

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE



**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES'
COMMITMENT IN BUNA BANK SHARE COMPANY**

*A Thesis Submitted to the Office of Graduate Studies as Partial Fulfillment of MA
Degree in Human Resource Management*

BY

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DECLARATION

I, **Rahel Bazezew**, declare that the thesis entitled “**The Effect of Organizational Culture on Employees' Commitment in Buna Bank Share Company**” is my original work. I with the support and guidance of my advisor Dr. **Abeba Beyene** have carried out the study independently. Any other contributors or sources used for the study have been duly acknowledged. Moreover, this study has not been submitted for the award of any Degree or Diploma Program in this or any other Institution.

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CERTIFICATE

This is to certify that this study, “**The Effect of Organizational Culture on Employees' Commitment in Buna Bank Share Company**”, undertaken by **Rahel Bazezew** in Partial Fulfillment of the Requirements for the Degree of Master in Human Resource Management at Addis Ababa University under my guidance.

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**The Effect of Organizational Culture on Employees' Commitment in Buna
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ABSTRACT

This study was conducted with the objective of looking into the effect of the organizational culture dimensions on employee commitment in Buna bank. A total of 217 employees participated in the study, out of which 208 (98%) were returned. The data were analyzed using descriptive and inferential statistics. The finding of the study revealed that all the four dimension of organizational culture were significantly and positively related with employees' commitment. Besides, the regression result revealed that all the four dimensions measuring organizational culture were found to have their own positive and significant effect on employees' commitment. Involvement was found to be the most contributing organizational culture dimension in the prediction of employee commitment. The remaining three dimensions, consistency, adaptability and mission had significant contribution in predicting employees' commitments in their respective order. The study depicts that a significant difference in commitment in gender where females employees were more committed than male respondents. Similarly, degree holders were found more committed than employees with Master's degree and above holders. Overall, one can conclude that the organization's culture has a significant effect in improving the level of employee commitment and hence organizations should observe their organizational culture and should check whether the cultures they have adopted are making their employees more committed or not. The organization has to ensure the involvement of its employees, consistency, adaptability and let know the mission and the directions of the organizations so that employees' commitment could be improved.

Keywords: *involvement, consistency, adaptability, mission, and employee commitment*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Commitment refers to employee's belief in the organizational goals and objectives and the desire to remain a loyal member of an organization. Employee commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization (Robbins & Judge, 2013). Similarly, Armstrong defines employee commitment as the relative strength of the individual's identification with, and involvement in, a particular organization. Employee' commitment consists of three factors such as a strong desire to remain as a member of the organization; a strong belief in and acceptance of the values and goals of the organization and readiness to exert considerable effort on behalf of the organization (Armstrong, 2009).

Employee commitment has been associated with the trust employees have on the management and the way they perceive the dealing of the management as fair. It can be enhanced when employees are taken into account while decision making as it increases the satisfaction and hence the commitment of the employees (Taylor, Levy, Boyacigiller & Beechler, 2008).

In order to have an identifiable position in the market, organizations must establish their own organizational culture that differentiates them from others. Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done (Armstrong, 2009). Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. A pattern of basic

assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems (Schein, 2004).

The success of any organization depends on its distinct culture that is developed either by its founder, or is a result of overcoming challenges or a conscious effort on the part of management to improve performance and efficiency. This culture, in whichever way developed, is identifiable through its employees and supersedes even corporate strategy, technological advancements and market presence. Organizational culture is closely associated with concept of commitment (Akhtar, Zainab, Maqsood & Sana, 2013). They also highlighted that culture enhances commitment of employees.

In this competitive business environment, organizations are realizing the true value of their human resources and their contributions towards generation of new ideas. The involvement of employees can help in many ways for the organizations which are looking for creativity, changes in behaviors at work, and in workplace decision making. This is because when employees participate in the decision making process of the organization, they are expected to be more responsible and committed. The cultures which organizations' develop have a direct and indirect impact on the commitment of employees and hence on the performance of the organization. Thus, this study attempted to assess the effects of organizational culture dimensions as stated by Denison and Neale (2011) on employee's commitment in Buna bank.

1.2. Statement of the Problem

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

The organizational culture that organizations practice is a powerful and pervasive force for commitment as well as a definite barrier for it. To this end, managers are increasingly challenged with changing an organizations culture to support new ways of accomplishing work (Biswas and Challil, 2013). A good organizational culture can facilitate communication, decision making and control, and create cooperation and which in turn leads commitment (Pearce and Robinson, 2004). According to Denison and Neale (2011), there are four dimensions (traits) organizational culture which are involvement, consistency, adaptability and mission. When organizations develop the practice of involving employees in various organizational decisions, when they motivate employees to understand the shared system of values in their organization and to act in a predictable way even when facing unfamiliar situations (consistency), employee commitment for the organization. Similarly, the degree to which organization responds to both internal customers and external environment (adaptability) and the degree to which employees know and share the purpose, the goals and the vision of their organization (mission), employees' commitment is also expected to increase.

Buna International Bank is one of the private banks established in 2009. The bank has been and is operating in the banking industry since its establishment. The bank is facing competition from other private banks and state owned banks operating in Ethiopia. Hence, Buna International Bank needs to have a organizational culture which enables employees to be committed and loyal to the bank so that it can be a competitive advantage. But, some employees of the bank blame the banks organizational culture by stating that the bank's culture does not invite employees' involvement in various decisions, lack consistency and lack of understanding and clarity in the mission and strategic directions of the bank. This could reveal the organizational culture the bank is practicing as measured by the various dimensions (factors) has a problem. These and other factors are expected to have its own effect on the commitment employees and hence, on the performance of the bank. Hence, the bank's position with respect to the dimensions organizational culture such as involvement, consistency, adaptability and mission and their effect on employees' commitment should be studied.

Though various studies have been done in the past related to the relationship between organizational culture on employee performance or job satisfaction and the relationship between organizational culture dimensions and employees' commitment, they came up with some different conclusion. Furthermore, as far as the researcher's knowledge is concerned, no similar research has been conducted on the issue taking the bank as a case study. Therefore, the purpose of the present study is to find the relationship between organizational culture dimensions (involvement, consistency, adaptability and mission) of Buna Bank and commitment of employees of the bank and try to contribute additional findings about the effect organizational culture on the employees' commitment.

1.3. Research Questions

The following questions were the possible research questions the study attempted to answer:

1. What is the effect of involvement dimension of organizational culture on employees' commitment in the bank?
2. What is the effect of consistency dimension of organizational culture on employees' commitment in the bank?
3. What is the effect of adaptability dimension of organizational culture on employees' commitment in the bank?
4. What is the effect of mission dimension of organizational culture on employees' commitment in the bank?
5. To determine the level of the overall level organizational commitment of Buna bank employees?
6. Do demographic profiles of employees' leads to differences in employee commitment level?

1.4. Objective of the Study

1.4.1. General objective of the study

The general objective of the study was to examine the effect of organizational culture on employees' commitment in Buna Bank.

1.4.2. Specific objective of the study

The specific objectives of the study are:

- To find out the effect of **Involvement** on employee commitment.

- To identify the effect of **Consistency** on employee commitment.
- To find out the effect of **Mission** on employee commitment.
- To identify the effect of **Adaptability** on employee commitment.
- To examine the level of employees commitment in the Bank.
- To assess the variation of employee commitment score across different demographic factors.

1.5. Significance of the study

This study is expected to provide deeper insights and understanding of the relation between organizational culture dimensions and employees' commitment of Buna Bank. It provides various managerial implications for Buna Bank. It is also essential for the managers or directors to recognize the effect of organizational culture have on employees' commitment.

Subsequently, the result of the study will be delivered to the case study bank and it will help the management to make corrective measures and adjustments if necessary or develop good organizational culture and a strong strategy that benefits both the organization and employers.

The study could benefit similar organization by determining which type of organizational culture dimensions has highest effect on employees' commitment. This could also lead to improvements in workplaces to help employees become more committed to their jobs. The study might contribute to the existing literature through identifying the significance relationship between the selected organizational culture and employee commitment.

1.6. Scope of the study

Although Buna Bank branches are found both in Addis Ababa and in other regions of the country, this study was conducted in selected branches of the Bank in Addis Ababa (City Branches) due to financial and time constraints. The conceptual scope of the study encompassed

four selected organizational culture dimensions which are involvement, consistency, adaptability and mission adapted from Denison model of organizational culture. The possible reasons for using this model are: first, these dimensions can be expressed in terms of a set of managerial practices. Second, the selected dimensions are designed and created within the business environment and uses business language.

Another issue in the scope of the study is the participants of the research. As the dimensions of organizational culture which were considered in the study had administrative and strategic issues, the research participants (respondents) were professional employees with educational background Diploma and above. The study also used more of quantitative method to analyze the collected data due to the nature of the data.

The study assessed the effect organizational culture via the four dimensions on employee commitment and employed both descriptive and inferential statistics to see the relationship of the dimensions and employee commitment.

1.7. Limitations of the study

The study data collected from Buna bank branches found in Addis Ababa may not be representative as it does not include the outlying branches due to time and budget constraint.

Another possible limitation of the study is its focus on the four dimensions of culture and its less emphasize on the effect of other variables on employee commitment such as job related characteristics.

In addition, since the study used survey in collecting primary data, random and systematic errors could come up. The study was also limited to one banking service provider, Buna Bank branches found in Addis Ababa. This could impede the generalization of the result obtained from this study.

1.8. Operational Definition(Researcher's Definitions)

Professional Employee: refer to employees of the bank whose educational background is Diploma and above.

Semi/Non-Professional employee: refers to those employees of the bank whose educational background is below Diploma.

City Branch: A branch of Buna Bank located in Addis Ababa city.

1.9. Organization of the Research Report

The first chapter of this study is an introductory part which includes the background of the study, statement of problem, research questions and objective, significance, scope of the study, limitations of the study and operational definitions. The second part of the proposal consists of Literature review in which an attempt to discuss concepts related to organizational culture and commitment was made. The third chapter addresses research methodologies which include research design of the study, sampling techniques and data collection instruments. The fourth chapter presents the result and discussion of the study. Finally, chapter five provides the conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

Employees' commitment has been one of the research areas which attract the attention of social scientists in the 1980s and 1990s and their interest has been expressed in both theoretical efforts to explain the construct and empirical efforts to determine the antecedents of commitment (Meyer & Allen, 1991). The concept of employment commitment lies at the heart of any analysis of Human Resource Management. Despite many studies on commitment, very little is understood of what managers mean by the term 'commitment' when they evaluate someone's performance and motivation (ibid).

2.1.1 Employee commitment defined and related concepts

Scholars defined and explained employees' commitment based on their exposure. The following are some of the definitions. According to Hakim (2015) employees' commitment is the desire and the willingness of employees to remain in the organization and devote themselves to the success of an organization. Nongo and Ikyanyon (2012) summarized the three defined characteristics of Employees' commitment which was devised by Mowday. As to them the three defined characteristics of employees' commitment are a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization. Whereas, Mowday, Steers, and Porter (1979) stress that commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something in order to contribute to the organization's wellbeing.

According to O'Reilly (1989), employees' commitment is typically individual's psychological bond to the organization, including a sense of job involvement, loyalty, and a belief in the values of the organization. In addition, O'Reilly explained the three processes or stages of commitment: compliance, identification, and internalization. In the first stage, compliance, a person accepts the influence of others mainly to obtain something from others, such as pay. The second stage is identification in which the individual accepts influence in order to maintain a satisfying, self-defining relationship. People feel pride in belonging to the firm. The final stage of commitment is internalization in which the individual finds the values of the organization to be intrinsically rewarding and congruent with personal values.

In addition, Jaros (2007) has explained the employees' commitment model of Allen and Meyer. This model encompasses three types of commitments; a normative commitment is perceived obligation towards the organization and affective commitment deals about emotional ties that the employee develops with the organization. Lastly, continuance commitment is perceived costs; such as, economic and social costs of leaving the organization.

Meyer and Allen (1991) further explain commitment as a psychological state that has at least three separable components Affective commitment, continuance commitment and normative commitment to maintain employment in an organization. The first component Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Continuance commitment is the second component refers to an awareness of the costs associated with leaving the organization. Finally, normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization.

Generally, the above definitions given by different researcher tend to contain certain common arguments on defining organization commitment. Accordingly, commitment is the desire, willingness or perceived obligation of employees to remain in the organization and also emotional ties the employee can be resulted from perceived costs (economic and social) of leaving the organization.

2.1.2 Organizational culture defined and related concepts

Culture, as a concept, has a long history. In the last decade, it has been used by some organizational researches and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the adopted values and credo of an organization (Robbins, 2009). Whereas, Schein (2004) defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaption and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

According to Robbins and Judge (2013), organizational culture refers as a system of shared meaning held by members that distinguishes the organization from other organizations. As to them, first, culture has a boundary-defining role: it creates distinctions between one organization and others. Second, it conveys a sense of identity for organization members. Third, culture facilitates commitment to something larger than individual self-interest. Fourth, it enhances the stability of the social system. Culture is the social glue that helps hold the organization together by providing standards for what employees should say and do. Finally, it is a sense-making and control mechanism that guides and shapes employees' attitudes and behavior. This last function is of particular interest to us. Culture defines the rules of the game.

Organizational culture is the set of shared values, beliefs, and norms that influences the way employees think, feel, and behave toward each other and toward people outside the organization. Organizational culture can be considered as the shared assumptions people and groups learn to follow as they attempt to address opportunities and problems facing the organization (Jennifer & Gareth, 2012). These beliefs and values are taught to new recruits who become members of an organization when they learn to perceive, think, and feel about these opportunities and problems in the same way as existing employees.

Organizational culture is the collection of traditions, values; beliefs, policies and attitudes that constitute a pervasive context for everything one does and think in an organization (Mullins, 1999). Similarly, Mahapatro (2010) stated organizational culture means the values, attitudes and beliefs reflected in the mission and goals, and practices of the organization. As too Denison and Neale (2011) organizational culture refers to the underlying value, beliefs and principles that serve as a foundation for an organization management system, as well as the set of management practices and behavior that reinforce those basic principles. Furthermore these authors explain the visible and invisible aspect of organizational cultures. The visible aspect includes working hard, proper attire, acting friendly to customer etc. To the contrary, invisible assumptions, value and core beliefs which are harder to observe includes honesty, integrity, being ethical, going beyond expectations to satisfy customers.

Hellriegel, Slocum and Woodman (2001) describe four types of cultures:-

1. Bureaucratic culture: An organization that values formality, rules, standard operating procedures, and hierarchical co-ordination has a bureaucratic culture. Long-term concerns of bureaucratic culture are predictability, efficiency, and stability. Its members highly value standardized goods and customer service. Behavioral norms support formality over

informality. Managers view their roles as being good coordinators, organizers, and enforcers of certain rule and standards. Tasks, responsibilities, and authority for all employees are clearly defined. The organization's many rules and processes are spelled out in thick manuals and employees believe that their duty is to "go by the book" and follow legalistic processes.

2. Clan culture: Tradition, loyalty, personal commitment, extensive socialization, teamwork, self management, and social influences are attributes of clan culture. Its members recognize and obligate beyond the simple exchange of labor for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual's long-term commitment to the organization is exchanged for the organization's long term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions.

3. Entrepreneurial culture: High levels of risk taking, dynamism, and creativity characterize an entrepreneurial culture. There is a commitment to experimentation, innovation, and being on the leading edge. This culture doesn't just quickly react to changes in the environment –it creates change. Effectiveness means providing new and unique products and rapid growth. Individual initiative, flexibility and freedom foster growth and are encouraged and well rewarded.

4. Market culture: The achievements of measurable and demanding goals, especially those that are financial and market-based, characterize a market culture. Hard driving competitiveness and a profit orientation prevail throughout the organization. In a market culture, the relationship between individual and organization is contractual. The individual is responsible for some levels of rewards in return. A market culture does not exert much informal, social

pressure on an organizational member. They don't share a common set of expectations regarding management style or philosophy. The absence of a long-term commitment by both parties in a weak socializing process

Based on the above mentioned cultural types, different organizations and management styles create and apply the organizations culture which differentiates them from others and make adjustment or developments to make the organization environment suitable.

2.1.3 Functions of Organizational Culture

Organizational culture has many benefits to both organization and employees. Culture has a boundary-defining role and it creates distinctions between one organization and others (Robbins and Judge, 2013). They further stated that organizational culture conveys a sense of identity for organization members and culture facilitates commitment to something larger than individual self-interest. It also enhances the stability of the social system by being social glue that helps to hold the organization together by providing standards for what employees should say and do.

Kondalrk (2007) tried to answer what culture does to both employees and organization. First, it gives members an organizational identity: Sharing norms, values and perceptions gives people a sense of togetherness that helps promote a feeling of common purpose. Then, it facilitates collective commitment. The common purpose that grows out of shared culture tends to elicit strong commitment from all those who accept the culture as their own. Third, it promotes systems stability. By encouraging a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of an organization. Fourth, it shapes behavior by helping members make sense of their surroundings. An organization culture serves as a source of shared meaning that explains why things occur the way they do. Finally, it helps

organizational members stick to conformity and expected mode of behavior. So, Culture ensures that everyone thinks and behaves in a prescribed manner.

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

2.2 Theoretical Background of the Study

Peters and Waterman (1982) suggest that effective organizations place high emphasis on their people and consider their most important asset in achieving their goals. Organization should pay attention to how employees perceive their organization practices, work environment and how such work environment elicits commitment to the organization given the fact that employees are the organizations' most important asset. According to Biswas and Challil (2013), organizational culture is pervasive and powerful. They further stated that for business, it is either a force for change or a definite barrier to it. For employees, it is either the glue that bonds people to an organization or what drives them away. Managers, today, are increasingly challenged with changing an organizations culture to support new ways of accomplishing work. According to Robbins and Sanghi (2007), organizational culture is a system of common values which we can estimate that employees accept the similar organization culture even with different background within the organization. Pearce and Robinson (2004) observe that culture can be a strength but can also be a weakness. As a strength, culture can facilitate communication, decision making and control, and create cooperation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change. An organization's culture could be characterized as weak when many subcultures exist, few values and behavioral norms

are shared, and traditions are rare. In such organizations, employees do not have a sense of commitment, loyalty, and a sense of identity (James & Justus, 2012).

Denison and Neale (2011) identifies four cultural dimensions (traits) which are involvement, consistency, adaptability and mission. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model. (Denison & Neale, 2011). The paragraphs below briefly discusses each of the four organizational culture dimension which were considered as independent variables and their respective indices.

Involvement: Involvement is the first organizational dimension 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 employees' skills. In other words, involvement is building human capability, ownership, and responsibility. Thus, organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. The indices of the involvement trait are: empowerment, team orientation, and capability development. First empowerment deals with individuals' authority, initiative and ability to manage their own work. Team Orientation stress on working cooperatively toward common goals for which all employees feels mutually accountable. Lastly, capability development explains the organization continually invests in the development of

Consistency: 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. Furthermore, consistency deals

with defining the values and systems that are the basis of a strong culture. It also provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support also has clear set of do's and don'ts. Coordination and integration, agreement and core values are indices of the consistency trait. Accordingly, coordination and integration clarify ability of different functions and units of the organization to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done. The second indices is agreement in which is underlying level of agreement and the ability to reconcile differences when they occur. The last one core values stress in which members of the organization share a set of values that create a sense of identity and a clear set of expectations.

Adaptability: 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. Adaptability deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development. The indices of the adaptability trait are: creating change, customer focus and organizational learning. Creating change deals with the ability of organization to create adaptive ways to meet changing needs. So organization will be able to read the business environment, quickly react to current trends, and anticipate future changes. Customer focus is the second indices which focus on the organization understanding and reaction to its customer and anticipation to future needs. Lastly, organizational learning reflected when on organization

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

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

2.3 Empirical Literature Review

The concepts of organizational culture and employees' commitment are the most extensively researched concepts in management studies, yet still remain elusive as ever (Shoaib, Zainab, Maqsood & Sana, 2013). The various findings of researches on the effect of different organizational culture traits on employees' commitment are inconsistent. In line with this, the finding of different scholars who tried to investigate the effect organizational culture

(Involvement, consistency, adaptability and mission) on employee commitment are discussed as follows.

2.3.1 Involvement and employee commitment

A study conducted by Nongoand Ikyanyon (2012) found a significant and positive relationship between involvement and commitment. This means that employees are committed to their organizations when they are involved in decision making. The key success factors for organizations today are employee empowerment, teamwork, and employee development. These enable managers and employees to be more committed to work and feel that they own a piece of the organization. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization.

Similarly, Singh and Verghese (2015) investigated the impact of employee involvement on employees' commitment. The researcher found out that there is a significant positive relationship between employee involvement and employees' commitment. Seeking suggestion from employees, listening to their grievances and by involving them in the decision making process of the organization to a certain extent can ensure employee's continuous involvement thus employees feel to be participative in the organization. Furthermore, Asghar, Mojtaba and Sadeghi (2015) found out that involvement is one of the most important dimensions of organizational culture and it has great role in fulfillment of employees' commitment of teachers. This shows that people participation in work helps their intention to stay in work space. The employees' involvement means using them in decision making and this leads to the stability of their commitment. In line with the above findings it was hypothesized that;

Hypothesis 1: Involvement dimension of organizational culture will have positive effect on employees' commitment

2.3.2 Consistency and Employee Commitment

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

On the other hand, the research finding by Asghar, Mojtaba and Sadeghi (2015) and Ghader and Afkhami (2014) revealed that there is positive relationship between consistency and employees' commitment in which coordination and integration, agreement and fundamental values as a component of consistency increase employee commitment to provide efficient and effective work. Hakim (2015) asserted that an indicator of the most powerful in shaping the organizational culture variable is stability (consistency). It means that, cultural values that received the most attention in the activities of the organization, which emphasizes the maintenance of the status quo as a contrast to the growth will have positive effect on employees' commitment.

Hypothesis 1: Consistency dimension of organizational culture will have positive effect on employees' commitment.

2.3.3 Adaptability and employee commitment

Adaptability predicts employee commitment more than any other corporate cultural variables. Employees are more committed to organizations that adapt to changing circumstances. Companies should encourage innovation and teamwork among employees. This will enable

employees adapt in an environment of change, thereby improving their level of commitment (Nongo & Ikyanyon, 2012)

Similarly, employees exhibited the highest employees' commitment when they perceived higher learning culture (adaptability traits) which includes culture of creating, acquiring, and transferring knowledge and also quickly react to current trends, and anticipate future changes (Ghader & Afkhami, 2014; Azadi, Bagheri, Eslami & Aroufzad, 2013). Mersen (2016) found out that Adaptability is the most contributing organizational culture traits in the prediction of employee commitment in Ethiopian Airlines.

Hypothesis 1: Adaptability dimension of organizational culture will have positive effect on employees' commitment

2.3.4 Mission and employee commitment

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

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

Hypothesis 1: Mission dimension of organizational culture will have positive effect on employees' commitment

2.4 Conceptual Framework

Denison and Neale (2011) has developed a model which consists of four key organizational culture traits which has a unique future of being behaviorally based, designed and created within the business environment. The model uses business language to explore business-level issues. Moreover, the model depicts the correlation between cultural traits and organizational effectiveness measures which includes employee's satisfaction, return on investment, product development etc. Accordingly, they found that nearly all of the underlying organizational traits showed significant and positive correlation with organizational effectiveness and hence commitment Therefore, Denison model of organizational culture is a base to select the four cultural traits emphasized under this study and has been modified to see the effect of the four cultural traits on employee commitment.

The modified framework is shown below

Dimensions of organization culture

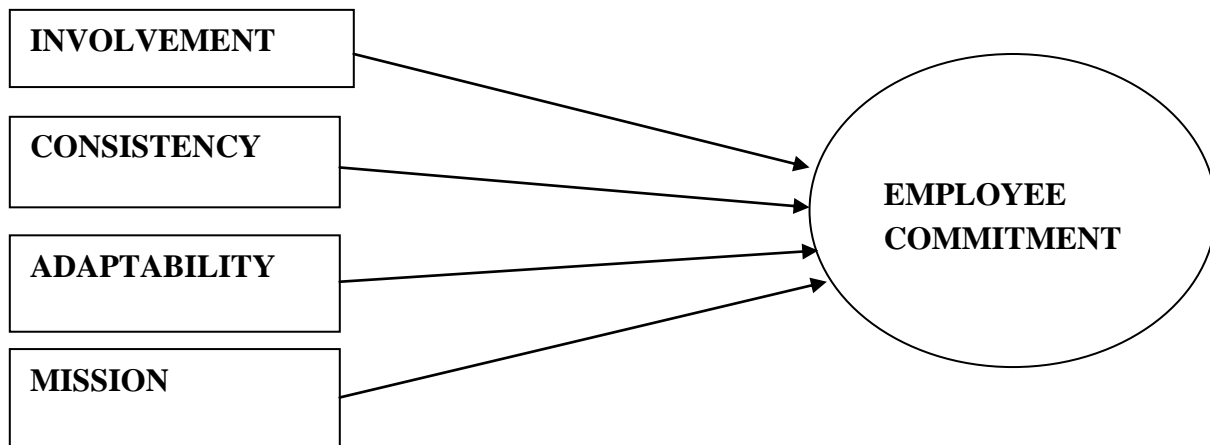


Figure 1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Setting

Some selected branches located in Addis Ababa and head office of Buna bank were considered in the study. The respondents who participated in the study were selected from sample branches of the bank located in Addis Ababa and head office of the bank. City branches (which are located in Addis Ababa) were considered in the study due to financial and time constraint to include outlying branches of the bank.

3.2 Organizational Context

Bunna International Bank S.C. is one of the privately owned banks which has joined the Banking industry of Ethiopia following the favorable economic developments witnessed in the country during the last decade and the incessantly growing needs for financial services. The bank has obtained its license from the National Bank of Ethiopia (NBE) on June 25, 2009 in accordance with Licensing & Supervision of Banking Business Proclamation No. 592/2008 and the 1960's Commercial Code of Ethiopia. The Bank officially commenced its operation on October 10, 2009 with subscribed & paid up capital of 308 Million Birr and 156 Million Birr, respectively(www.bunnabanksc.com).

As to the information obtained from the banks website, Bunna International Bank S.C. is uniquely established as the largest number of shareholders' bank in the country. It has more than 12,500 shareholders that put the bank on a strong base. The Paid up capital of the bank is more than One Billion Birr. The Bank has more than 170 branches that are distributed throughout Ethiopia out of which more than 76 of them are found in Addis Ababa. In addition to opening branches, the bank is trying to be accessible to its customers by deploying more than 40 ATMs

and many POS terminals. It continues product and service innovations along with technology adoptions to the satisfaction of its customers.

The bank is working hard to achieve its vision of “becoming a public-powered, uniquely flavored and the most accessible Bank” and mission of “providing distinctly flavored banking services, at conveniently accessible locations/outlets, with unparalleled commitment to enhance values of key stakeholders and ensure public trust through diversification, state-of-the-art technology, and ethically motivated and knowledge driven human capital.”

The bank states employees as the most important assets in for the success of the bank by listing it as one corporate value.

3.3 Research Approach

There are two methods that provide in the research method such as Quantitative and Qualitative, where one of them is not better than the others, all of this depends on how the researcher want to do a research of study (Ghauri & Kjell, 2005). To achieve the aforementioned objectives, the study will adopt a purely quantitative research approach. Quantitative method is study involving analysis of data and information that are descriptive in nature and qualified (Sekaran, 2003). A quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, i.e., cause and effect relationship between known variables of interest or it employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistics data. The study employed more of quantitative approach.

3.4 Research Design

Both descriptive and inferential research design were employed. Descriptive research is a type of conclusive research that acts as major description of some market characteristics or functions. Descriptive research is also a way to look into behavior of respondent without influence their answers. The main objective of developing the quantitative research design is to see developed questions are significant. The inferential statistics were applied to analyze the first four objectives to see the effect of organizational culture dimensions on employee commitment. On the other hand descriptive approaches were applied to see the agreement level and level of commitment of employees.

3.5 Source of Data

Both primary and secondary data were collected for this study. Primary data in order to obtain up to date information from the concerned body by using self-administered questionnaires. Data were collected from Buna bank employees and through questioner. And secondary data collected from the bank were used in order to determine the conceptual farm work of the study like books and internets record files.

3.6 Population and Sampling Design

3.6.1 Target population

Target population is the total collection of elements including group of individuals, objects, or items about which we wish to make some inferences. The target populations for study were professional employees of Buna bank branches located in Addis Ababa and those working in the head office of the bank. The total numbers of employees who are working in the branches which are located in Addis Ababa and in head office were 1070.

3.6.2 Sampling technique

Both probabilistic and non-probabilistic sampling designs were applied in this study. Non-probabilistic sampling design was applied in the first stage as only employees of the bank in head office and branches found in Addis Ababa were considered. Branches which were found in Addis Ababa were considered purposively due to their convenience and proximity to the researcher. Whereas, probabilistic sampling design was applied in the selection process of branches which were found in Addis Ababa as well as in the selection process of sample employee in the selected branches and in the head office of the bank.

3.6.3 Sample size determination

Determining appropriate sample size is very important to produce a quality research output. Samples that are too large may results waste of time and money as well as data management problems. In contrast, samples that are too small may lead to inaccurate results. Therefore, determining the optimal sample size is the most critical step of research projects. The sample size will be determined based on formula of optimum sample size determination, Daniel (1999). The sample size can be determined using the formula;

$$n = \frac{NZ^2P(1-P)}{d^2(N-1) + Z^2P(1-P)}$$

Where; n is sample size with finite population correction.

N is total population.

Z is the critical value for chosen confidence level (90% confidence level)

P is the response distribution (50%)

d is the acceptable margin of error(5%)

Taking total number of professional employees Buna International Bank in head office and in Addis Ababa branches $N=1070$ the sample size n is 217. The sample employees were proportionally divided to employees who are working in branches and head office.

3.6.4 Sampling technique

The sampling technique to select branches and employees within the branches and head office who participated in the study were a multistage sampling. In the first stage, 15 branches were randomly selected. In the second stage, the sample respondents were allocated proportionally to the selected branches. Finally, questionnaires were distributed to both branch and head office employees using lottery simple random sampling technique. These sampling techniques can be applied in this case because the sampling frame for both branches and employees is available.

3.7 The Instrumentation and its Validations Process

The primary data were collected from the research participants using structured self-administered questionnaire as an instrument. The instrument for data collection in this research had three parts.

Part one of the questionnaire consists of questions about the demographic characteristics of the respondents. The main parts of the questionnaire measure the organizational cultures of the bank and commitment of its employees, respectively. Thus, organizational culture were measured using question items adapted from the Denison organizational culture survey (Denison & Neale, 2011). The instrument has four subsections, measuring the four main cultural traits namely: involvement, consistency, adaptability and mission. The questionnaires measure the employees' level of agreement with their organizations on a 5-point Likert type scale anchored from 1-strongly disagree to 5- strongly agree and then the average score on each traits will be

used during data analysis and interpretation. Similarly, employees' commitment will be measured by using Mowday *et al.*, (1979) employees' commitment questionnaire where the instrument contains 8 items that measure the employees' level of commitment. A pilot test was conducted on 30 employees before administering the whole questionnaire.

3.8 Data Collection Process

After testing the questionnaire, the questionnaires were administered to the selected branches and head office organs by the researcher. Then, questionnaires were collected by checking whether employees filled them properly or not. As far as possible a due attention was given by the researcher to minimize non-response rate.

3.9 Validity and Reliability of Measuring Instrument

3.9.1 Validity

One way to try to ensure that measurement error is kept to a minimum is to determine properties of the measure that give us confidence that it is doing its job properly. The first property is validity, which is whether an instrument actually measures what it sets out to measure. Hair, Black, Babin, Anderson, & Tatham (2007) defined the validity as “the degree to which a measure accurately represents what is supposed to”. Validity is concerned with how well the concepts are defined by the measure(s). It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration.

Leary (2004) mentioned about four types of validity: internal validity, external validity, construct validity, and statistical conclusion validity. Internal validity refers to how the findings of the research match reality and as the researcher measure the things that are aimed to measure. External validity refers to whether the observed associations can be generalized from the sample

to the population or to other people, organizations, contexts, or time (Leary, 2004). The more representative, the more confident we can be in generalizing from the sample to the population. Construct validity examines how well a given measurement scale is measuring the theoretical construct that it is expected to measure. Finally, statistical conclusion validity examines the extent to which conclusions derived using a statistical procedure is valid. To these end, the study findings were consistent with the reality in the context and the general theory, external validity of the study maintained by taking representative samples and can be generalized to all branches Buna bank. Furthermore, this study attempts were made to address the construct validity via clearly defining the construct of interest and develop valid measures that operationalize defined constructs. The statistical conclusion validity was important as the study is quantitative type and is addressed through selection of the right statistical method used for hypotheses testing.

3.9.2 Reliability

Validity is a necessary but not sufficient condition of a measure. Reliability is the ability of the measure to produce the same results under the same conditions. To be valid the instrument must first be reliable. Reliability refers to whether an instrument can be interpreted consistently across different situations. Reliability differs from validity in that it relates not to what should be measured, but instead to how it is measured. Hair *et al.* (2007) defines reliability as the extents to which a variable or a set of variables is consistent in what it is intended to measure. To ensure the inner consistency of the present instrument, it was used the Cronbach's alpha coefficient. It is one of the most commonly used indicator of internal consistency and ideally this coefficient should be above 0.7 (Pallant, 2005).

The Cronbach's alpha coefficients for each dimension of organizational culture and employees commitment measures were above the threshold (0.7) and were all acceptable. Thus,

as shown in table 1, Cronbach's alpha coefficient the attributes revealed the existence of internal consistency.

Table 1: Reliability Analysis of Variance

Dimensions	Cronbach's Alpha Coefficient	Number of Items
Involvement	0.8	9
Consistency	0.76	9
Adaptability	0.83	9
Mission	0.77	9
Employees commitment	0.74	7

Source: Own Survey (2018)

3.10 Methods of Analysis

The data analysis was both descriptive and inferential. Descriptive statistics such as frequencies, percentages, means and standard deviations were used to summarize and present the data. Inferential statistics; such as, correlation coefficient and regression were applied so as to see the relationship between organizational culture dimensions and employees' commitment. Mann-Whitney U test and Kruskal-Wallis tests were applied to see the existence of differences in different demographic profiles. For analysis, Statistical Package for Social Science (SPSS) software version 20 was applied.

3.11 Ethical Consideration

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

CHAPTER FOUR
RESULTS AND DISCUSSION

This section presents the results and discussion of the findings of the study. The responses of the respondents for the various dimensions of organizational culture and employee's commitment are summarized and presented as follows. Out of the total 217 questionnaires distributed, 212 of them were properly filled and collected. The response rate of the study was 98%.

4.1 Demographic Profile of Respondents

Respondents were selected randomly with no prior consideration on their gender, age, and service year. The composition of respondents participated in the survey can be explained in table 2 below.

Table 2: Demographic Profile of Respondents

Demographic Profile	Category	Frequency	Percent
Gender	Male	157	74%
	Female	55	26%
Age (Years)	18-25	50	24%
	26-35	119	56%
	36-40	24	11%
	41-50	17	8%
	51-60	2	0.9%
Level of Education	First Degree	152	72%
	Second Degree and above	60	28%
Placement	Head office	48	23%
	Branch	164	77%
Position	Managerial	20	9.4%
	Non-managerial	182	90.6%
Years of Service	Less than one year	1	0.5%
	1- 5 years	99	46.7%
	5- 10 years	73	34.4%
	Above 10 years	31	14.6%
	Missing	8	3.8%
Marital Status	Single	108	51%
	Married	91	43%
	Divorce	13	6%

Source: Own Survey (2018)

Table 2 presents the demographic information of the respondents. Considering the gender of the respondents, 74% of the respondents are males while the rest 26% were females. This indicates most of the respondents in the study were male employees which also could reveal most of the employees of the bank are male.

The table also discloses that the large number respondents dominated by the age group of 26-35 (56%) , respondents whose age fall in the age group of 18-25 years was 24% and those in the age group of 36-40 years were 11%. This could reveal that the largest proportion of the Bank's employees (91%) are in the relatively younger age group which may imply the likely competitive advantage in realizing the Bank's vision because of having a young energetic and trainable workforce.

With regard to educational level of the respondents, the largest portions (72%) were first degree holders and the rest 28% were second degree and above holders. This reveals that the majority of the employees of the bank are first degree holders.

In terms of place of assignments (place of work) of respondents, the majority of respondents (77%) were those who were working within branches located in Addis Ababa and the remaining 23% of the respondents were taken from the head office of the bank. Whereas, as far as the position of employees is concerned, the majority (90.6%) of the employees of the bank involved in the survey had a non-managerial position and only 9.4 % of the respondents had a managerial position.

In terms of work experience or service years, the majority (46.7%) of the respondents has served the Bank between 1 and 5 years and about 34% of the respondents served the bank between 5 and 10 years. This reveals that about 81% of the respondents have 10 years and less

experience in the bank. About 14.6% of the respondents have more than 10 years of experience in the bank, which can be considered as relatively loyal.

Looking at the marital status of the respondents, the majority of the bank's employees who participated in the survey were single (51%) followed by those who were married(43%). The rest 6% of the respondents were divorced.

4.2 Key Dimensions of Organizational Culture Determining Employees'

Commitment

Many scholars have conducted numerous studies and got different factors affecting employees' commitment. Among the various dimensions (factors) employees' involvement, consistency, adaptability and mission were the important ones determining employees' commitment. In this regard, their findings revealed that different employees have different perception regarding the various measures of organizational culture which leads to employees' commitment. Thus, the agreement level of the various attributes of the four major dimensions of organizational culture is discussed as presented below.

4.2.1 Involvement

The effect of employees' involvement on employees' commitment was studied by scholars Nongo and Ikyanyon (2012); Singh and Verghese (2015). Similarly, Asghar, Mojtaba and Sadeghi (2015) found out that involvement is one of the most important dimensions of organizational culture and has great role in fulfillment of employees' commitment which shows employees' participation in work helps their intention to stay in work space. These scholars identified various attributes which in turn affects the involvements which are categorized under empowerment, team orientation and capability development.

Table 3: Respondents' agreement level on involvement attributes

Description	Level of Agreement (%)					Overall Agreement level (%)
	SD	D	N	A	SA	
Decisions are made at the levels where right information is available	10.4	12.3	17	35.8	24.5	60.3
Employees believes that they can have a positive impact	8.5	6.1	9.9	22.6	52.8	75.4
Information is widely shared so that employees can get information they need	13.7	11.3	18.4	34	22.6	56.6
Empowerment Average	10.9	9.9	15.1	30.8	33.3	64.1
Cooperation across different parts of the organization is encouraged	9	14.2	18.4	36.8	21.7	58.5
Teamwork is used to get work done, rather than hierarchy	11.3	13.7	17	34	24.1	58.1
Employees work like they are part of a team	11.3	8.5	10.8	34.9	34.4	69.3
Team Orientation Average	10.5	12.1	15.4	35.2	26.7	62
There is a continuous investment to develop the skills of employees	9.4	16	17	42.5	15.1	57.6
The capabilities of employees are viewed as an important source of competitive advantage	6.6	9	15.6	32.1	36.8	68.9
Authority is delegated so that employees can act on their own	14.2	15.1	22.6	31.6	16.5	48.1
Capability Development Average	10	13.4	18.4	35.4	22.8	58.2
Average of Involvement attributes	10.5	11.8	16.3	33.8	27.6	61.4

Note: SD stands for Strongly Disagree, D= Disagree, N= Neutral , A=Agree, SA=Strongly

Agree and Overall agreement level = Agree + Strongly Agree

Source: Own Survey (2018)

As shown in Table 3, respondents were asked to express their level of agreement on crucial elements of involvement. Accordingly, about 60% of the respondents agreed that decisions in the organization are made at the levels where right information is available whereas the rest 22.7% and 17% disagreed and in neutral status, respectively. Besides, 75.4% of them believe that employees have a positive impact in the bank's development. Thus, the majority of the respondents confirmed the positive impact employees for the banks progress if they are empowered and involved. Overall, about 64% of the respondents agreed on the attributes of empowerment under the dimension involvement. The agreement level on the attribute 'Information is widely shared so that employees can get information they need' was only 56% which could indicate information sharing in the bank is relatively low.

Among the three attributes of team orientation under involvement, the agreement level of respondents on statements 'cooperation across different parts of the organization is encouraged', 'teamwork is used to get work done rather than hierarchy' and 'employees work like they are part of a team' was 58.5%, 58.1% and 69.4%, respectively either agree or strongly agree. On average, 62% the respondents agreed team orientation attributes and 22.6% of the disagreed whereas the rest 15.4% of the respondents neither disagreed nor agreed.

On the other hand, 57.6%, 68.9% and 48.1% of the respondents believed that there is a continuous investment to develop the skills of employees in the bank, the bank views employees' capabilities as an important source of competitive advantage and the authority in the bank delegates employees so that they can act on their own, respectively. The average agreement level of The majority of respondents (58%) either agree or strongly agree capability development attributes which are included in the involvement dimension and about 23% of the either disagree (13.4%) or strongly disagree(10%).

The employees' involvement which can be expressed by empowering them to participate decision making and act independently by providing the necessary information, facilitating teamwork and enabling them to develop the knowledge and skill leads to the stability of their commitment. Table 3 also reveals the attributes 'employees believes that they can have a positive impact(75.4); ' employees work like they are part of a team' (69.3%); and 'the capabilities of employees are viewed as an important source of competitive advantage' were the three attributes among the nine attributes employee involvement dimension which registered highest agreement level. On the other hand, authority delegation to employee so that employees can act on their own was the attribute with lowest level of agreement (48%).

4.2.2 Consistency

Various scholars carried out a research a controversial findings about the relationship between consistency and employees' commitment. Some concluded there is no relationship between the two (Nongo & Ikyanyon, 2012) whereas others found out that positive relationship between consistency and employee commitment (Mojtaba & Sadeghi, 2015; Hakim, 2015 and Ghader & Afkhami, 2014). Consistency as one measure (dimension) of organizational culture can be using the core value, agreement and coordination and integration which have three attributes each.

Table 4: Respondents' agreement level on consistency attributes

Description	Level of Agreement (%)					Overall Agreement level (%)
	SD	D	N	A	SA	
Managers "practice what they preach"	10.4	17	21.2	34.4	17	51.4
There is a consistent set of values that govern the way the bank does business	9	16	17.5	23.1	34.4	57.5
There is an ethical code that guides employees' behavior and tells right from wrong	8	9	17.9	34	30.7	64.7
Core Values average	9.1	14	18.9	30.5	27.4	57.9
When disagreements occur, employees work hard to achieve a "win-win" solutions	9.9	13.7	14.6	37.7	24.1	61.8
There is a clear agreement regarding the right way and the wrong way to do things	11.3	13.7	17.5	37.7	19.8	57.5
It is easy to reach consensus, even on conflicting issues	11.8	18.4	17	37.3	15.6	52.9
Agreement average	11	15.3	16.4	37.6	19.8	57.4
Employees from different parts of the organization share a common perspective	10.4	11.3	23.1	40.6	14.6	55.2
It is easy to coordinate projects across different parts of the organization	6.6	9	14.2	37.7	32.5	70.2
The approach to doing business is very consistent	8	15.1	22.6	34.9	19.3	54.2
Coordination and Integration average	8.3	11.8	20	37.7	22.1	59.9
Average of consistency attributes	9.5	13.7	18.4	35.3	23.1	58.4

Source: Own Survey(2018)

Table 4 reveals that low agreement level (51.4%) was registered for the statement 'managers practice what they preach' whereas the statement ' it is easy to coordinate projects across different parts of the organization' scores the highest agreement level (70.2%).

With regard to respondents' response on relevant attributes of consistency, of the attributes related to core values of the organization, about 57.5% and 64.7% of the respondents agreed about the existence of a consistent set of values that govern the way the bank does

business and an ethical code that guides employees' behavior and tells right from wrong, respectively. The average agreement level of core value attributes was 57.9% and the average disagreement level (SD+D) for core value attributes was 23%. Similarly, about 61.5%, 57.5% and 52.9% of the respondents confirmed that employees work hard to achieve a "win-win" solutions when disagreements occur, there exists clear agreement regarding the right way and the wrong way to do things in the bank and even on conflicting issues, it is easy to reach consensus, respectively. Taking the three statements under agreement, 57.4% of the respondents agreed on the statements on average. The responses of 55.4% and 54.2% of the respondents confirmed that employees from different parts of the bank share a common perspective and the bank's approach of doing business is very consistent, respectively. The average agreement level of the respondents for the three attributes of the coordination and integration under consistency was about 60%. The majority (70.2%) of the respondents revealed that coordinating projects across different parts of the bank is easy.

Thus, the increase in the agreement level of on the components of consistency (core values, agreement and coordination and integration) could imply the increase in consistency (stability) which in turn could increase the employee commitment to provide efficient and effective work.

4.2.3 Adaptability

Employees become more committed to organizations that adapt to changing circumstances. Thus, companies should encourage innovation and teamwork among employees as it enables employees adapt in an environment of change, thereby improving their level of commitment (Nongo & Ikyanyon, 2012). They further stated that adaptability predicts employee commitment more than any other corporate cultural variables.

Table 5: Respondents' Opinion on Adaptability attributes

Description	Level of Agreement (%)					Overall Agreement level (%)
	SD	D	N	A	SA	
Improved ways to do work are continually adapted	8.5	12.3	22.2	39.6	17.5	57.1
Different parts of the organization cooperate to create change	10.8	9.9	18.9	34.4	25.9	60.3
The bank responds to competitors actions and other changes in the business Environment	8.5	12.7	23.6	36.3	18.9	55.2
Creating Change	9.3	11.6	21.6	36.8	20.8	57.6
Customers comment leads to changes and influences decision making	9.4	15.6	18.9	34.9	21.2	56.1
Employees understand customers wants & needs	10.8	10.4	11.3	29.7	37.7	67.4
Customers inputs directly influences bank's decisions	13.2	11.8	12.7	40.1	22.2	62.3
Customer Focus	11.1	12.6	14.3	34.9	27	61.9
Innovations are encouraged	9.9	12.7	20.3	42.9	14.2	57.1
Learning is an important objective in a day-to-day work of the company	7.5	7.1	18.9	39.2	27.4	66.6
The bank view failures as an opportunity for learning and improvement	9.4	14.2	17.5	37.3	21.7	59
Organizational Learning	8.9	11.3	18.9	39.8	21.1	60.9
Average of Adaptability attributes	9.8	11.8	18.3	37.2	23.0	60.1

Source: Own Survey(2018)

As revealed in Table 5, adaptability as one major dimension of organizational culture which determine employees' commitment, attempts were made so as to get the respondents perception using nine attributes categorized under three components of adaptability. They are creating change, customer focus and organizational learning containing three attributes each.

Regarding creating change, 57.1% of the respondents agreed that improved ways of doing work are continually adapted in the bank. Similarly, 60.3% and 55.2% of the respondents agreed that different parts of the bank cooperate to create change and the bank responds to competitors actions and other changes in the business environment, respectively. This made the average agreement level of creating change in bank 57.6%.

Another important component in adaptability dimension was the customer focus. Hence, as shown in table 5, 56.1% of the respondents believed that customers' comments lead to changes and influences decision making in the bank. The responses the majority of respondents (67.4%) of the survey confirmed that the employees of the bank understand customers wants and needs while performing their daily activities. Out of the total respondents, 62.3% of them responded that the customers' inputs directly influence bank's decisions. A relatively higher average agreement level was observed in customer focus component of adaptability which was 61.9%. The final component of adaptability was organizational learning which expressed by three attributes which were related to the learning process in the bank. About 57% of the respondents confirmed that innovation is encouraged in the bank. Similarly, the responses the majority of the respondents (66.6%) agreed that learning is an important objective in a day-to-day work of the bank. This figure could indicate learning in the bank has a priority. On the other hand, 59% of the respondents revealed that failures are viewed as an opportunity for learning and improvement in the bank. These agreement levels in the three attributes led to average agreement level of organizational learning to be about 61%.

Thus, one can understand that the bank is relatively better in terms of adapting to various changes and the changing business environment. This could help the bank to cope with the recurrent changes which are happening and will happen in the coming future.

4.2.4 Mission

Mission provides purpose and meaning by defining a social role and external goals for the organization. It is the mission which provides clear direction and goals that serves to define an appropriate course of action for the origination and its members which result in increasing the level of employee commitment to the organization (Denison and Neale, 2011). Thus, in this study, mission was considered as one of dimension of organizational culture which can affect the employees' commitment. Like other dimensions considered, mission had three subcomponents which were related to it such as strategic direction and intent, goals and objectives and vision which in turn were expressed by three attributes each.

Table 6: Respondents' opinion on Mission attributes

Description	Level of Agreement (%)					Overall Agreement level (%)
	SD	D	N	A	SA	
There is a clear mission that gives meaning and direction	11.8	4.7	16	40.6	26.9	67.5
The banks strategic direction is clear to me	10.8	7.1	16	41	25	66
There is a long-term purpose and direction of the bank	9.4	11.8	14.2	41	23.6	64.6
Strategic Direction and Intent	10.7	7.9	15.4	40.9	25.2	66.1
Leaders set goals that are ambitious, but realistic	8	14.2	22.2	32.1	23.6	55.7
The bank continuously track its progress against the stated goals	9.9	15.6	24.1	33	17	50
There is widespread agreement about the goals of the company	11.8	14.6	18.9	37.7	17	54.7
Goals and Objectives	9.9	14.8	21.7	34.3	19.2	53.5
Employees have a shared vision of what the organization will look like in the future	7.5	13.2	25.5	39.2	14.6	53.8
Leaders have a long-term viewpoint	5.7	10.8	26.9	47.6	9	56.7
The bank's vision creates excitement and motivation for employees	13.2	15.1	25	31.6	15.1	46.7
Vision	8.8	13	26	39.5	12.9	52.4
Average of mission Attributes	9.8	11.9	21.0	38.2	19.1	57.3

Source: own survey(2018)

As indicated Table 6, respondents were asked whether there is a clear mission that gives meaning and direction in the bank and the majority (67.5%) of them confirmed the presence such a mission. Similarly, 66% and 64.5% of the respondents who participated in the study agreed on the clarity of the banks strategic direction to them and on the presence of long-term purpose and direction of the bank, respectively. Thus, the majority of the respondents agreed on the strategic direction and intent attributes which led the average agreement level to be about 66%.

Table 6 also reveals the employees perception on goals and objectives attributes. Thus, 55.7% of the respondents believed that leaders in the bank set goals which are ambitious but realistic. On the other hand, only half (50%) of the respondents agreed on the statement ' the bank continuously track its progress against the stated goals'. Moreover 54.7% of the respondents confirmed that the presence of a widespread agreement about the goals of the bank among employees. On average, 53.5% of the employees either agreed or strongly agreed on the three attributes of goals and objectives of the bank.

The study has made its effort to get the perception of the respondents on the vision component of the mission dimension using attributes such as 'employees have a shared vision of what the organization will look like in the future'; 'leaders have a long-term viewpoint'; and 'the bank's vision creates excitement and motivation for employees' and the agreement level was 53.8%, 56.7% and 46.7%, respectively. This result indicates that the bank's vision does not create excitement and motivation for the majority of the employees of the bank. The average agreement level of vision attributes for this study became 52.4%

4.2.5 Employee Commitment

Various studies found out that employee commitment is one of the important factor to favorable organizational outcomes to organization, because it is reflects the extent to which employee's identify organization and is committed to its goals. Employee commitment to organization is concerning an employee's faithfulness to the organization, the willingness to exert effort on behalf of the organization, the degree of goal and value between the employee and the organization, and the employee's desire to remain hired by the organization (Owoyemi, Oyelere, Elegbede, & Gbajumo-Sheriff, 2011; Messner, 2013).

Table 7: Respondents' Opinion on Employee Commitment items

Description	Level of Agreement (%)					Overall Agreement level (%)
	SD	D	N	A	SA	
I am willing to put in a great deal of effort beyond the normal expected, in order to help this organization to be successful	5.7	6.1	17.5	37.7	33	70.7
I talk about this organization to my friends as a great organization to work for it	12.7	14.2	18.4	42	13.7	55.7
I would accept any type of job assignment in order to keep working for this organization	10.4	11.8	24.1	40.6	13.2	53.8
I find that my values and the organization's values are very similar	10.4	9.9	39.6	36.3	3.8	40.1
I am proud to tell others that I am part of this organization	7.5	7.1	18.9	39.2	27.4	66.6
This organization really inspires the very best in me in the way of the job performance	7.5	13.2	25.5	39.2	14.6	53.8
For me, this is the best of all possible organizations for which to work	9.9	14.2	15.6	37.3	23.1	60.4
Average of employee commitment attributes	10.9	12.4	28.5	43.7	19.0	62.7

Source: Own Survey (2018)

Thus, in study attempts were made to measure the employees' commitment of the bank using seven attributes. As shown in the Table 7 above, the majority of the employees agreed on the statements 'I am willing to put in a great deal of effort beyond the normal expected, in order to help this organization to be successful' (70.7%); 'I am proud to tell others that I am part of this organization'(66.6%) and 'for me, this is the best of all possible organizations for which to work' (60.4%). Whereas, low agreement level (40.1%) was registered on the statement that says ' I find that my values and the organization's values are very similar'. This could indicate the values of the bank are not in line with the employees' values which could create a little bit detachment between them which could have a negative effect on the commitment. On average, more than 57% of the respondents agreed on each of the seven attributes of employees' commitment.

4.3 Descriptive Analysis of Dimensions of Organizational Culture

The perception of the respondents regarding the selected dimensions of organizational culture and their attributes are summarized using means and standard deviations in the table below. Thus, the mean indicates to what extent the sample group on average agrees or disagrees with the different attributes. The higher the mean, the more the respondents agree with the statement whereas the lower the mean, the more the respondents disagree with the statements.

The mean values each attribute and the resulting mean values of each dimension of organizational culture were presented in table 8.

Table 8: Descriptive analysis on organizational culture dimensions and their attributes

No	Items	Mean	SD
1	Decisions are made at the levels where right information is available	3.52	1.27
2	Employees believe that they can have a positive impact	4.05	1.28
3	Information is widely shared so that employees can get the information they need	3.41	1.32
4	Cooperation across different parts of the organization is encouraged	3.48	1.23
5	Teamwork is used to get work done, rather than hierarchy	3.46	1.30
6	Employees work like they are part of team	3.96	1.76
7	There is a continuous investment to develop the skills of employees	3.38	1.20
8	The capability of employees are viewed as an important source of competitive	3.83	1.21
9	Authority is delegated so that employees can act on their own	3.21	1.29
	Involvement	3.60	1.32
1	Managers practice what they preach	3.31	1.23
2	There is a consistent set of values that govern the way the bank does business	3.58	1.34
3	There is an ethical code that guides employees' behavior and tells right from	3.90	1.02
4	When disagreement occurs, employees work hard to achieve a win-win solution	3.52	1.27
5	There is a clear agreement regarding the right way and the wrong way to do	3.41	1.26
6	It is easy to reach consensus even on conflicting issues	3.26	1.26
7	Employees from different parts of the organization share a common perspective	3.38	1.18
8	It is easy to coordinate projects across different parts of the organization	3.81	1.18
9	The approach to doing business is very consistent	3.42	1.19
	Consistency	3.51	1.21
1	Improved ways to do work are continually adapted	3.45	1.17
2	Different parts of the organization cooperate to create change	3.55	1.27
3	The bank responds to competitors' actions and other changes in the business	3.44	1.18
4	Customer commitment leads to changes and influences decision making	3.43	1.25
5	Employees understand customers' wants and needs	3.73	1.35
6	Customers' inputs directly influence the company's decisions	3.46	1.31
7	Innovations are encouraged	3.39	1.17
8	Learning is an important objective in a day-to-day work of the company	3.72	1.16
9	The bank views failures as an opportunity for learning and improvement	3.48	1.24
	Adaptability	3.52	1.23
1	There is a clear mission that gives meaning and direction	3.66	1.25
2	The bank's strategic direction is clear to me	3.62	1.24
3	There is a long-term purpose and direction of the bank	3.58	1.23
4	Leaders set goals that are ambitious but realistic	3.49	1.22
5	The bank continuously tracks its progress against the stated goals	3.46	2.37
6	There is a widespread agreement about the goals of the company	3.33	1.25
7	Employees have a shared vision of what the organization will look like in the	3.40	1.12
8	Leaders have long-term viewpoint	3.43	0.99
9	The bank's vision creates excitement and motivation for employees	3.20	1.25
	Mission	3.46	1.33

Source: Own survey(2018)

As Table 8 presents the mean score for **involvement** was relatively high which is 3.6 (SD=1.54) which reveals a relatively employees of the bank had a relatively higher agreement level on the attributes of involvement. The attributes of involvement such as 'employees believe that they can have a positive impact (4.05); 'employees work like they are part of team' (3.96); and 'the capability of employees are viewed as an important source of competitive advantage (3.83) were attributes of involvement with a relatively higher mean score.

Similarly, consistency scored a mean value of 3.51 and the existence of ethical code that guides employees' behavior and tells right from wrong (3.90) and the easiness to coordinate projects across different parts of the organization (3.81) were the two attributes of consistency with a relatively higher mean score. Whereas the mean score of adaptability was 3.52 and the attributes of adaptability with a relatively higher mean score were 'employees understand customers wants and needs' (3.73) and 'learning is an important objective in a day-to-day work of the company' (3.72).

Finally, the mean score of mission was the lowest(3.46) and the two attributes with a relatively higher mean score in the dimension were the presence of clear mission that gives meaning and direction(3.66) and the clarity of the bank's strategic direction (3.62).

4.4 Descriptive Analysis on Employees Commitment Measures

Seven attributes were included to measure employees' commitment. Table 9 depicts that the mean score of the employees' engagement attributes was 3.46. which could indicate that the responses of the respondents inclined to agree on commitment measures. The higher mean score was recorded for the attribute which states employees' willingness put in a great deal of effort beyond the normal expected, in order to help this organization to be successful (3.86) whereas

the lowest mean scored was recorded for the attribute which states the alignment of the values of employees' values with the bank's values (3.13).

Table 9: Descriptive analysis on employees' commitment attributes

Attributes of Employees' Commitment	Mean	S. D
I am willing to put in a great deal of effort beyond the normal expected, in order to help this organization to be successful	3.86	1.12
I talk about this organization to my friends as a great organization to work for it	3.29	1.24
I would accept any type of job assignment in order to keep working for this organization	3.34	1.16
I find that my values and the organization's values are very similar	3.13	1.01
I am proud to tell others that I am part of this organization	3.72	1.16
This organization really inspires the very best in me in the way of the job performance	3.4	1.12
For me, this is the best of all possible organizations for which to work	3.5	1.26
Employee commitment	3.46	1.15

Source: own Survey(2018)

4.5. The relationship between Dimensions' of Organizational Culture and Employees' Commitment

Correlations are the most important measure of association or relationship between two or more variables. In relation to this, Pearson correlation coefficient reveals the magnitude of the association of two variables as well as the direction of relationships (whether positive or negative). The correlation coefficient of varies between -1.0 to $+1.0$ and when the value approach to the either extremes, it reveals strong correlation between the two variables considered. But, the extent of correlation between two variables as categorized by Marczyk, Dematteo and Festinger (2005) ranges from correlation coefficient of .01 to 0.30 which are considered small, from 0.30 to 0.70 are considered moderate, from 0.70 to 0.90 are considered large, and correlations of 0.90 to 1.00 are considered very large.

Table 10: Correlation analysis

Dimension	Involvement	Consistency	Adaptability	Mission	Commitment
Involvement	1				
Consistency	.673**	1			
Adaptability	.704**	.777**	1		
Mission	.703**	.667**	.757**	1	
Commitment	.776**	.790**	.805**	.734**	1

** . Correlation is significant at the 0.01 level (2-tailed). Source: Own Survey (2018)

Table 10 reveals that the Pearson correlation coefficients of the four dimensions organizational culture were all positively associated with each other and employees' commitment. The four dimensions of organizational culture correlation coefficients ranges from 0.734 to 0.805 and all were significant at $p < 0.01$ level. Thus, the association between these dimensions and employees' commitment can be considered as strong and positive. Furthermore, the four dimensions of organizational culture were significantly correlated with each other. As indicated in table 10, adaptability was highly correlated with employees' commitment ($r=0.805$), consistency ($r=0.777$) and mission($r=0.757$).

4.6 Analysis of Inferential Statistics Results

The studies tried to asses and see the relationship between the four major dimensions of organizational culture, demographic and employees' commitment. To this end, inferential statistics such, regression analysis, hypothesis testing and Mann-Whitney U test and Kruskal-Wallis test were employed. The results of such analysis are presented below.

4.6.1 The Impact of organizational culture dimensions on Employees' commitment

To find out the effect of each dimension of organizational culture on employees' commitment, multiple regression analysis was employed.

Table 11: Multiple Regression result of selected organizational cultures traits and employee commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error
1	.880 ^a	.774	.770	.34732

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

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.534	4	21.383	177.259	.000 ^b
	Residual	24.971	207	.121		
	Total	110.505	211			
a. Dependent Variable: Commitment						
b. Predictors: (Constant), Mission, Consistency, Involvement and Adaptability						

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.676	.114		5.950	.000		
	Involvement	.203	.035	.302	5.880	.000	0.413	2.419
	Consistency	.237	.044	.295	5.371	.000	0.361	2.773
	Adaptability	.246	.056	.274	4.398	.000	0.281	3.556
	Mission	.104	.049	.117	2.138	.034	0.366	2.731
a. Dependent Variable: Commitment								

Source: Own Survey (2018)

As shown in the model's result above, 77.4% variation in employee commitment is explained by the four dimensions of organizational culture. Similarly, the ANOVA table which indicates the overall significance / acceptability of the model from a statistical perspective implies that the model was significant as the significance value of F statistics shows a value 0.000 ($p < 0.05$). The implication of this is that the variation explained by the model is not by chance.

The four major objectives of this study were to see the effect of the dimensions of organizational culture (involvement, consistency, adaptability and mission) on employees' commitment. Table 12 reveals that the strength of each independent variable's effect on the dependent variable which could be investigated using standardized beta coefficient. The regression coefficient explains the average amount of change in dependent variable that caused by a unit of change in the independent variable.

Thus, all the dimensions considered as an independent variable in this study were all statistically significant. The coefficients of all independents were positive and significant which in turn implies the increase in involvement, consistency, adaptability and mission could lead to the increase commitment of employees. The coefficient of involvement was higher than others which reveal its contribution in the prediction of employee commitment was high (0.302) and it was statistically significant. This result is in line with the findings of Nongoand Ikyanyon (2012); Singh and Verghese (2015) and Asghar, Mojtaba and Sadeghi (2015) who also found a positive relationship between involvement and employees commitment.

The finding of this study also reveals that consistency has a positive and significant relationship with employee commitment with a coefficient of 0.295. Similar findings were found by other scholars such as Asghar, Mojtaba and Sadeghi (2015) and Ghader and Afkhami (2014).

Similarly, adaptability was another dimensions of culture which had a positive and significant effect on employees' commitment($B= 0.274$). It was found out by other researchers that employees exhibited the highest organizational commitment when they perceived higher learning culture (adaptability) (Mersen, 2016; Ghader & Afkhami, 2014; Azadi, Bagheri, Eslami & Aroufzad, 2013).

Mission was the last dimension of organization culture which expected to an effect on employees' commitment as it serves to define an appropriate course of action for the origination and its members. In this study, mission was one of the dimensions of organizational culture which had a positive and significant effect on employees' commitment in Buna bank. Similar findings were found by Mersen (2016) also found out the existence of positive relationship between mission and employee commitment in Ethiopian airlines. .

Therefore, the model result depicted the existence of a statistically significant relationship between the dimension of organizational culture and the dependent variable (employee commitment). Thus, alternative hypotheses of all dependent variables were accepted. As stated above increasing involvement of employees in various aspects of the bank, consistency, adapting various changes and understanding the core values and mission increase the employees' commitment. Thus, their effect on employees' commitment was positive.

Tolerance is the indicator of how much of the variability of independent variable is not explained by another independent variable. Thus, if the value is less than 0.1 or VIF (which is the inverse of tolerance value) is above 10, it implies possibility of multi-collinearity (Pallant, 2005). As the above table indicates, all tolerance values are greater than 0.1 and VIF is less than 10, there is no possibility of multicollinearity among the variables.

4.6.2 Hypothesis testing

Table 12 reveals that all the alternative hypothesis about the relationship between the dimensions of organizational culture and employees' commitment were accepted. All the independent variables were significant at a less than 5% probability. The findings indicates as the bank tries to maintain a strong culture by involving employees in various aspects of the organization, by being highly consistent, by enabling employees to adapt and understand the mission of the bank, the commitment of the employees is expected to increase.

Table 12: Summary of overall outcome of the research hypothesis

Hypothesis	Result
Ho: There is no significant relationship between employees' involvement in decision making and employees' commitment	B = .302 p < 0.05 Ho: Rejected
H1: There is significant relationship between employees' involvement in decision making and employees' commitment	H1: Accepted
Ho: There is no significant relationship between organization consistency and employees' commitment	B = .295 p < 0.05 Ho: Rejected
H1: There is significant relationship between organization consistency and employees' commitment	H1: Accepted
Ho: There is no significant relationship between adaptability and employees' commitment	B = .274 p < 0.05 Ho: Rejected
H1: There is significant relationship between adaptability and employees' commitment	H1: Accepted
Ho: There is no significant relationship between employees' identification with organizational mission and employees' commitment	B = .117 p < 0.05 Ho: Rejected
H1: There is significant relationship between employees' identification with organizational mission and employees' commitment	H1: Accepted

Source: Own Survey (2018)

4.6.3 Commitment difference among various demographic factors of respondents

Attempts were made to see the whether there exists a significant difference in the mean commitment score between male and females, education level, in job position, age category, service year and marital status of respondents. To see such existence of such a difference among

the various groups, Mann-Whitney U test and Kruskal-Wallis test independent groups analysis were employed for the those demographic variables with two and more than two categories respectively.

Table 11: Variation of employee commitment score across different demographic factors.

Demographic Factor	Category	Mean	Tests	Sig.
Gender	Male	3.40	Mann-Whitney U Test	0.035
	Female	3.62		
	Total	3.46		
Age	18-25	3.52	Kruskal-Wallis Test	0.271
	26-35	3.39		
	36-40	3.48		
	41-50	3.74		
	51-60	3.93		
	Total	3.46		
Education Level	1st Degree	3.53	Mann-Whitney U Test	0.043
	2nd Degree & Above	3.30		
	Total	3.46		
Position of the Respondent	Managerial	3.28	Mann-Whitney U Test	0.113
	non-managerial	3.48		
	Total	3.46		
Year of Service	Less than one year	3.43	Kruskal-Wallis Test	0.615
	1-5 years	3.47		
	5-10 years	3.41		
	Above 10 years	3.65		
	Total	3.47		
Marital status	Single	3.44	Kruskal-Wallis Test	0.55
	Married	3.51		
	Divorced	3.32		
	Total	3.46		

Source: Own Survey (2018)

Table 13 reveals whether there exists a significant difference in the distribution of the mean score employees' commitment among the various demographic factor categories. Thus, independent Mann-Whitney U Test reveals that there was a significant difference in the mean commitment level between male and females. The mean values indicate that female respondents

have more agreement level in the commitment attributes than males which is somewhat natural. Another demographic factor which had a significant difference in distribution of the mean value of commitment score across categories of the level of education of the respondents which implies first degree holder respondents had a higher commitment score than second degree and above holders. The first degree holders respondents were more committed than second degree and above holder respondents which could be due to the fact that second degree holders have more options to find job in other organizations and could be more concerned in searching jobs which could decrease their commitment. The table also indicated that the distribution of the mean score of commitment was the same across non-managerial and managerial respondents as the Mann-Whitney U Test was non-significant. The independent samples Kruskal-Wallis Test confirms that the distribution of mean commitment score across age categories of respondents, years of service and marital status were the same and non significant difference among each categories.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of the Findings

The study tried to find out the effect of the four major dimensions of organizational culture on employees' commitment in Buna bank. The summary of the major findings of this study are presented as follows;

- The proportion of male respondents were 74% whereas 26% of respondents were female. The large number respondents dominated by the age group of 26-35 (56%) and the majority of the respondents were first degree holders(72%).
- The largest group of the respondents(77%) were taken from branches and 90.6% of the respondents were non-managerial. comprises first-degree holders, which is 75.7% of the total respondents. Furthermore, 46.7% of the respondents have 1-5 years of experience in the bank.
- The average agreement level for the dimension involvement was 61.4% which indicates, on average, 61.4% of the respondents either agreed or strongly agreed on each attributes of involvement. But a considerable number of employees(38.6%) do not agree on average on the attributes of involvement. Among the subcomponents of involvement empowerment attributes score a relatively better agreement (64.1% on average). The attribute of empowerment which states 'information is widely shared so that employees can get information they need' scored the lowest agreement level'(56.6%) which could be an indicator for the existence of lack information sharing in the bank.
- Similarly, 58.4%, 60.1% and 57.3% of the respondents agreed on each attributes of consistency, adaptability and mission, respectively. These results also reveals the

existence a considerable proportion of respondents who did not agree on the consistency, adaptability and mission attributes.

- Whereas, about 63% of the respondents agreed on each statements of employee commitments, on average.
- The results of regression analysis depicts that all the four dimensions of organizational culture a positive and significant effect on employees commitment.

5.2 Conclusion

The study was conducted to see the effect of the four dimensions of organizational culture on employee commitment in Buna International Bank. It is found that involvement is the most contributing dimensions of organizational culture which affects employees engagement in the bank under consideration. Among the sub-components under involvement dimension, empowerment traits scored relatively higher agreement level followed by team orientation and capacity development in their respective order. Thus, the involvement of employees by empowering them, encouraging team work in the bank and investing various capability developments of employees could increase the commitment of employees for the bank. To this end, the finding of the study revealed that the bank's culture of information sharing to employees, the bank's commitment by investing on development of the skills of employees and delegation of authority to employees so that they can act independently is weak. This could have a negative effect on the commitment of employees. Furthermore, a considerable proportion of employees did not agree on the involvement attributes and feels that there is a lack involvement employee in various issues of the bank.

In the same way, as the degree to which employees understand the shared system of beliefs in their organization and are able to act in a predictable way even when facing unfamiliar situation (consistent way), employees' commitment expected to increase. But, the result from the

analysis of the agreement level of respondents depicts that significant number of employees(41.6%) did not agree on the attributes of consistency which could be an indicator for the presence of some inconsistencies in the bank. More specifically, some attributes of consistency such as 'managers "practice what they preach"; 'it is easy to reach consensus, even on conflicting issues' and 'the approach to doing business is very consistent' were among the attributes which score low agreement level. On the other hand, the regression result indicated that consistency is one of the dimensions of organizational culture which had a positive and significant effect on employees' commitment.

On the other hand, the more the organization adapt to changing circumstances and promotes organizational learning, the more employees are committed to the bank. Thus, employees believe that the organization ability to respond to internal customers regardless of department/ section has effect on their commitment. The result of the study from correlation and regression confirms the above argument. But, the overall agreement level on adaptability dimension revealed that a considerable proportion of employees did not agree on the statements of adaptability which needs the efforts of the bank to work on each attributes of adaptability so that agreement score will increase.

Finally, the study result from regression depicts that the degree to which employees know and share the purpose, the goals and the vision of their organization (Mission) which reveals that as the employees' understand the mission, their commitment increases. But, the study also revealed that mission was one of the dimension of organizational culture with the lowest overall agreement level as compared with the rest dimensions. This in turn could indicate the bank did not give a due emphasis in setting goals that are ambitious and realistic; in continuously tracking its progress against the stated goals; in creating a widespread agreement about the goals of the

bank; in enabling employees to have a shared vision of what their bank will look like in the future; and in making the bank's vision to create excitement and motivation for employees

Thus, it can be concluded the bank has to work hard in ensuring the participation and involvement of its employees in various decision making and other various aspects of the bank so that the employees' commitment increases. Maintaining consistency can also boost employees commitment. Similarly, increasing the bank's ability to the frequently changing business environment and to adapt to changing circumstances could result a motivate and committed employee in the bank. Similarly, the existence of clear mission, goals, objectively and vision and making them understood to every employee in the bank can help increase the commitment of employees for the achievement of the mission, goals and vision of the bank

Overall, on the basis of the findings of this study, one can concluded that the organization's culture could have a significant effect in improving the level of employee commitment. This confirmed by the significant and positive contribution all the four dimensions (involvement, consistency, adaptability and mission) and employees' commitment.

5.3 Recommendations

Based on the findings and conclusions of the study, the following recommendation which would help the bank to deal with organizational culture dimensions so that it can increase its employees' commitment.

- The organization has to ensure the involvement of its employees by empowering them to participate in various decisions processes by availing information as they need and encouraging team work and by developing the capacity of employees by investing on them and considering them an important asset.

- The bank should maintain the consistency so that employees can understand the shared system of values in their organization and are able to act in a predictable way and in integrative manner even when facing unfamiliar situation.
- The bank should work hard to encourage the adoption of improved ways to do work, to be customer oriented and to promoting learning in the organization so that the organization can easily adapt to changing circumstances and so that employees could believe the organization ability to respond to internal customers.
- Finally, the bank should make sure that mission, goals, objectives and visions of the bank are clear and understandable so that everyone works for their achievement.

In general, organizations should observe the organizational culture and should check whether the cultures they have adopted are making their employees more committed or not. This is especially important for organizations which are service rendering such as banks. This because in service rendering organization, there is a continuous contact between employees and customers and employees should be highly committed to their work. Thus, such organizations should be keen in observing the effect of the culture and should revise if it does not lead to the required result.

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APPENDIX

A. Questionnaire



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS
SCHOOL OF COMMERCE**

**MASTER'S THESIS ON THE EFFECT OF ORGANIZATIONAL CULTURE ON
EMPLOYEES' COMMITMENT IN BUNA BANK**

Questionnaire to be filled by Employees of Buna Bank

Dear respondents,

This questionnaire is prepared by Rahel Bazezew, who is a graduate student at Addis Ababa University, school of commerce. The purpose of this questionnaire is to collect data to assess the **“The Effect of Organizational Culture on Employees' commitment: In the Case of Buna”**. Thus, you are kindly requested to give us your genuine, complete and timely response to the following questions. Furthermore, I would like to assure you that the information you provide will be used for academic purpose only and fully confidential. Please put “√” in the box of your choice or write your response in the blank space provided.

No.	Statement	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
2. INVOLVEMENT						
2.1. Empowerment						
2.1.1	Decisions are made at the levels where right information is available					
2.1.2	Employees believes that they can have a positive impact					
2.1.3	Information is widely shared so that employees can get the information they need					
2.2. Team Orientation						
2.2.1	Cooperation across different parts of the organization is encouraged					
2.2.2	Teamwork is used to get work done, rather than hierarchy					
2.2.3	Employees work like they are part of a team					
2.3. Capability Development						
2.2.1	There is a continuous investment to develop the skills of employees					
2.2.2	The capabilities of employees are viewed as an important source of competitive advantage					
2.2.3	Authority is delegated so that employees can act on their own					
3. CONSISTENCY						
3.1. Core Values						
3.1.1	Managers "practice what they preach"					

No.	Statement	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
3.1.2	There is a consistent set of values that govern the way the bank does business					
3.1.3	There is an ethical code that guides employees' behavior and tells right from wrong					
3.2	Agreement					
3.2.1	When disagreements occur, employees work hard to achieve a "win-win" solutions					
3.2.2	There is a clear agreement regarding the right way and the wrong way to do things					
3.2.3	It is easy to reach consensus, even on conflicting issues					
3.3	Coordination and Integration					
3.3.1	Employees from different parts of the organization share a common perspective					
3.3.2	It is easy to coordinate projects across different parts of the organization					
3.3.3	The approach to doing business is very consistent					
	4. ADAPTABILITY					
4.1	Creating Change					
4.1.1	Improved ways to do work are continually adapted					
4.1.2	Different parts of the organization cooperate to create change					
4.1.3	The bank responds to competitors					

No.	Statement	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
	actions and other changes in the business Environment					
4.2	Customer Focus					
4.2.1	Customers comment leads to changes and influences decision making					
4.2.2	Employees understand customers wants and needs					
4.2.3	Customers inputs directly influences company's decisions					
4.3	Organizational Learning					
4.3.1	Innovations are encouraged					
4.3.2	Learning is an important objective in a day-to-day work of the company					
4.3.3	The bank view failures as an opportunity for learning and improvement					
	5. MISSION					
5.1	Strategic Direction and Intent					
5.1.1	There is a clear mission that gives meaning and direction					
5.1.2	The banks strategic direction is clear to me					
5.1.3	There is a long-term purpose and direction of the bank					
5.2	Goals and Objectives					
5.2.1	Leaders set goals that are ambitious, but realistic					
5.2.2	The bank continuously track its progress against the stated goals					

No.	Statement	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
5.2.3	There is widespread agreement about the goals of the company					
5.3	Vision					
5.3.1	Employees have a shared vision of what the organization will look like in the future					
5.3.2	Leaders have a long-term viewpoint					
5.3.3	The bank's vision creates excitement and motivation for employees					
6	EMPLOYEE COMMITMENT					
6.1	I am willing to put in a great deal of effort beyond the normal expected, in order to help this organization to be successful					
6.2	I talk about this organization to my friends as a great organization to work for it					
6.3	I would accept any type of job assignment in order to keep working for this organization					
6.4	I find that my values and the organization's values are very similar					
6.5	I am proud to tell others that I am part of this organization					
6.6	This organization really inspires the very best in me in the way of the job performance					
6.7	I am glad that I have chosen this organization to work for over others					

No.	Statement	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
6.8	For me, this is the best of all possible organizations for which to work					

3. If you have any additional comment or suggestion

Thank you for filling the questionnaire.