Gender

Male

Female

2. Marital status: Single Married Divorced Widowed.

3. Age:
- <30
 - 31-40
 - 41 – 50
 - Above 50
4. Education Level: <Grade 12 TVET Diploma
 First degree Master Degree
5. Work experience in this sector
- : Less 5 years
 - : 5-10 years
 - : 10-15 years
 - :Above15 years
6. Employment Group: Management Non-Management

Part 2: Organizational Culture:

In this section you are asked to assess four key dimensions of your Company’s culture. You will be providing a picture of how your company operates and the values that characterize it. No right or wrong answers exist for these questions, just as there is no right or wrong culture. Every company will most likely produce a different set of responses. Therefore, as much as you can please be accurate and honest in responding the questions.

Please circle a number from 1 to 5 using the scale below:

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

2.1	Dominant Characteristics					
1	The company is a very personal place. It is like an extended family. People seem to share a lot of them.	1	2	3	4	5
2	The company is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	1	2	3	4	5
3	The company is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented	1	2	3	4	5
4	The company is a very controlled and structured place. Formal procedures generally govern what people do.	1	2	3	4	5

2.2	Organizational Leadership					
1	The leadership in the company is generally considered to exemplify mentoring, facilitating, or nurturing.	1	2	3	4	5
2	The leadership in the company is generally considered to exemplify entrepreneurship, innovating, or risk taking.	1	2	3	4	5
3	The leadership in the company is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	1	2	3	4	5
4	The leadership in the company is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	1	2	3	4	5
2.3	Organizational Glue					
1	The glue/cement that holds the company together is loyalty and mutual trust. Commitment to this company runs high.	1	2	3	4	5
2	The glue/cement that holds the company together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	1	2	3	4	5
3	The glue/cement that holds the company together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	1	2	3	4	5
4	The glue/cement that holds the company together is formal rules and policies. Maintaining a smooth-running bank is important.	1	2	3	4	5
2.4	Strategic Emphases					
1	The company emphasizes human development. High trust, openness, and participation persist.	1	2	3	4	5
2	The company emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	1	2	3	4	5
3	The company emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	1	2	3	4	5
4	The company emphasizes permanence and stability. Efficiency, control and smooth operations are important.	1	2	3	4	5

Part 3: Training

Kindly, indicate the level with which you agree or disagree with the statements that follow your perception in regard to employee training.

Please circle a number from 1 to 5 using the scale below:

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

S.N	Training Statements					
3.1	Motivation for training					
1	I believe I can improve my skills by participating in training programs and learn more from training programs than others.	1	2	3	4	5
2	I am willing to invest effort to improve skills and competencies related to my current job and promotion.	1	2	3	4	5
3	My organization training programs motivates employees to participate and training programs are fit with employees personal expectations	1	2	3	4	5
3.2	Access to training					
1	My organization has stated policies on the amount and type of training the employees can expect to receive	1	2	3	4	5
2	My organizations provide employees with good opportunities to undertake general training programs and seminars inside/outside the organizations for new/existing recruits to learn job-specific skills and general knowledge.	1	2	3	4	5
3	I am aware of the amount and type of training that my organization is planning for me in the coming year.	1	2	3	4	5
3.3	Benefits of training					
1	Participating in training programs will help my personal development, network with other employees, and perform my job better.	1	2	3	4	5
2	Participating in training programs will help me stay up-to-date on new process and products or procedures related to my job.	1	2	3	4	5
3	My organizations provides employees a training program which give employees to have a better idea of the career path	1	2	3	4	5
3.4	Support for training					
1	My manager can be counted on to help me develop my skills by assign me to special projects requiring use of the skills and knowledge emphasized in the training programs.	1	2	3	4	5
2	My manager enthusiastically supports my participation in training programs and believes training is one of his or her major job responsibilities.	1	2	3	4	5
3	I Would not hesitate to tell my manager of a training need I have in particular area.	1	2	3	4	5

Part 4: Organizational Commitment

Kindly, indicate the level with which you agree or disagree with the statements that follow your perception in regard to Organizational Commitment.

Please circle a number from 1 to 5 using the scale below:

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

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

Thank you for your Participation!